

CELEBRATING  
**25**  
YEARS  
OF IMPACT,  
NETWORK &  
ADVOCACY  
1994–2019

2018 Annual Report



# Board & Staff

## 2019 BOARD

### Oscar Dominguez, *President (2019\*)*

Director, Workforce Development Board of Contra Costa SBDC

### Rani Langer-Croager, *Vice-president (2020)*

CEO, Uptima Business Bootcamp

### Vincent McCoy, *Secretary (2021\*)*

Executive Director, Inland Empire SBDC

### Devin McAlpine, *Treasurer (2021\*)*

Director of Micro Lending, Opportunity Fund

### Carolina Martinez

CEO, CAMEO

### Carmen Herrera-Mansir (2019)

Executive Director, El Pajaro CDC

### Charles Eason (2021)

Business & Entrepreneurship Sector Navigator, Workforce & Economic Development

### Horacio "Fred" Mendez (2021)

Managing Director, Union Bank

### Jesse Torres (2020)

Partner, Biltmore Group

### Joshua Danielson (2021)

Cofounder & CEO, Loconomics

### Julian Canete (2021)

President & CEO, California Hispanic Chambers of Commerce

### Kristin Johnson (2021)

Director, Northern California Regional SBDC Lead Center

### Leila Mozaffari (2019)

Executive Director, Institute for Workforce Development at Rancho Santiago Community College District

### Louis Caditz-Peck (2021)

Director of Public Policy, Lending Club

### Mark Herbert (2021)

California Director, Small Business Majority

### Nancy Swift (2019)

Executive Director, Jefferson Economic Development Institute

## STAFF

### Aurora Anaya-Cerda

Program Manager, Los Angeles

### Carolina Martinez

CEO

### Daniela Fernandez

Communications

### Emily Gasner

VP, Strategic Initiatives and Operations

### Heidi Pickman

VP, Programming and Policy

### Jill Bletz

Policy Fellow

### Mark Quinn

Senior Advisor

### Susan Brown

Microlending, Rural Initiatives

*\*Second term*

# Letter from the CEO

Rethinking how a successful organization can respond to new trends while remaining a valuable partner to over 200 organizations requires listening. That's what we did in 2018. During this transition year we tried new approaches and offered new programs that were a direct response to our members' needs and are aligned with the evolution of the microbusiness development industry.

Last year, we focused on three pillars: Capacity Building, Advocacy and Network Development. We are very happy with the results of our efforts. We trained 350 staff in our in-person programs and over 300 people registered for our 11 webinars. We began new programs such as CDFI Essentials, which fosters the start and growth of successful microlenders who are ready to increase capital access for underserved communities. We advocated successfully for a \$23 million state investment in our members, convened a strong coalition that passed a bill that requires disclosure of terms for small business loans. We met with 167 member organizations during our regional meetings.

Those meetings enriched my understanding of the needs of our state and our members. We offered customized training in those meetings, understanding that the needs vary and that building local networks is only possible when we share a common foundation.

Our programs are possible thanks to the generous support and partnership of our



members and donors. Facing the challenge of losing a grant, we did not slow down, we will not slow down. We are building new collaborations and more earned income opportunities for long-term sustainability.

Partnerships are essential for CAMEO's 2019 focus, where we develop stronger ecosystems as we understand that **it takes a network** for a business owner to succeed, and our 240+ organizations make up their network! CAMEO has been a convener during 25 years of existence, the voice of micro and small business owners and the organizations serving them. We will continue to build our village in a way that California entrepreneurs feel confident and find the resources they need to grow. Join the movement, engage with your peers, and let's continue building the strongest network of business advising and lending organizations of the country!

A handwritten signature in blue ink, which appears to read "Carolina Martinez". The signature is fluid and cursive.

Carolina Martinez, CEO

# Programs

## MICROLENDING ACADEMY

Microlending has grown 220% in volume and 122% in number of loans since 2010. In 2017, CAMEO microlenders made 2,791 loans for a loan volume of \$48.1 million. The 2018 data collection is in process.

In 2018, 4 members participated in the MMS program that brings technology to our small volume lender cohort. They produced 129 loans, an increase of 24% over 2017. The cohort model provides strategic support at the staff and leadership level.

CAMEO's MicroLending Academy (MLA) continues to grow. Susan Brown delivered the MicroLending Essentials training on how to underwrite a microloan to 23 people

from 17 organizations. Susan also finished our Community Loan Policy Manual Workbook and used it as a basis for CDFI Essentials, a new peer cohort program designed to help new lenders create solid procedures and policies, that launched in 2019. We also funded two loans to MEDA and LURN out of the Carrot Fund. The fund provides small tranches of capital to nonprofit microlenders in California to service their pipeline of borrowers, with the goal of increasing capital access in untapped low- and moderate-income communities. The Microlenders Forum in February 2018 was attended by 67 people from 43 organizations; we discussed the Federal Reserve's Small Business Credit Survey, Bank-CDFI Partnerships and tools to help scale microlending.

