



**'26** ARIZONA  
DEVELOPMENT  
FINANCE &  
OPPORTUNITY ZONES  
SUMMIT

PANELIST

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RDF | Raza Development Fund



***UNLOCKING  
OPPORTUNITY  
BUILDING WEALTH  
ADVANCING MOBILITY***

[WWW.RDF.FUND](http://WWW.RDF.FUND)

# Built to *contribute*. Poised to *thrive*.

All across America, *communities are eager to grow* — they just need access to the tools and investment that make opportunity possible.

Communities, from rural towns to urban neighborhoods, are *the backbone of America's workforce* and are vital to the nation's economic and civic strength.

From a surge in small business formation to rising interest in career and technical education, *the drive to move up is strong*. But without capital to fund the organizations and institutions that support that ambition, too much talent remains on the sidelines.



# What *communities need* now

**HOUSING** With housing costs outpacing wages and supply failing to meet demand, *millions of Americans spend more than 30% of their income on rent* — leaving little room to save, invest, or plan for the future.

**EDUCATION** As the workforce evolves and higher skills are increasingly required, *uneven access to early learning and postsecondary education limits mobility* and risks leaving too many behind.

**HEALTH** Healthcare costs remain unpredictable, and many *families lack access to consistent, affordable care* — an issue made more urgent recent federal policy shifts.

**WEALTH** In an economy transformed by automation, inflation, and rising costs, many *individuals and small businesses struggle to access the financial tools* needed to build lasting stability and stay competitive.

**RESILIENCY** Communities need *infrastructure and systems that can withstand crisis and disruption* so that essential services stay open and people stay connected when it matters most.



## Our Mission

Unlock *lasting prosperity*  
in communities across America.



# Three strategic goals...

## GOAL #1

Expand access to education, healthcare and affordable housing.

## GOAL #2

Grow family and generational wealth-building opportunities.

## GOAL #3

Strengthen the capabilities of community-based organizations so that they can absorb capital, grow, and increase their impact.



# What we do

## ***Mobilize capital***

Deploy responsible, attainable, flexible and patient capital solutions.

## ***Provide transformational support***

Establish deep partnerships with our clients, supporting them throughout their journey with customized technical assistance and expert guidance.

## ***Promote community resiliency***

Invest in initiatives that reduce energy costs for community facilities, fortify infrastructure against extreme weather, and promote long-term economic stability.

## ***Leverage leadership & social capital***

Using our credibility and influence to unlock resources for our clients.

## ***Engage in policy advocacy***

Partnering with other organizations to educate policymakers about our initiatives and the overall impact of the CDFI industry.

## ***Deploy strategic communications***

Using strategic storytelling and targeted communications to boost RDF's visibility and advance its goals.



# What we Invest in...

Since 1999, RDF, a mission-driven financial institution, has invested in projects traditional financial institutions overlook—not because they aren't worthy, but because they don't fit conventional lending models. Where others see risk, we see potential. Our capital supports:



## HOUSING

Developers building and preserving homes for working families.



## COMMUNITY HEALTH CENTERS

Private, nonprofit clinics expanding their reach to serve more patients.



## EDUCATION & SCHOOLS

Facilities that give students a strong foundation.



## COMMUNITY ORGANIZATION

Local leaders delivering job training, financial literacy, and social services that drive economic mobility.



## ENTREPRENEURS & SMALL BUSINESSES

Business owners driving innovation, job creation, and economic independence.



# The RDF *difference*

## ***Capital that's truly responsive***

Our financial products are tailored to the unique needs of clients, including pre-development, acquisition, construction, permanent, and commercial loans.

## ***Hi-touch guidance and support***

Through deep, high-touch relationships, we provide clients with customized assistance and guidance—helping them remove barriers, strengthen their capacity, and achieve lasting impact.

## ***Co-creation, together***

We listen. We learn. We sit elbow-to-elbow with the community. Our fund isn't just an outsider with capital. We're a partner sharing the journey toward a brighter and healthier community.

## ***Exceptional Performance***

We stand out as one of the few CDFIs with a prestigious AA- S&P rating.



# *RDF Loan Products*

## **Predevelopment**

Used to fund feasibility studies, environmental due diligence, architectural design work, and other related predevelopment, closing, and financing costs.

## **Construction**

Used to fund capital improvements to owned and ground-leased real estate; tenant improvements, soft costs, closing, and financing costs.

## **New Markets Tax Credits (NMTC)**

Used for capital improvements to owned and ground-leased real estate; tenant improvements to leased facilities, operating capital, FF&E, soft costs, closing, and financing costs.

