

APPENDICES

Hispanic Task Force Report

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Appendix I

Two Credit Union Models for Serving the Hispanic Market

There are two basic ways for credit unions to reach out to and serve the Latino market, with a number of variations of each model. One approach is for a credit union to serve exclusively, or almost so, the Hispanic market. The other is for a “mainstream” credit union, with a diversified (i.e., not predominantly Latino) potential membership, to undertake a significant effort to serve the Hispanic market. For purposes of this report, we refer to the first type of credit union as “specialist” credit unions and to the second as “mainstream” credit unions.

The Task Force found that specialist credit unions can either be created just to serve the Hispanic market from their inception, i.e., specifically chartered for this purpose, or they can evolve into specialist credit unions if their field of membership becomes predominantly Latino. Chartering a new Latino specialist credit union will typically require a good deal of support and assistance from established credit unions and from community based organizations. They are also likely to require financial support for an extended period of time. However, the experience of established credit unions that have evolved into serving primarily Hispanics suggests that new specialist credit unions can become financially independent in the long run.

Even if new specialist credit unions may require financial assistance for an extended period, they provide important opportunities for mainstream credit unions interested in increasing the provision of credit union service to Latinos. First, mainstream credit unions can address the issue by providing either financial or operational support to specialist Hispanic credit unions. The financial support can be in the form of long-term, low-interest deposits in or outright grants to the credit union. The operational support can range from providing staff training to full back-office operations. Second, the existence of specialist Latino credit unions can provide a proving ground and example of successful techniques from which mainstream credit unions can learn for their own efforts to serve the Hispanic market.

A mainstream credit union with a sufficiently large population of Latinos in its market area can reach out to directly serve Hispanics by undertaking a segmented marketing approach to the group. In this way, the existing infrastructure of the credit union can be leveraged to serve the Latino market. As the Task Force found, this requires a significant effort on the part of the credit union. It is not sufficient to simply announce that the credit union will serve Hispanics. However, the Task Force also believes that a strong business case can be made for serving this market, contributing to the growth and bottom line of a credit union.

At one of its meetings, the Task Force investigated the two models of serving the Hispanic market by meeting with representatives of credit unions operating under both

models. The Task Force met at the site of Latino Community Credit Union in Durham, North Carolina. At the meeting, the Task Force toured the credit union's offices, met with officials of the credit union and its partner organizations, and with two additional panels of credit unions: one made up of specialist and the other of mainstream credit unions serving Latinos. Following is a report of what the Task Force learned from these experiences.

P A N E L #1: The Latino Community CU Model

PANELISTS:

Martin Eakes, CEO, Self Help Credit Union

Jim Blaine, CEO, State Employees Credit Union

Tanya Branch, Vice President, North Carolina Minority Support Center

Randy Chambers, Vice President of Accounting, Self Help Credit Union

Ivan Parra, Executive Director, Latino Community Development Center

John Herrera, Chairman, Latino Community Credit Union

Luis Pastor, CEO, Latino Community Credit Union

Working In Partnership—Self Help, Latino, and State Employees CUs

One way to serve the Hispanic market—or any minority population—is to partner with other credit unions and organizations that want to reach out to serve this market. That is how Latino Community Credit Union came into being. Its story is instructive for any group wishing to establish a new, specialist credit union, or for a mainstream credit union wishing to extend service to Latinos.

Latino Community Credit Union was chartered in xx and now has \$13 million in assets and more than 11,000 members and is adding 1,000 members a month. In two years' time it has more than \$11 million in deposits and \$2.8 million in loans. The credit union leads the nation in remittances.

CUNA's Hispanic Outreach Task Force visited with the founders of Latino Community Credit Union in May, where it met with a number of individuals who played important roles in the start up of Latino Community Credit Union.

To many people it probably comes as no surprise that Martin Eakes, CEO of Self Help Credit Union in Durham, North Carolina, played a role in the start up of Latino Community Credit Union. Eakes never planned on being a credit union CEO. He was one of the organizers of Self Help, which started in 1980 as a civil rights organization and had no intention of becoming a financial institution. Four years later Self Help opened as a credit union, even using \$77 in capital from a bake sale. Its goal was to bridge the

wealth gap between blacks and whites, and with its sister organizations it has grown to more than \$1 billion in assets.

