

CAMEO 2023 Annual Report



2023 Outgoing Board Members



**CARMEN HERRERA-
MANSIR**
Central Coast
El Pajaro CDC



KRISTIN JOHNSON
Rural North
Northern California Regional
SBDC Lead Center



BALDEV BIRK
Central Valley
Access Plus Capital



NANCY SWIFT
Rural North
Jefferson Economic
Development Institute

Thank you

2024 Incoming Executive Committee

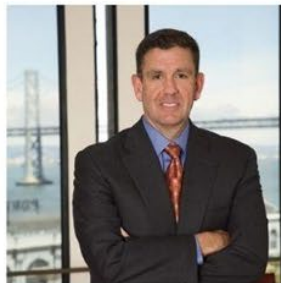
PRESIDENT



JESSE TORRES

President
ArroyoWest

VICE PRESIDENT



HORACIO MENDEZ

President & CEO
The Woodstock Institute

SECRETARY



MARK HERBERT

Chief Strategy Officer
Small Business Majority

TREASURER



RANDI ZELLER

Senior Advisor -
Public and Private
Partnerships Community
Reinvestment Fund (CRF)
USA

2024 Board Members



Brett Melone
Central Coast
California FarmLink



Daniel Fitzgerald
San Diego Area
San Diego & Imperial SBDC
Network



Hilda Kennedy
Los Angeles Basin Area
AmPac Business Capital



Joshua Danielson
San Francisco Bay Area
Mursion



Juan Aquino
Los Angeles Basin Area
Capital One Bank



Julian Canete
Sacramento Area
California Hispanic Chambers of
Commerce



Louis Caditz-Peck
San Francisco Bay Area
Aspen Institute
NCRC
CFPB Advisory Board



Naima McQueen
San Francisco Bay Area
Management, Strategy and
Convening



Sophia Kanaan
Sacramento Area
California Capital FDC



Vikita Poindexter
Inland Empire
Poindexter Consulting Group
Past President NAWBO-CA



Yery Olivares
Central Valley
Fresno Area Hispanic
Foundation

Staff

We welcomed 5 new staff members in 2023!



