



LUMENT

LUMENT HERITAGE MONTH



FRANCISCO CRESPO | TEAM LEADER, ANALYTICAL SUPPORT - SENIORS

A HISPANIC HERITAGE MONTH PERSPECTIVE

Francisco Crespo's path to seniors housing and healthcare finance was hardly direct, but as it turned out, almost every job he undertook along the way added something to the skills he now brings to his role as leader of an underwriting and production team.

After graduating from Georgetown, Francisco focused on emergency management and disaster recovery — certainly relevant for working with clients in a sector hard hit by COVID-19. And the experience he gained later as a hotel developer and underwriting multifamily, self-storage, and mixed-use projects for private equity gave him the foundation in commercial real estate that smoothed the transition to seniors housing and healthcare.

Q&A

Although we are interviewing you for Hispanic Heritage Month, that only covers part of your heritage.

That's right. My identity is complex. My dad was born in Ecuador, and my mom is African-American — and I've always lived in both worlds. Hispanic, Latino — those are terms that mean a lot to me. I use them with pride, just the way my Blackness is a source of pride.



"I see a real long-term determination, at ORIX USA as well as at Lument, to foster real sustained change."

Being Hispanic and Black in a business that is predominantly white can be a burden. How do you approach that?

In most spaces, I'm usually the only person who fits those criteria, but I see it every time as an opportunity. When it's a burden, it's not one I wouldn't elect to have. There always has to be a first. My goal is to make sure I'm not the last.

That's why I love being in the position I'm in at Lument, working with people at the front end of their careers. I view my role as helping people seize opportunities that they otherwise might not have had and put their lives and the lives of their family on a new trajectory. It's taken a lot of hard work and no small amount of luck to end up where I am. The way I can make the most of what I've accomplished is to pay it forward.

Another way I feel I can have an impact is by lending my time and experience to groups advancing diversity, equity, and inclusion (DE&I). I'm on the DE&I Task Force at Lument and ORIX USA, as well as at ULI Columbus. And at Georgetown and Duke, where I earned my MBA, I'm involved in DE&I initiatives in recruiting and admissions, as well as in alumni affairs. If there is something I can do to enlarge the pipeline, I'm happy to get involved.

"I view my role as helping people seize opportunities that they otherwise might not have had and put their lives and the lives of their family on a new trajectory."

What's your assessment of the prospect for real change at Lument?

I am very encouraged. More than anything, I really appreciate the vocal commitment from top leadership. I've worked in a number of organizations in a variety of industries, and the degree to which DE&I is front and center is exceptional. I see a real long-term determination, at ORIX USA as well as at Lument, to foster real sustained change. I can see that in the steps that have already been taken to diversify hiring, especially through the Associate Development Program.

One of the ways someone like me assesses the diversity of a company is to look at the pictures on its website. For minorities, that's a proxy for whether it will be a welcoming environment. And I initially didn't see myself represented.

But when I talked to people at the company, I gained a real sense that their desire for change was deeply felt.

And I saw that anything I could do to help would be welcomed and appreciated. And that's the way it's turned out. Those images on the website are going to be very different in the future.