Self Help's original focus was as a business lending credit union, lending primarily to micro-businesses in the minority communities in North Carolina. The model proved successful, funding nearly \$300 million in business loans, so the credit union expanded into mortgages (including 100% mortgages), funding nearly \$3.5 billion in real estate paper. Better than 40% of its lending goes to minority families.

* ***Helping people.*** Latino Community Credit Union might well have been a bank except that the organizers wanted to focus on people helping people. Before anyone ever started talking about incorporating, it was clear that a credit union serving the Hispanic market would need leadership, a sense of purpose, and plenty of help. Being part of a mission is important to the community-minded Hispanic market, especially to its primary organizers.

The leadership took several forms. First, it took leadership from the credit union community—namely Eakes and Jim Blaine. Both have strong convictions about credit unions and their focus on helping better the lives of their members.

“We look to partner with people who are committed to a cause of purpose,” explained Blaine. With a million members and \$12 billion in assets, State Employees Credit Union's focus is offering good service, at fair rates, and treating everyone as equals, regardless of their credit rating. There's no MCIF data-base-driven marketing program dictating State Employees' next offering to a particular market segment. It's one member, one vote, one rate, and one equal owner there.

“Anything great can happen if you have the right community leadership,” Eakes said. So in 1999 when Eakes and others noticed the changing mix of minorities—notably more Hispanics and Asians, they started kicking around the notion of a Hispanic credit union. Eakes started talking to Blaine about reaching out to serve this underserved market.

At about the same time, two members of the Hispanic community in Durham, Ivan Parra and John Herrera started meeting locally with banks and other community groups, hoping to get funding to help their community. Parra is the executive director of the Latino Community Development Center. Herrera is now the board chairman of Latino Community Credit Union and vice president of Latino Self Help Credit Union. They were committed to improving the financial well being of their Latino community. But their talks with banks focused only on the potential revenues and profits that the Latino market could provide. There was little discussion about improving the community and the lives of the bank customers—so Parra and Herrera kept looking for someone that shared their sense of mission and purpose.

As a result when Parra and Herrera met with Eakes and Blaine the possibilities of a partnership started taking shape. “It was a matter of the heart rather than logic to start a Hispanic credit union,” conceded Blaine. State Employees could help a new credit union

with its back office operations, basing their charges on a percentage of total income, while Self Help would help with capital and the organizational side of things.

Blaine and Eakes are proponents of partnerships. For example, Eakes knew the value of community partnerships from his civil rights organizing days. Meanwhile, Blaine partners with Enterprise and Hertz to get his members good cars at fair prices and plans to partner with a provider of manufactured homes to provide housing for members.

Herrera and Parra obviously were listening when their new credit union friends talked about their successful partnerships.

* ***Finding community partners.*** Following the advice of Eakes and Blaine as well as their own intuition, Herrera and Parra looked around their community for other potential partners. They found one in the North Carolina Minority Support Center and its vice president Tanya Branch. The minority center is a state government nonprofit entity that has provided technical assistance to 10 community development credit unions. It provides capital support in the form of low interest investments in credit unions; capacity grants in the form of grant funding from the government or foundations; and capacity enhancement in the form of technical assistance, training, and mentoring.

Most of the credit unions the minority center works with are in rural, low-income/low-wealth areas. Since 1999, the North Carolina Minority Support Center has helped charter four financial institutions, with Latino Community Credit Union being one of those charters.

* ***Finding the right people.*** If Herrera and Parra were only interested in making money, they would have taken up the bankers' offer to put money on the table to start a bank. Fortunately, when they met with the bankers, they realized the offer was "something that wasn't really cooked." The offer was only about money, nothing else. The bankers would provide management and money; it would be up to Parra and Herrera to provide customers. The bankers weren't interested in community development, only profits.