Carolina Martinez
CEO



Baldev Birk
CFO



Adriana Williams
Senior Program Manager,
CDFI Shared Services
Center



Daniela Fernandez-Ulen
Communications Program
Manager



Dara Dado
Program Assistant



Douglas Craven
Senior Program Manager, CDFI
Program



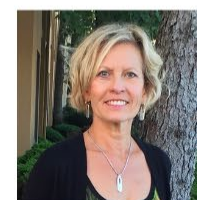
Elena Franco
Program Manager



Emily Gasner
VP, Strategic Initiatives &
CDFI Incubator Director



Heidi Pickman
VP, Engagement &
External Relations



Joan Johnson
Finance Manager



Liza Rivera-Gonzalez
Senior Program Manager

New Member Organizations

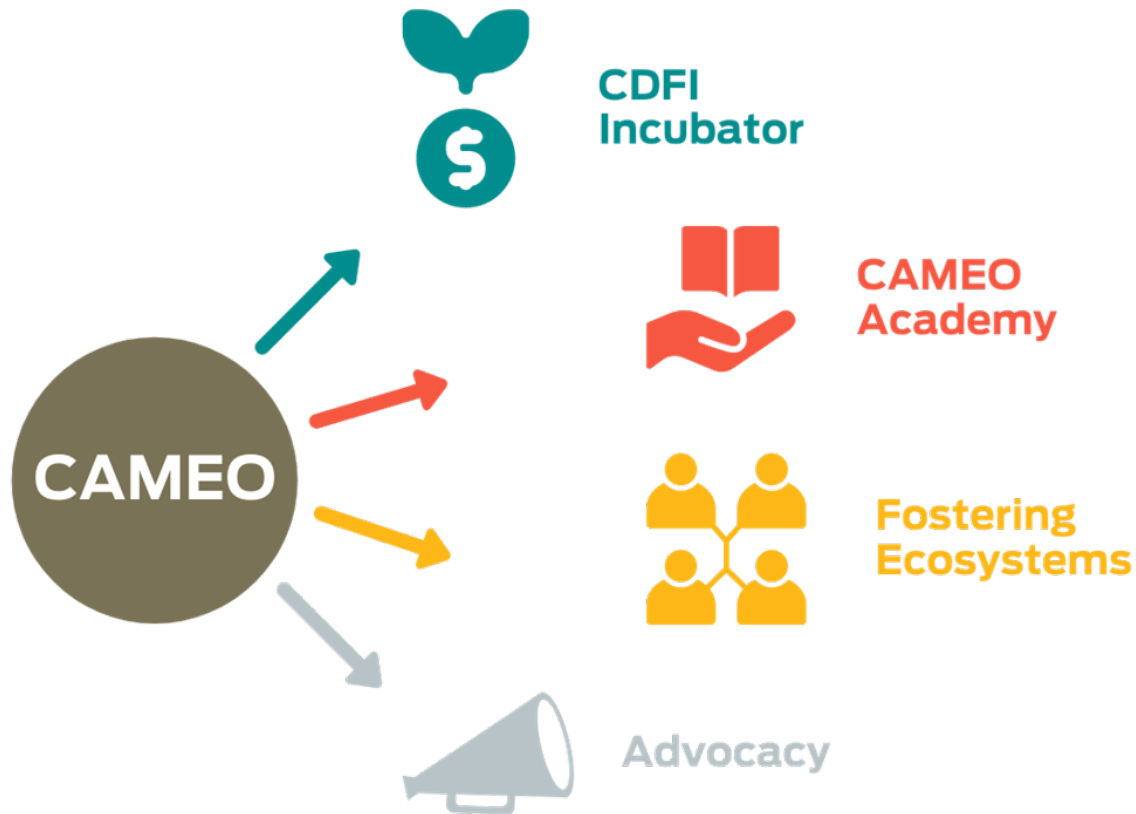
- CIBC Bank USA, *IL*
- City of Lodi
- Community Enterprise Development Services, *CO*
- Community First Lending
- Cooperative Federal, *NY*
- East Los Angeles Community Corporation
- Extending A Helping Hand dba National Black Entrepreneurs Project
- Grow (Grand Rapids Opportunities for Women), *MI*
- Macedonia Community Development Corporation
- MicroCare Community Development Solutions, *AZ*
- ProsperUS Detroit, *MI*
- San Francisco Disability Business Alliance
- Urban League of Philadelphia, *PA*
- Vida Mejor Capital, *NM*



409 Members

2023 CAMEO Programs

Program Impact



CDFI Incubator

Microlenders Forum



69 Microlending
leaders in
attendance



CDFI Essentials
Year-Long Training
Program

30 staff from
8 lenders



Impact Fund



CAMEO has lent
\$1 million to 5
CDFIs since 2018
for lending capital

1 new loan \$120K
1 renewed loan \$180k
in Dec 2023

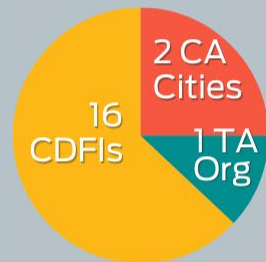


\$22 million
deployed in 21-22
by our borrowers



Microlending Essentials

underwriting training



Delivered **2x**
45 participants
CA CO MI NM NY PA

CDFI Certification Update

- CDFI Fund released revised Certification Application
- Portal opens **December 20** for non-certified organizations
- Certified organizations can reapply starting **August 1, 2024**

CDFI Essentials 2023

Year-long training and consulting program with topics covered YTD:

- February: Loan Manual
- March: Product Design, Mission, Underwriting, Outreach
- April: Portfolio Performance Standards
- May: Risk Rating Systems
- June: Allowance for Loan Loss
- July: Data Maturity and Reporting
- August: Formalized Partnerships; Credit Reporting; Risk Mitigation with Third Party Guarantees
- September: Closing and Servicing
- October: Managing Troubled Loans & CRA Investments
- November: Loan Fund Capitalization
- December: Leadership and Staffing