## **Acquisition**

Used to fund the purchase of real estate for future development, closing, and financing costs.

## **Term**

Used for refinancing and consolidation of existing debt, growth capital, capital improvements, soft costs, closing, and financing costs.

## **Leverage Debt**

Used for leveraging NMTC Equity.



# Impact



**\$1.6 B**

INVESTED  
SINCE 1998



**\$7.2 B**

ADDITIONAL CAPITAL  
LEVERAGED



**24,832**

HOUSING UNITS  
FINANCED



**38**

STATES INVESTED



**70,804**

SCHOOL SEATS  
CREATED



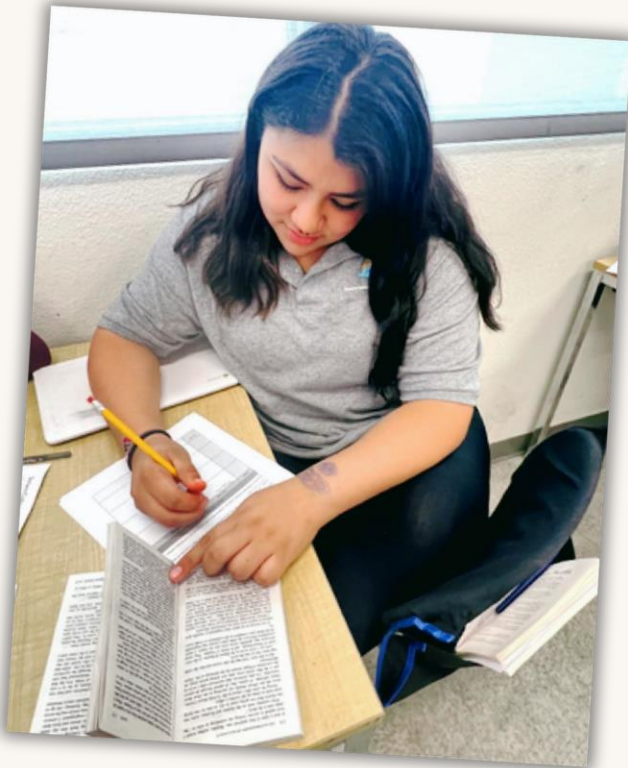
**692,357**

PATIENTS SERVED



**600+**

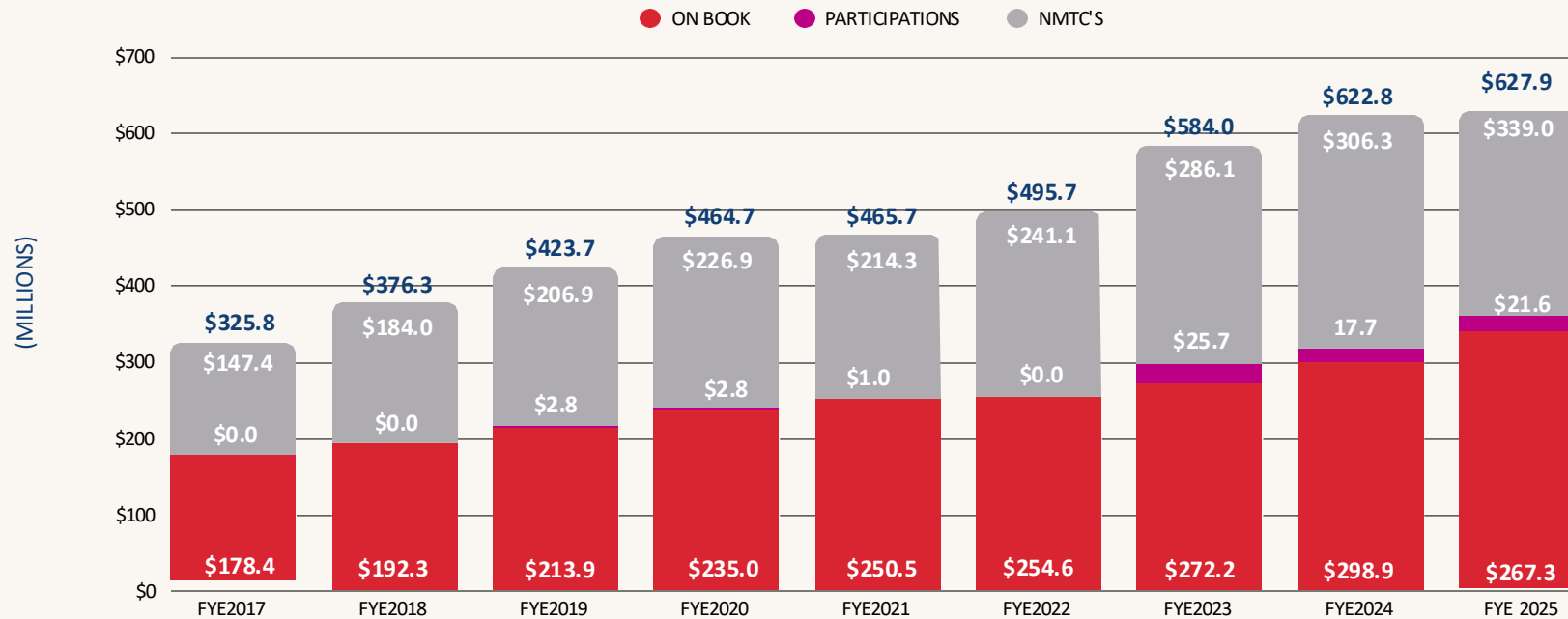
SMALL BUSINESSES  
SUPPORTED



**AA- S&P Rating/AA+ Aeris Rating:** RDF is one of the few CDFIs with these prestigious ratings, a testament to exceptional financial strength and impact.



# Assets under management



# ***RDF's NMTTC Practice: Priorities and Stories***



## RDF History with NMTCs

- Entered NMTC space in 2011 with first award
- Received \$463 million in NMTCs across 9 awards
- Fully deployed into 47 projects across 22 states
  - 35% education (preschool – 12<sup>th</sup> grade)
  - 20% adult education & workforce development
  - 15% healthcare
  - 11% healthy foods access
  - 19% other social services



## RDF Program Priorities

- Strategic Fit
  - K-12 Education
  - Adult Education & Workforce Training
  - Healthcare
- Geographic Fit
  - National footprint
  - Severe & Deep Distress areas
  - Underserved States (AZ, CA, TX, FL, NV)
- Real Estate projects



## RDF Program Priorities

- Targeted Community Benefits
  - Community Goods & Services
  - Job Creation, Quality & Accessible
    - All benefits to specifically target Low Income Persons
    - 80% of the Area Median Family Income (AMI)
- Shovel-ready, break ground within 12 months
- Could not move forward “but for” NMTCS
  - Exhausted other financing options
  - NMTCS enables achievement of community benefit goals



## NMTC Industry Practices

- Works best for larger project sizes (>\$5MM)
  - Transaction costs are high and smaller deals = less net subsidy
- Demand far exceeds Supply
  - Both applying for credits and Projects securing credits
- Complicated program with heavy compliance