That wasn't the vision Parra and Herrera had. They wanted a Hispanic owned financial institution--one that was devoted to bettering the lives of its customers, not lining the pockets of its stockholders.

When they approached Eakes, they initially had in mind for Self Help Credit Union to add service to the Latino market. Self Help understood the need, but believed the group would better be served by a dedicated, Latino credit union. Self Help would help Parra and Herrera create their own credit union, one that would focus on helping people help themselves. "The bankers never talked about having a mission like these credit unions did," said Parra. The credit unions recognized that Parra and Herrera had the connections with the community.

Self Help would provide the buildings and capital. It would designate Randy Chambers, its vice president of accounting, to help the credit union get ready for incorporation and regulatory approval. He was given three months to meet the deadline.

Chambers quickly focused on these issues for this Hispanic credit union:

- First, serve everyone--that is, no undocumented individuals would be turned away. (No person is an “illegal” even if he or she may be undocumented.)
- Second, give every member the same rights—the right to save and the right to borrow. (“When you only do check cashing for nonmembers you are not serving the market. You are only slightly better than check cashers.”)
- Third, evaluate and trust your partners—in other words, make sure your partners really have the connections in the community they say they do, and then trust them to follow through.
- Fourth, recognize that starting something like a Hispanic credit union can be a galvanizing event in the community.

Luis Pastor, CEO of Latino Community Credit Union, warned against underestimating the immigrant market. While many Hispanics may not speak English or may not be citizens, they do not want to be treated differently than other credit union members. “We may be second citizens in the country; we should not be second citizens in our credit union,” Pastor said.

Pastor offered these suggestions:

- (1) Work with community leaders. It is difficult to get immigrants to trust you, so you need the support of community leaders. That’s why it is important to work with local churches.
- (2) Find quality management staff that is bilingual, documented, and willing to work for less money than they could earn elsewhere—it won’t be easy.
- (3) Accept that specialist credit unions need mainstream credit union support for things like running the back office operations.

* ***Having the right plan.*** It is sometimes said if you don’t know where you are going to, any road will take you there. In the case of the partnership among Latino Community Credit Union, Self Help Credit Union, and State Employees Credit Union, the road may have been bumpy but the vision for the end goal was clear: To help members help themselves. Here are some tips they offer other credit unions looking to serve the Hispanic market:

1) Have a policy outlining what documentation you will accept. It’s permissible to open an account using the (TIN) Taxpayer Identification Number instead of a Social Security Number (see NCUA Opinion Letter 03-0964.) Taxpayers must file IRS form W-7. According to section 326 of the Patriot Act, the U.S. Treasury says your credit union can use something other than the Social Security number if you have the approval of your

board of directors. At this time, the IRS does not share data with Homeland Security—though there is no guarantee that will not change in the future.

Only 3% of undocumented Hispanics have Social Security numbers, but securing a TIN is not out of the question. The scariest thing for most undocumented immigrants is to cross the U.S. border. Having survived that, getting a TIN is risky but an acceptable risk. Credit unions need to determine whether they will accept the Matricula card, TIN, and/or Social Security information as identification.

2) Be innovative and aggressive and get involved in offering mortgages to this market. The Hispanic market represents a big opportunity (see FYI—Facts about the market). Half the market is unbanked--not just new immigrants but all Hispanics.

Self Help Credit Union, for example, is heavily involved in mortgage lending to Hispanics—both documented and undocumented. Recognizing that owning a home is the single most important investment most members make and among the most important steps to improving a family’s financial health, Self Help has taken the position that it is very unlikely to make a bad mortgage loan in the Hispanic market. Over 11 years Self Help has made between 2,000 and 3,000 mortgage loans and has suffered very few losses.

Recently, Self Help has started a secondary market program and is buying home loans from other lenders. They have 40,000 loans on their books today, and plan to use the data from these successful lending programs to suggest that Freddie Mac and Fannie Mae change how they do their secondary mortgage market business. While short-term delinquencies may go up to 10% in the 30-day-past-due category, actual losses on that portfolio of loans are less than 10 basis points per year, said Eakes. The breakdown of those 40,000 mortgage loans is: one-third to African Americans, one-third to Hispanics, and one-third to Whites.