2023 Cohort: 8 lenders; 30 staff participating

1. Access Plus Capital: CA
2. Excite Credit Union: CA and NC
3. Logan Heights CDC: CA
4. Urban League Philadelphia: PA
5. Vida Mejor Capital: NM
6. A Helping Hand -- National Black Entrepreneurship Project: National/HQ in CA
7. HIAS: Maryland and NY
8. ProsperUs Detroit: MI



We are recruiting for our 2024 cohort now!

Testimonial:

I'm sending this as a thank you for all your support in my lending learning journey while I was at ProsperUs Detroit. Without your classes I really didn't have much of a guide on CDFI lending and it was incredibly helpful to me in assisting the borrowers I worked with over the past year.

*Siobhan Barrett,
Loan Officer*

Underwriting Training Course: Delivered twice in 2023

Each course: 5 consecutive days / 3 hours each day

- February 2023: Nebraska MILES (Fee for Service Contract)
 - 4 CDFIs; 17 Participants
- May 2023: Open to all CAMEO members
 - 12 CDFIs + 1 TA Org +2 CA City Municipalities
 - 28 Participants (15 from CA and 13 from NY, MI, CO, PA) = Largest MILES ever!



MICROLENDING
ESSENTIALS
(MILES)

Testimonial: *"The Underwriting Training held last week was awesome! For someone who is a novice in this vein, you unpacked the steps very well. Thanks for your time, patience, expertise, and clarity."* Anita, Working Solutions CDFI

IMPACT FUND: \$1 Million Milestone!

Actively Seeking New Loan Applications:

- Individual outreach to 9 CDFIs; Group outreach at Bay Area Regional In-Person Meeting in San Francisco; 3 CDFIs plan to apply in 2024 including 1 Native CDFI

Portfolio Stats:

- \$1 million will have been deployed to CDFI by FYE2023 (since 2018); This includes 1 new loan for \$120K in Dec 2023 for First Community Capital.
- Portfolio as of 12.1.2023 \$480K: All current; MEDA paid off Jan 2023



IMPACT
FUND

In the years 2021 to 2022 alone, our borrowers deployed a combined total of \$22 million dollars to local underserved small businesses!

CDFI Fund Certification Update

- Approved 9/2022 for \$125K CDFI Fund TA Grant (3rd year in a row!): Funds Received 9/3/2023
- Planning Carefully for Release of New Certification Guidelines FYE2023
- CDFI Fund has had blackout period on new certification applications since 10/1/2023
 - Subsidiary Creation: Single Member LLC Board Vote Dec 2023
 - *Goal:* Applying 2024 for CDFI Fund Certification



IMPACT
FUND



Microlender Forum held in-person in Sacramento June 2023: Strengthening the Entrepreneurial Ecosystem to Close the Wealth Gap

- Held as part of the CAMEO Summit 2023
- Attended by 69 Microlending Leaders
- Keynote Speaker: Tara Lynn Grey, Director of the California Office of the Small Business Advocate
- Panels included: Selling Loans on the Secondary Market; Racial Justice Underwriting; The Continuation Spectrum Microloans to Equity Capital



National CDFI Academy & Shared Services Center

9

20-30
participants
per course



Courses delivered

- Strategic Management Framework
- CDFI Fund Certification 101
- SBA Microloan Program 101
- Governance



CLINTON
GLOBAL
INITIATIVE



2023
convening

PRIME funding

20 Courses
in 23-24

Citi Foundation

\$2M



Community Finance
Innovation Grant



access + capital



First-of-its-kind
Shared Service
resources for
CDFIs to build and
strengthen their
capacity

HR
May 2023
Poindexter
Consulting Group

Tech
October 2023
ATX

Finance
October 2023
Cohn Reznick

45 Courses for CDFI Micro and Small Business Lending Excellence

9 courses have been delivered in 2023 with 20 - 30 participating in each course:

Strategic Management Framework: 4-Part Series

- Overview of a Strategic Management Framework for CDFIs
- Strategic Goal Setting
- Multi-year Projections
- Annual Operating Plan & Functional Feedback Loop

CDFI Fund Certification Basics 101

SBA Microloan Program Basics 101

Governance Series: 3-Part Series

- Governance Structure Overview
- Board and Committee Practices
- Board Recruitment, Orientation and Accountability

NEW SBA PRIME FUNDING: Supporting Delivery of 20 Courses 2023-2023

Clinton Global Initiative Convening: Carolina Attended in NY 9/2023





UPCOMING COURSES



January - March, 2024	
SM 401	Overview of a CDFI Strategic Framework
SM 402	Strategic Goal Setting
SM 403	Multi-year Projections
SM 404	Developing a Functional Feedback Loop*
SBA 202	SBA Microloan Program Compliance and Reporting
April - June, 2024	
CML 501	Overview of Lending Functional Alignment
CML 502	Pipeline Development, Intake and Application
CML 503	Loan Packaging and Pre-Loan Technical Assistance
CML 504	Underwriting Microloans I
CML 505	Underwriting Microloans II
CML 506	Approval and Loan Committee
CB 102	Understanding Certification Application and Test
July - September, 2024	
PM 507	Overview of Portfolio Management
PM 508	Performing Asset/Loan Management
PM 509	Delinquency Management
PM 510	Portfolio Performance Oversight and Review

Shared Services Center



Participating Organizations



Shared Services Center Update

Continued partnering with Adelante Partners, a BIPOC owned and staffed consulting firm

- Program design and implementation

Human resource service delivery began May 2023 with Poindexter Consulting Group, LLC

Technology service delivery began October 2023 with ATX

Finance service delivery began December 2023 with Cohn Reznick

Relational managers for each service area: HR, Tech, and Finance integrating into the structure of service delivery

Conducted Discovery Period Q4:

- Various meetings and research to understand past shared services projects to inform our program

Convening Cohort Monthly

- To determine and assess needs in HR, Technology Implementation and Integration and Finance
- To build trust among cohort members
- 4 HR training sessions in 2023
- Convening in Person at OFN Conference in DC October 2023

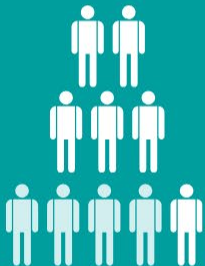
CAMEO Academy

42

Meetings or
Trainings

1,265

Registrants



Participation
rate

70%

Special Trainings



WeCAN
Leadership
Training

Climate + Small
Biz Summer School



New Programs



Behavioral
Science in TA

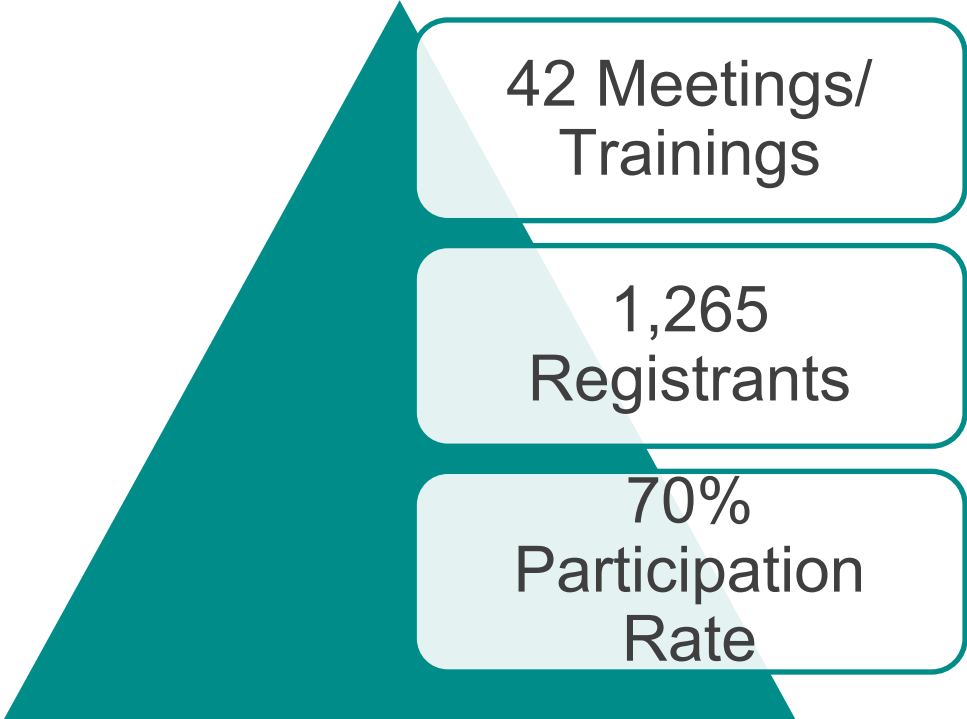
Community Economic
Mobilization Initiative
(CEMI)



