

CAMEO NETWORK ANNUAL REPORT 2024



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TOGETHER WE ARE POWERFUL

CAMEO Network marked its 30th anniversary in 2024. In these three decades, our membership has grown from a couple of dozen to more than 400 organizations!

In 2024, our membership expanded to include organizations nationwide, serving communities as diverse as our country.

Our members represent different geographies – from the rural north of California to the urban centers in Pennsylvania.

Our members

- have decades of experience in small business development;
- are embedded in their communities; and
- have firsthand knowledge of what very small businesses really need.

Our name, CAMEO Network, celebrates the engine behind our work and our success – our members. We're powerful because we work together.

Much work remains to create an entrepreneurial ecosystem where every small business has the same opportunities to grow and thrive.

As a leader in that ecosystem, CAMEO Network will **continue rolling up** our sleeves, **lifting up** our communities, and **working** toward a country where our under-resourced communities **are recognized** as economic drivers and wealth generators.

30 YEARS

BOARD OF DIRECTORS

2024 Outgoing Board Members



Julian Canete



Joshua Danielson

2025 Incoming Executive Committee

PRESIDENT



Horacio Mendez
The Woodstock Institute

VICE PRESIDENT



Hilda Kennedy
AmPac Business Capital

SECRETARY



Naima McQueen
RUNWAY

TREASURER

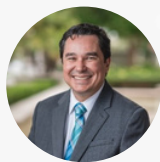


Randi Zeller
Community Reinvestment Fund

2025 Board Members



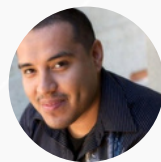
Brett Melone
California FarmLink



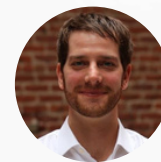
Daniel Fitzgerald
San Diego & Imperial
SBDC Network



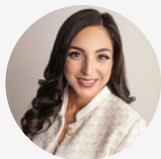
Jesse Torres
ArroyoWest LLC



Juan Aquino
Capital One Bank



Louis Caditz-Peck
Responsible Business
Lending Coalition



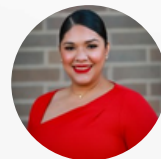
Sophia Kanaan
California Capital FDC



Steven Abbott
Gusto



Vikita Poindexter
Poindexter Consulting
Group

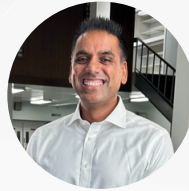


Yery Olivares
Fresno Area
Hispanic Foundation

OUR STAFF



Adriana Williams
Sr. Program Manager, CDFI Shared
Services Center



Baldev Birk
Chief Financial Officer



Carolina Martinez
Chief Executive Officer



Daniela Fernandez-Ulen
Communications Program
Manager



Dara Dado
Program Assistant



Douglas Craven
Director, CDFI Programs



Elena Franco
Program Manager



Emily Gasner
Chief Program Officer



Heidi Pickman
VP, Engagement and External
Relations



Joan Johnson
Finance Manager



Liza Rivera-Gonzalez
Director, Business Coaching
Programs



Mark Herbert
Chief Operating Officer



Rachel Aherin
Director, Strategy and Impact

UPDATE:

BYLAWS AND ARTICLES OF INCORPORATION



As part of our expanded mission to serve small business ecosystems across the nation, the governance committee of the CAMEO Network board of directors amended our Bylaws and Articles of Incorporation to reflect this growth. Thank you to those who voted to adopt the proposed amendments! The new Bylaws and Articles of Incorporation were officially approved and have gone into effect in 2025.

NEW MEMBERS

**BUSINESS
ACCELERATOR
FUND**

**CALIFORNIA
COMMUNITY
BUILDERS**

**Carolina
Community
Impact**

ChicoStart

**CIVIC
COMMUNITIES**

CollectiveSun™

**Cooperative
Federal**

Dorchester Bay
Economic Development Corporation

**EPICENTER
FOUNDATION**

**ESO
VENTURES**

**Freedom
Equity**

**GRAMEEN
AMERICA**

**Institute for
Family-Owned
Business**

iiED Institute for Innovation &
Economic Development
College of Business | Cal State Monterey Bay

**LATINO
ECONOMIC
DEVELOPMENT CENTER**
Stable Housing. Thriving Businesses. Strong Communities.

MERRITT
COMMUNITY CAPITAL CORPORATION

**NEW
GROWTH
CAPITAL**

PW



SCORE | Los Angeles

SEACC
Southeast Asian Community Center

**THE
ACCELERATION
PROJECT**

**the
Center by
Lendistry**

**THE LITTLE
BIG PROJECT.**

THE PROSPERITY LAB

**V
VENTURES**

OUR 3 PILLARS



BUILD INDUSTRY CAPACITY

Our supportive, cohort-style learning programs feature high-quality trainings, discussions and peer learning components; coupled with capital investments, 1:1 consulting, and best-in-class resources to help emerging and established CDFIs and TA providers build professional capacity, strengthen their programs and drive real impact for underserved small businesses.