Latino undocumented homeowners are not a financial risk, according to Eakes. The only concern your credit union should have is whether the loans are legal. He takes the position that Self Help is serving its mission to help people help themselves by making mortgage loans to this market. That’s why credit unions have net capital, Eakes said, to put at risk for the betterment of members. “We want to see Latinos prosper. They are more than wage earners,” he said. “If you pick one place to get involved make it home loans to undocumented Latinos.”

Eakes says it costs Hispanics two percentage points more than other consumers just because Freddie Mac and Fannie Mae will not purchase those loans.

Open Discussion with Hispanic Task Force

Following the presentations on the history and rationale for the founding of Latino Community Credit Union, Luis Pastor and John Herrera of Latino Community CU, engaged in a dialogue with Task Force and shared the following tips:

- The most dangerous loan is a \$500 unsecured loan, so the credit union requires a six month history—six months in the credit union, six months employed, or six months residence—to make the loan.
- They do not require a credit history on auto loans up to \$10,000. The riskiest loans are for \$9,000 to \$10,000; the safest for auto loans is between \$4,000 and \$5,000.
- They have reviewed nearly 10,000 loans from undocumented people. They underwrite according to standards, they don't care where individuals came from even though they know people from some countries are better credit risks. That information does not figure into the decision making process.
- They approve about 50% of loan applications now, down from 75% when the economy was better. Their delinquency goal is 5% and they accept that charge-offs are a cost of doing business. At one time they had a 90% loan to share ratio but that proved to be too high. They have only revised their lending policies once.
- They require a 10% down payment on loans up to \$10,000; 20% down payment on loans of more than \$10,000. The down payment policy is designed as an incentive to discourage members from buying vehicles that are too expensive. The credit union is trying to discourage members from using vehicles as a status symbol. It wants members to put their money in places that represent better investments for the community.
- They have had some problems with credit histories based on TINs. Credit histories work fine with Social Security numbers but not always with TINs. They are working with Equifax to correct this.
- There are differences within the Latino culture—the language may be shared but there are subtle differences even in the language.
- They review all documents in Spanish to protect the language.
- When the weather is rainy, they can expect more members to show up at the credit union because the opportunity cost (missing work) is low.
- Most members come to the credit union on Mondays and Fridays. One group comes right from work; the others clean up first. That actually helps the credit union by spreading the traffic out. The credit union stays open later at night than most financial institutions and this helps serve the members.
- To serve Hispanics you must be bilingual and multicultural. And you need to approach first generation immigrants differently than second and third generation immigrants.
- To succeed in this market you must have leadership, vision, resources—grants, partnerships, credit union movement support, and you must have cultural intelligence. You need to know the intricacies of the market and the community.
- There is a strong need for financial education, basic but respectful, and bilingual. “Everything we do at the credit union is financial education.”
- Your staff must be able to multitask because the process is labor intensive. Be flexible, if one member needs one-on-one coaching, another staff member must step up to the teller line and provide service.

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FYI—Facts about the market

The Hispanic market offers huge potential. Over the last census period the Hispanic population grew 57% (vs. 13% for the general population). Of the estimated 36.4 million Hispanics in the United States in 2002, an estimated four million to six million are undocumented in the U.S.

Nationwide one in five births is Hispanic. The average Hispanic family has 3.6 members vs. 2.4 for the general population. And Latino purchasing power is currently greater than \$600 billion and will grow to more than \$1 trillion by 2007. The median income of Hispanic households is \$44,000.

While four of five Hispanics reside in Georgia, New Mexico, New Jersey, Illinois, Arizona, Florida, New York, Texas, and California, that doesn't mean credit unions in other states don't need to take a serious look at serving Hispanics. Hispanics are the largest minority in 27 of the nation's states. Arkansas, Minnesota, North Carolina, South Carolina, Wisconsin, and Utah, for example, all saw more than 100% growth in their Hispanic population between 1990 and 2000.