  - Requires organization capacity and expertise
- Hiring NMTC consultant can be good investment
- Strong community engagement practices
  - Focus on projects with strong connection to community need



# Spotlight

## Mountain Park Health Center Phoenix, AZ

Mountain Park *transformed a neglected urgent care building into the Jesse Owens Clinic*—a modern facility serving South Phoenix with women’s health, pediatrics, dentistry, and adult medicine.

RDF’s support helped *secure funding not only for construction but also for a solar installation* that will cut energy costs and support long-term sustainability.



## MPHC: Jesse Owens Clinic

- Renovation and expansion of an existing facility into a 30,000 sq.ft. state-of-the-art FQHC
  - Re-activated long standing buildings and vacant clinic facility
  - MPHC acquired just before COVID-19 pandemic with no renovations since 1979
- RDF provided \$14 MM in NMTCs and \$6.5MM loan
  - JPMorgan Chase Investor: \$3.7 million to remain as permanent subsidy (“net benefit”) at 7 years
- 36 easily accessible exam rooms;
- Capability for 1,000 patient visits a week expanding accessibility of high quality and affordable care in South Phoenix

# New Markets Tax Credits

## Legacy Elementary School



# New Markets Tax Credits

## Legacy Elementary School Uvalde, TX

- New construction of elementary school campus to serve 800 students grades 2 – 4
  - Replaces Robb Elementary School, site of May 2022 tragedy taking 21 innocent lives
  - Cost to build (\$60 million) far exceeded State's commitment (\$15 million)
- RDF, Prestamos and Chase provided \$24.5 million in total NMTCS
  - \$6.3 million to remain as permanent subsidy
- Community engagement activities was key strength

## Legacy Elementary School

- Uvalde CISD Community Advisory Committee (UCISD CAC) oversaw decision making
  - 29 members, comprised to represent all stakeholders (administrators, teachers, parents, community reps, elected officials, public safety reps)
  - 10 meetings, 3 site tours, 3 design days
  - Focused on site selection, safety & security, facility design, health & wellness features
- CPLC operates early childhood learning sites; local staff was also instrumental in providing greater insight into community need for the project