Micro Enterprise
Home Kitchen
Operations (MEHKO)

NEW LOOK AND USER
EXPERIENCE COMING
IN 2024

CAMEO Academy



42 Meetings/
Trainings

1,265
Registrants

70%
Participation
Rate

CAMEO Academy – Special trainings

- **WECAN Leadership Training:** delivered a 4-part series for new to mid-level managers selected by the WBC leadership to increase their knowledge on what is leadership?, emotional intelligence, time management, running effective and productive meetings, and more.
- **Climate + Small Biz Summer School: Integrating the Entrepreneurial Ecosystem into the Climate Economy:** delivered a 4-part series on why does climate resiliency matter to the entrepreneurial ecosystem?, technical assistance for green businesses, access to capital for the green economy, and operationalizing climate programs.



CAMEO Academy – New programs

- **Behavioral Science in TA** funded by the U.S. Small Business Administration PRIME grant.
- **Community Economic Mobilization Initiative (CEMI)** – climate resiliency into the small business development ecosystem
- CAMEO Partners with COOK Alliance to Expand **Microenterprise Home Kitchen Operations (MEHKO)** in California





1031 users in CAMEO Academy

70 classes offered

We are launching a new look in
2024, more details coming soon!

CDFI National Academy

The Academy offers courses for all stages of professional development for CDFI and mission-based lending staff who work in microlending and small business lending.

CDFI Incubator

A comprehensive suite of programs for young mission-based lenders that would like to strengthen their lending infrastructure, knowledge, and skills for greater impact and stronger portfolios.

Members Only

Access exclusive trainings for members only at no additional cost!

Not a member? Browse our catalogue and pay by the course or [join CAMEO](#) and enjoy the perks!

FREE CAMEO Courses

Access CAMEO - curated trainings! These courses are open to the general public.

Go to CAMEO website

Fostering Ecosystems

Fiscal Sponsorships



- 4 virtual and 2 in-person meetups; average participation 21
- Meeting topics include: inclusive procurement, preventing commercial gentrification and small business displacement, microbusinesses in manufacturing and more.
- The mentorship and outreach committees launched in 2023 and both are working on projects that will be launching in 2024!
- A survey was administered at the December 2023 meetup to give general collaborative feedback as well as input for 2024 plans.



**ENTREPRENEURSHIP
ADVANTAGE**



Regional Meetings

- **Bay Area Member Meeting**
21 organizations represented; 28 registered
- **Central Coast Member Meeting**
6 organizations represented; 14 registered
- **San Diego Member Meeting**
7 organizations represented; 9 registered
- **Inland Empire Member Meeting**
6 organizations represented; 10 registered
- **Orange County Member Meeting**
2 organizations represented; 3 registered
- **Los Angeles Member Meeting**
30 organizations represented; 39 registered

Advocacy

State Advocacy 2023

- Successful Budget = **\$84 million for ecosystem**
- Sponsored 2 bills
 - SB 33 (Glazer): signed into law
 - SB 666 (Min): signed into law
- Supported 31 bills
 - 13 signed into law
 - 8 died in the legislative process
 - 10 are on hold
- 8 bills we supported were priority bills
 - 7 signed into law
 - 1 is on hold

Testified at 5 bill hearings as a witness



Responsible Business Lending!