Hispanics represent a young population with a median age of 27 years old. More than one-third are under the age of 18, and that market is expanding.

According to Michael Saray Hispanic Marketing, Hispanics are not getting the same marketing focus as other consumer groups. Consider these facts: They receive 10% of the amount of mail that the general market receives...59% say they want more direct mail... 66% do not mind telemarketing calls...40% have bought by phone...and 27% have bought through the mail (vs. 68% of the general public).

While Hispanics are big users of television (86%) and radio (80%) and other traditional services (newspapers 40%, magazines 43%), there are 12.5 million Hispanics (33%) online, spending more than 26 hours a month searching the web. Many are looking for banking and credit card information.

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P A N E L # 2: Specialist CUs Serving Hispanics

PANELISTS:

Suzy Brinkman-Doughty, CEO, NAFT FCU, Texas

Samira Rajan, Director of Lending, Bushwick Cooperative FCU, New York

Salvador Duran, CEO, Mission Area FCU, California

In addition to its in-depth discussion with officials from Latino Community Credit Union, the Task Force also met with representatives of three other credit unions that specialize in serving Latinos. Their stories and experiences will also be useful to any credit union considering serving the Hispanic market.

Working without partners—Neighbors and Families Together FCU NAFT Federal Credit Union is about 70 miles from the South Padre Island, 60 miles from Corpus Christi and seven miles from Mexico. It started in 1956 as an educational credit union but is now a community chartered credit union.

Fortunately for members of NAFT, the economy of southern Texas has been very good. The credit union took advantage of a growing community and an opportunity to obtain a prime location along Highway 281, which runs from Mexico to Canada, to build a branch office that offers members complete transaction services.

That's important, according to Suzy Brinkman-Doughty, president and CEO of NAFT. The \$38 million credit union has 8,000 members, five branches (including two school branches), 32 select employee groups, and hopes to serve members in Mexico in the not too distant future. With a community that is 80% Hispanic, both in its schools and community, serving the Hispanic market is not a choice but a necessity.

The National Credit Union Administration (NCUA) needs to understand that Hispanics are cash transaction intensive and that means credit unions that serve this market will have high expense ratios, Brinkman-Doughty said. In South Texas when members get their paycheck they cash it, so the credit union is cash heavy and expense heavy. For example, it is not uncommon for members to cash a check, deposit \$100 into savings from that check, and then make a loan payment—effectively making three transactions out of one. Credit unions have a big job educating the Hispanic market to trust their financial institution based on experiences they had with financial institutions in their own countries, Brinkman-Doughty said.

Her credit union takes into consideration the number of workers within a household because it understands that in the Hispanic culture the money is pooled into the family's resources. While the credit union makes mortgage loans, there's a saying that people there build a home one wall at a time. In the Hispanic community that is often literally the case, Brinkman-Doughty said.

Most of the staff at her credit union are bilingual and job applicants are given a reading test as part of the hiring procedure. Materials are provided in English and Spanish, but staff is trained to go over the material with members because not all members can read or write. The credit union even had to rework its data processing code to run off individuals' first names because there were so many individuals with the same last name (Garcia).

In 1997, NAFTA qualified for NCUA's low-income initiative for low-income mortgage participation loans. Qualifying for the program was easy because the credit union field of membership includes two low-income counties. While it is not uncommon for members to be late on their mortgage payments and to pay late fees, it is uncommon for the Hispanic market to default, Brinkman-Doughty said. "Our loss rate is very, very low. Our members pay us."

Working with partners—Bushwick Cooperative FCU

Located in the Bushwick neighborhood of Brooklyn, New York, Bushwick Cooperative Federal Credit Union is a community development credit union that has used grant opportunities from the U.S. Treasury Department. It was chartered in 2000, has 1,700 members, and \$2.5 million in assets. The credit union has 4.5 full time equivalent employees; three function as loan officers, two as tellers. Two thirds of the membership is Latino, most of whom are Puerto Rican. The membership also includes Dominican and Ecuadorian members.