"Susan was fantastic!  
All the materials were  
digestible. She helped  
us understand the very  
different roles of TA  
providers and lenders."

— Azusena Favela, LURN

## COACHING ACADEMY

In 2018, CAMEO launched the Coaching Academy to develop new approaches to expand business assistance training in the face of a rapidly changing landscape. In addition to our existing programs- WOVEN,

Regional Meetings, and Centro's Business Plan App- we added a monthly capacity building webinar series and brought the microlending underwriting training to business assistance providers. Overall, we served 734 participants with 12 webinars, 6 regional meetings, an annual member meeting. Other capacity building activities included best practice sharing in small business disaster recovery and resiliency, serving veteran entrepreneurs, microlending technology, and workforce development, and online technology tools for business assistance.

CAMEO provided five of our members' staff with individualized training scholarships to further their professional development. CAMEO also provided substantial direct technical assistance to six member organizations to start or improve their lending programs.

CAMEO also works with our members to experiment and reach new entrepreneur populations. Melanie Rae of The Guided Business Plan continued WOVEN's MeetUp program to increase the number of veterans that our members serve and provide community-based training. Melanie held 15 meetups attended by 96 women veterans, connected them to CAMEO services and networking opportunities. Our Go-to-Market program expanded to include a 2-day Etsy Craft Entrepreneurship training at the Fresno SBDC in which 19 people launched a storefront.



# Microbusiness Success Story: Alicia Villanueva, Alicia's Tamales Las Mayas

From door-to-door sales to tamale empire

If several years ago you would have told Alicia Villanueva that she would be making over 40,000 tamales a month, she would not have believed you. By day she cleaned houses and did home care. Every night she dreamed of starting her own business. At first, she made 50 to 100 tamales a night selling door-to-door after work. She woke up early to shop for her ingredients, went to her day job, cooked and sold tamales. Repeat.

Alicia's Tamales Los Mayas was born, sometimes on a 20-hour workday. Selling her delicious tamales was a huge time commitment, and profits were minimal. She often wanted to give up.

Luckily, she was introduced to **La Cocina**, an incubator for food entrepreneurs in San Francisco. They taught her how to run and manage a business from social media to basic bookkeeping. She joined the incubator in 2010 and formalized her business, making about 500 tamales a month. In 2014, Alicia applied to **Opportunity Fund** for a microloan for a delivery truck to meet increasing demand. She graduated from La Cocina in 2015, averaging over 20,000 tamales a month. She also got a loan

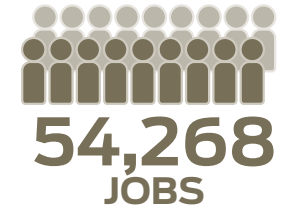
from **Mission Economic Development Agency's Adelante Fund** to buy a facility.



Today, Alicia's business is constantly expanding; Whole Foods all over northern California carry her tamales as do other grocers. Alicia's Tamales Los Mayas has 21 employees, caters to over 80 companies monthly, and does private catering. They also deliver to some of the biggest names in town on a daily basis: Google, Apple, Yahoo, and Bon Appetit. Alicia recently struck a deal with the Golden State Warriors to sell her tamales at their games in the Oracle Arena and is working toward a similar deal with the San Francisco Giants. (***Bolded organizations are CAMEO members.***)

## CAMEO Impacts

In 2017, CAMEO members assisted the start up and growth of:



Low-to moderate income clients served by our members

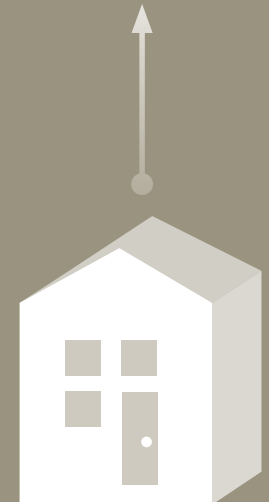
Number of annual Microloans under \$50,000:  
**2,791**



\* Source: Annual Member Survey 2017

**\$2.5  
BILLION**

Total economic activity created by the businesses



# Policy & Advocacy

One of CAMEO's key roles is to give the micro sector a voice in Washington, DC and Sacramento. In 2018, our policy efforts bore fruit, especially in Sacramento.

After years of talking to California legislators, the state invested \$23 million in small business development. Many thanks to Assemblymembers Sharon Quirk-Silva and Sabrina Cervantes for their leadership.