- SB 33 Passed
- SB 1235 Lawsuit



State Advocacy Issues 2024



- Regulate online brokers, MCAs
- Commercial tenant protections
- Protect small business owners from predatory behavior / harassment in debt collection
- Protect small business programs in state budget
- Watch for new developments in anti-DEI lawsuits
- Update California's cottage food law
- Equitable and inclusive transition to low carbon economy
- Support DFPI's enforcement and regulatory activities

Federal Issues

- Appropriations: SBA, CDFI, USDA
- Reauthorization of WBC, SBDC, SCORE programs
- Federal Truth in Lending
- Dodd-Frank 1071 data collection rules / CFPB Support
- CRA Modernization



Communications

Marketing / Communications



318
media hits



4M+
views/listens



23
media avails



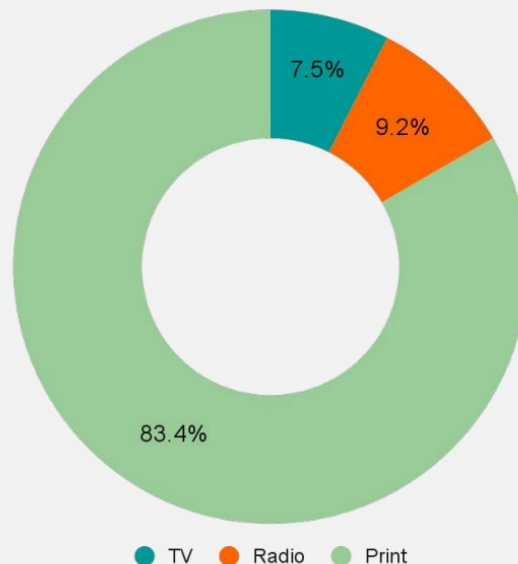
12
statements



19
backlinks

Media Highlights

Breakdown of audience by medium



DFPI Complaints Campaign

- DFPI complaints are of vital importance to keep companies accountable.
- Many small businesses are not aware that they can file a complaint, or are unsure how to do it, or believe it is too complicated.
- CAMEO's campaign aims to inform small businesses and entrepreneurs of their options and empower them to make their voices heard.
- [FAQ for small business owners](#)
- [Marketing toolkit for our members](#)





10/31/2023

CAMEO Financial Report





Statement of Activities

As of October 31, 2023

	Actual
Revenue	
Corporate Grants	\$ 774,000
Foundation Grants	298,000
In-Kind Contributions	117,696
Government Grants	425,637
Revenue from Programs	216,413
Fee for Service	41,086
Total Revenue	\$ 1,872,832
Expenses	
Salaries & Related Expenses	\$ 806,549
Professional & Contractual Services	541,281
Rent & Occupancy	30,164
Grants & Awards	275,000
Other Expenses	121,405
Total Expenses	\$ 1,774,400
Change in Net Assets	\$ 98,432

In September 2023 CAMEO received a \$5M multi-year grant from MEHKO for Cottage Kitchens. This will be recognized as income over the next 24 months as we fulfill the grant requirements. \$300k has been recognized YTD.

Thank you to our funders!

\$5 million



\$2 million



\$250,000+



\$100,000-\$249,999



\$75,000-\$99,999



Thank you to our funders!

\$40,000-\$74,999



\$25,000-\$35,999

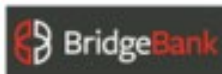
California Small
Business
Coalition for
Racial Justice



\$10,000-\$24,999



BANK OF THE WEST



UMPQUA BANK

Under \$10,000