Samira Rajan, director of lending at Bushwick Cooperative, is a former Vista volunteer. Rajan's original assignment to the credit union was arranged by the National Federation of Community Development Credit Unions (NFCDCU). Education about financial services and financial institutions is the key offering a financial institution can provide the Latino market, she said. The credit union routinely does one-on-one training on budgeting and opening an account. All forms and marketing materials are in English and Spanish. At a low-income credit union, an informal dress code helps members feel at home. Interestingly, Luis Pastor at Latino Community Credit Union, reported that their members want credit union employees to be dressed up because it creates more confidence in the credit union's management. A tie gives potentially nervous members more confidence that the credit union staff can manage members' money.

The credit union is growing rapidly and encourages members to get a Taxpayers Identification Number (TIN), but will open accounts without one. About 15% of its loans are to undocumented members. Loans are share backed—usually 10% to 20% of the value of the loan, and the credit union will make car loans up to \$25,000. Rajan is working on making the credit union's first mortgage loan. It makes micro-enterprise

loans up to \$50,000 with a (frozen) 20% pledged share deposit. It has loans outstanding of \$350,000. The credit union requires \$10 to open an account and a \$5 balance. It charges no fees. Free tax preparation, using a free volunteer income tax program supplied by the Internal Revenue Service, is a key feature that brings members and potential members into the credit union. Bushwick partners with two community-based organizations, using neighborhood associations to help with marketing the credit union. Workers' rights groups and church organizations offer ideal partnership potential. The credit union also gets funding from the federal and state government, as well as from banks and foundations.

For credit unions interested in serving the Hispanic market there are several important propositions, Rajan said.

Credit union management must be committed to: (1) translate documents into Spanish; (2) train staff to function at all levels of the organization; (3) be prepared to make a connection to members—that is, the key to serving this market and it may mean taking the time to offer personal training (often while other members wait in line); and, staff must (4) see each member as an individual.

In Puerto Rico, a 'coopertiva' is a "savings" association. That cooperative nature gives credit unions an edge over other financial institutions among Puerto Ricans.

Have flexible loan documents, Rajan said. That means not letting TINs—or lack of them—be a barrier to lending. "Our best borrowers don't have Social Security numbers," she said. She encourages credit unions to get information about a borrower's income stream to qualify the borrower for a loan.

After making its very first loan for \$500, Bushwick Cooperative has granted 891 more loans. Members have a strong loyalty to the credit union, which has had only two bankruptcies in four years. One of those members is repaying the credit union—but not the credit card companies that helped the member overextend.

Hispanic members often have difficulty understanding some things that other members take for granted. For example, the concepts of deposit insurance, confidentiality, and beneficiary are often new to them and therefore difficult to comprehend. That's in part why some members may withdraw their deposits after building up a nest egg of say, \$6,000. They just don't believe the money is safe. For a "cash" person it's hard to explain the benefits of long-term financial institution usage.

It is also important to explain the concept of credit history, deposit insurance and confidentiality to the Hispanic market, especially recent immigrants, Rajan said.

The credit union has asked for another Vista volunteer in hopes of expanding its field of membership from 100,000 to 300,000 (i.e. to serve the Bedford Stuyvesant community).

Working with partners—Mission Area FCU

Mission Area Federal Credit Union (MAFCU) in the San Francisco Bay area has \$8 million in assets, one office, 4.5 employees (four Latinos and one Asian who speaks no Spanish). The membership base is 35% “Hispanic” (Hispanics or Latinos), 20% Black, 30% White, and the rest Philippino. Like other credit unions serving the Hispanic market, the cash and carry business was heavy but a cultural necessity and an investment in the future.

When Salvador Duran took over as CEO of the credit union, it was under fire from regulators. Poor management had left the credit union with 20% delinquency and a Letter of Understanding from NCUA that set very high standards. Working with the National Federation of Community Development Credit Unions, Duran chipped away at NCUA’s concerns.

MAFCU is heavily involved in partnerships. First, it leaned on NFCDCU for help in negotiating with NCUA. Second, it got eight large credit unions to lend the credit union \$100,000 at 0%. Third, it partnered with local groups—like the Mission Economic Development Association and Mission Neighborhood Health Center—for education and to help reach out to the community. Fourth, it received a \$25,000 technical assistance grant from NCUA.