Our second big win was the passage of SB 1235 (Glazer), the nation's first truth-lending bill for small business loans. The bill will allow small business owners to make a comparison between their financing choices, including online merchant cash advances. CAMEO played a crucial role in coalition building and advocating for a strong bill.

Other state bills that CAMEO supported and became law were AB 626 (Garcia) that expands cottage kitchen laws to include home cooked meals and SB 946 (Lara) that decriminalizes street vendors.

Our work in Washington mainly focused on the FY2018 budget, which passed six months late in March 2018. Our efforts were mixed with funding levels mostly remaining stable. Exceptions include: a 42% increase in the USDA's Rural Business Development Grant Program and tempered by decreases in the Intermediary Relending Program and the Value Added Producer Grants; and an 18% decrease in the SBA Microloan program. We were

much more successful with the FY2019 budget early this year, securing increases in many programs.

Forward progress to have the U.S. Department of Labor's Workforce System fully support self-employment as a career pathway has stalled. We continue to urge the DOL to issue guidelines for performance measures so that the states can integrate entrepreneurship training into their workforce systems.

This year, 2019, we are busy! At the federal level, we are committed to sustaining (and increasing) funding for the microbusiness sector. On the state level, we will work to ensure that the state investment in small business development for federally matched business assistance programs remains intact (and grows) and that the Department of Business Oversight develops good regulations that provide transparency for small business lending.

Thanks to everyone who knocked on legislators' doors and submitted letters of support. These wins are a direct result of our collective advocacy efforts in Sacramento.

## THANK YOU

CAMEO is thankful to the following members for their additional contributions to our 2018 advocacy efforts: Bay Area Development Company, Catherine Marshall, Economic Justice Fund, El Pajaro CDC, JEDI, Opening Doors, Susan Brown Consulting, and Women's Economic Ventures

# Membership

## 225 TOTAL MEMBERS

- 138 Micro Enterprise Development Organizations (MDOs)
- 4 Government Agencies
- 24 Consulting Practitioners
- 31 Reciprocal Associations
- 28 Corporate And Government Partners



## Members by Region

### S.F. BAY AREA

- 16 Microlenders
- 35 Business Advising Organizations

### CENTRAL COAST

- 4 Microlenders
- 7 Business Advising Organizations

### RURAL NORTH

- 5 Microlenders
- 15 Business Advising Organizations

### SACRAMENTO AREA

- 2 Microlenders
- 8 Business Advising Organizations

### CENTRAL VALLEY

- 3 Microlenders
- 7 Business Advising Organizations

### L.A. BASIN AREA

- 6 Microlenders
- 39 Business Advising Organizations

### INLAND EMPIRE

- 2 Microlenders
- 6 Business Advising Organizations

### SAN DIEGO AREA

- 3 Microlenders
- 7 Business Advising Organizations

# Thank You to Our

# 2018 Funders

**\$75,000+**



**Bank of America**



**WELLS  
FARGO**

**\$25,000 – \$39,999**

**BANK OF THE WEST**



**Cathay  
Bank**

*charles  
SCHWAB*

**Comerica Bank**

**FIRST REPUBLIC BANK**

**\$40,000 – \$74,999**

**Capital One**

**UnionBank**

**usbank**

**\$10,000 – \$24,999**

**FRIEDMAN FAMILY FOUNDATION**  
reducing poverty through systemic change

**Mechanics Bank**



**Rabobank**

**tri counties bank**  
Service With Solutions

**<\$10,000**

**CITY NATIONAL BANK**  
The way up.

**OpusBank**  
BUILD YOUR MASTERPIECE

“Comerica invests in microbusiness and CAMEO because we believe it’s an investment in the future.” —

Donald A. Kinsey,  
VP, Comerica West Incorporated



## 2019 MEMBER EVENTS AND HIGHLIGHTS

### MicroLending Essentials

Feb 20-21 in LA; May 14-15 in Minneapolis

### Training Independent Entrepreneurs for Success

March 20 in San Francisco

### MicroLenders Forum

April 23 in San Francisco

### CAMEO Advocacy Day

June 4 in Sacramento

### MicroLending Academy:

Carrot Fund, CDFI Essentials (MiLEs) training

### WOVEN: Women Veteran Entrepreneurs Network, V-Wise and ongoing MeetUps

### Regional Meetings

### Microbusiness Conference West

September 16-17



C·A·M·E·O·

#### **IN PERSON**

1 Hallidie Plaza, Suite 715  
San Francisco, CA 94102

#### **ONLINE**

[www.microbiz.org](http://www.microbiz.org)  
[cameo@microbiz.org](mailto:cameo@microbiz.org)

#### **BY PHONE**

415.992.4480