BUILD COMMUNITY

We bring members together to elevate best practices, develop relationships, and get feedback from our economy's most trusted small business service providers. We also support cohorts of member organizations in participating in community and economic development initiatives they may not otherwise be able to access.



BUILD POWER

A champion for underserved small business owners and the organizations that support them, we connect our members and their diverse small business clients directly with lawmakers, public agency officials, and the media to advocate and shape the policies that impact small business success in low- and moderate-income communities.

BUILD INDUSTRY CAPACITY



CAPACITY BUILDING PROGRAMS AT A GLANCE

108

Meetings and trainings delivered



4,003

Participants registered for trainings



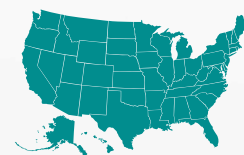
421

Organizations sent staff to trainings



49

States participating organizations are headquartered in



CDFI PROGRAMS

National CDFI Academy

285

unique organizations trained

518

unique staff trained

20

courses delivered, including: CDFI Fund Basics, SBA Microloan Program, Strategic Management Framework, and more

49

states and 2 territories reached. States with most participants include: California, Michigan, Minnesota, New York, South Carolina



"I came into CAMEO's sessions very green and left with ideas that have already transformed how our organization thinks. The engagement with peers, instructors, and experts is organic and honest, and I left feeling confident and reinvigorated."

- Joseph Marlitt, Impact and Compliance Manager, Bridgeway Capital

CDFI Shared Services Center

Citi Foundation



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

\$2M

grant from Citi Foundation's Community Finance Innovation Fund

500

hours of 1:1 advisory and training on human resources, technology and finance

5

CDFI small business lenders in the cohort

\$200K

approximately will be saved by cohort members per year by decreasing operational costs

"As a CDFI with well-developed systems around HR and technology, Working Solutions has leaned into the discovery phase in these two project areas to validate known strengths and also to identify areas for growth."

- Sara Razavi, CEO, Working Solutions CDFI

CDFI PROGRAMS

CDFI Incubator

CDFI ESSENTIALS



46

participants

15

organizations

5

states reached: California, Missouri, Ohio, Pennsylvania, Wisconsin

MICROLENDING ESSENTIALS



3

times delivered during 2024

50

participants: 16 from CDFIs, 14 from Technical Assistance organizations, 9 from California city governments

7

states reached: Arkansas, California, Missouri, New York, North Carolina, South Carolina, Virginia

"CDFI Essentials uniquely addresses every operational challenge that a CDFI faces. Each month, we learn best practices in the CDFI industry, network with both emerging and established CDFIs, and benefit from 1:1 consulting through CAMEO to address our specific concerns."

- Freedom Equity, 2024 Cohort

IMPACT FUND

\$1M

lent by CAMEO Network to 5 CDFIs since 2018 for lending capital

1

new loan approved in 2024 for \$75,000

\$22M

deployed in 2021-2022 by our borrowers



BUSINESS COACHING PROGRAMS

SCALE (SSBCI)



60

network partners convened twice monthly to coordinate activities and troubleshoot challenges



1,879

small businesses received consultations from SCALE Network partners

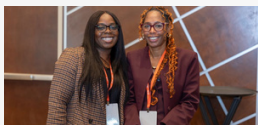
259

workshops were held by SCALE network partners with 5,417 attendees

SCALE NETWORK CONVENING

November 12, 2024

San Diego, California



BUSINESS COACHING PROGRAMS

California MEHKO Project

In partnership with



ADVOCACY & OUTREACH COHORTS

20

participating organizations representing Alameda, Contra Costa, Fresno, Los Angeles, Monterey, Orange, Sacramento, San Benito, San Bernardino, San Francisco, Santa Clara, Santa Cruz, Solano, and Sonoma Counties

\$105K

disbursed to participating organizations in pass-through funding



Impact

- Sonoma Board of Supervisors unanimously approved a MEHKO ordinance which went into law on December 3. Permits began to be issued in March 2025
- 4 MEHKO 101 presentations facilitated, with 89 participants in total

COOK ACADEMY GRANTS

\$600K

in grants disbursed

200

home cooks who have successfully completed the 8-week COOK Academy course and subsequently received a grant

"Even having gotten my license prior, there were a LOT of holes in my knowledge of operation, laws, and regulations around running a MEHKO that I was surprised to discover, after thinking I'd done an exhaustive amount of research. Additionally, the financial impact cannot be understated. I've already spent just over \$3,000 of savings on getting it started, from licensing fees to kitchenware, a refrigerator, dehumidifier, packaging, ingredients, and so on. This program not only is allowing me to tackle running my business with more competence, but also removing a great amount of the stress of doing so by easing the financial risk involved."

- COOK Academy Graduate

BUSINESS COACHING PROGRAMS

Climate Resiliency Cohort

With funding from



Implementing climate resiliency into small business technical assistance programming or lending products.

10 participating organizations

\$5,000 disbursed to each cohort member

5 sessions covering: climate lending, carbon accounting, green leasing, incentives, and more.

Leadership Training Series

With funding from



Expanded leadership training from 4 to 8 sessions, with topics covering: leadership fundamentals, emotional intelligence, conflict management, effective communication, building confidence, and more.



14 leaders trained in 2024

26 leaders in total to be trained by 2025

11 organizations trained across 5 states: CA, FL, MI, NY, SC

BUSINESS COACHING PROGRAMS

Behavioral Science in TA

In partnership with



Leveraging behavior change science, technology, and data to enhance the effectiveness of technical assistance programs.



\$94.5K

disbursed to 11 organizations

100

small businesses participated in SLAP™

\$6M

in revenue will be generated by the participating small businesses (estimate)

Lia Yaffar

Executive Director, Community Fund of North Miami Dade



"We participated in CAMEO Network's SLAP™ cohort to learn more about how behavioral science can be utilized in providing TA. We were surprised at how many businesses were interested in having this type of interaction, with more follow up and making them accountable. Businesses engaged well, built solid relationships with their coaches, and welcomed the opportunity to try new things. If utilized with businesses in a stage in which these concepts can be applied and implemented, we found the SLAP™ platform very effective and we are glad to have had the opportunity to participate in CAMEO Network's program."

BUILD COMMUNITY



ACTIVITIES

Deepen Relationships

7 member meetings and convenings in Fresno, Los Angeles, Redding, Sacramento and San Diego

1 listening session for members to share thoughts and perspectives on the outcome of the 2024 presidential election

325 total participants



Share Expert Information

6 webinars on a variety of topics including marketing, social media, crowdfunding, CalSavers, and more

283 total participants



Foster Inclusion and Access

50+ grantees and fiscal sponsees served

\$2.2M disbursed in pass-through funding

8 member cohorts



30TH ANNIVERSARY CELEBRATION

November 13-14, 2025
San Diego, CA

174 participants
90 organizations

19 sessions
29 speakers



[Click here to watch our highlight reel](#)



BUILD POWER



ADVOCACY EFFORTS

3

California state bills sponsored, on the topics of small commercial tenant protections (became law), fairness in small business debt collection (became law), and small business financing transparency.

20

California state bills supported by signing sign-on letters or submitting letters of support to the Legislature.

Advocacy Victories

SAVE TAP

Governor Newsom's May budget revise for the 2024-25 state budget proposed \$13 million in cuts to the Small Business Technical Assistance Expansion Program (TAP) for the next two fiscal years. CAMEO Network, our members, and partners mobilized to show the data of job creation and increased economic activity and tax revenues generated by this program. The California Legislature listened and rejected the cuts in the final budget.

SB 1103

The Commercial Tenant Protection Act was authored by Senator Caroline Menjivar. This first-in-the-nation legislation creates equity and transparency with respect to commercial leasing and reduces the risk of community-serving small businesses and nonprofits being displaced. CAMEO Network co-sponsored this bill with Bet Tzedek, Inclusive Action for the City, Lawyers' Committee for Civil Rights of San Francisco, Public Counsel, and Small Business Majority.



SB 1286

Authored by Senator Dave Min, this bill expands the Rosenthal Fair Debt Collection Practices Act to protect small business owners from harassment and predatory behavior in debt collection. This legislation was co-sponsored by the East Bay Community Law Center, Consumer Federation of California, and Small Business Majority.

MEDIA HITS

289

media hits (including syndications)

14.4 M

total audience (TV, print, radio)

22

backlinks to CAMEO Network's website

484

LinkedIn reactions

FORTUNE



Inc.



CAL MATTERS



AMERICAN BANKER



In 2024, CAMEO Network positioned itself as:



Trusted expert on small business finances and a CDFI advocate



Champion for an inclusive small business economy



Advocate for critical funding for California small businesses

CAMEO NETWORK

Annual Report 2024

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2024 FINANCIALS

Statement of Activities for the period ending December 31, 2024

Revenue	
Corporate Grants	\$1,603,000
In-kind Contributions	\$271,463
Government Grants	\$3,418,213
Revenue from Programs	\$114,209
Fee for Service	\$128,236
Other	\$914,179
Total Revenue	\$6,449,300

Expenses	
Salaries & Related	\$1,839,178
Professional & Contractual Services	\$2,935,917
Rent & Occupancy	\$23,708
Grants & Awards	\$659,000
Other Expenses	\$759,868
Total Expense	\$6,217,670

Change in Net Assets	\$231,629
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THANK YOU TO OUR FUNDERS!

\$2 Million +



Citi Foundation



\$300,000 +



U.S. Small Business
Administration

\$200,000 +



\$100,000 +

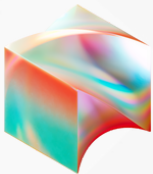


THANK YOU TO OUR FUNDERS!

\$50,000 +



\$30,000 +



BLOCK



California Small
Business Coalition
for Racial Justice



\$20,000 +



\$10,000 and under