By 2000 the credit union had eliminated its debt and regulators allowed it to secure secondary capital. MAFCU’s capital to assets ratio is now 6.44%.

Duran would like to secure a grant or subsidy to reserve against losses so MAFCU can compete more effectively against predatory lenders that are on almost every corner in San Francisco.

The former banker, who left because he fell in love with credit unions, had this advice for credit unions seeking to reach the Hispanic market:

- 1) Know your membership and their idiosyncrasies. The Latino melting pot is no longer all Mexican.
- 2) Learn how to reach this market. Word of mouth is most effective for first generation Latinos. Latinos gather a lot, and that’s where the word of your good service will spread.
- 3) Celebrate Latino holidays—Mexican, Peruvian, Salvadoran, and other independence days provide a terrific marketing opportunity.
- 4) Concentrate on what members want, not on what you have. His members buy used cars so that’s what MAFCU promotes.
- 5) Be the “first darling” or “first love” of your members. Most recent immigrants have little experience with a financial institution, so if you make that first experience a good one members will stay thankful and faithful.

P A N E L #3: Mainstream Credit Unions Serving Hispanics.

Following the discussion with specialist credit unions, the Task Force met with a panel of three mainstream credit unions with ambitious and successful programs to serve Latinos. There is a lot to learn from these credit unions for credit unions considering expanding into the Hispanic market.

PANELISTS:

Maurice Calderon, SVP of Governmental Affairs and Community Development,
Arrowhead Credit Union, California

Lynette Rambo, VP of Marketing, Chocolate Bayou Community FCU, Texas

Kevin Wehner, Assistant Treasurer, Syracuse Cooperative FCU, New York

Arrowhead Credit Union, San Bernardino, Calif. Arrowhead Credit Union with its \$760 million in assets, 140,000 members, and 22 branches saw the high potential market in serving the Hispanics of the San Bernardino and Riverside Counties where nearly half (1.4 million) of the 3.2 million people in the Inland Empire (southern California) were Latinos. Latinos represent 60% to 80% of the students in the local school system.

Arrowhead recognized that the 50,000 Hispanic-owned businesses in the community represented a huge opportunity, according to Maurice Calderon, senior vice president of governmental affairs and community development at the credit union. Calderon's assignment for the credit union includes performing outreach to underserved communities.

It takes vision to see potential through the boulevard of broken dreams and abandoned promises, said Calderon. Amid the boarded-up buildings and vacant lots of Mt. Vernon were gardening services, taco stands, auto agencies, and aerospace firms. Amid the failed businesses were successful micro-entrepreneurs making 30,000 tortillas a day.

Arrowhead moved to help the community—taking advantages of opportunities like helping Temple Missionary Baptist Church where a local bank put a check hold on the church's deposits. Imagine the impact on the 1,800 families of the church when Arrowhead helped solve the crisis. Churches are the backbone of the Hispanic community.

Hispanics want what other people want—upward mobility, shelter, jobs, respect, said Calderon. “We all want the same things, it's only the details of how we get there.” Arrowhead established a branch office in the Mt. Vernon community in 2001 just off the famous Route 66. Of the 30,000 residents, 66% are Hispanic, 15% African American, 40% homeowners, and the average household income is \$29,000.

The Mt. Vernon community had been unbanked for 19 years when Arrowhead built its full service branch with five full time and 10 part time staff, a dozen of whom are bilingual and culturally diverse.

Arrowhead's strategy was simple. Establish community relationships and bring value to members' lives. For example, when an earthquake devastated Colima, the credit union raised money for victims—families and friends of Arrowhead's membership—of the disaster.

The credit union partnered with community organizations like Sinfonia Mexicana, an international culture exchange organization. Then Arrowhead started its "first accounts project"—a partnership with the California Credit Union League, the NAID Center at UCLA, Southern California Edison Credit Union, and the Consul of Mexico that facilitates access to low-cost banking services to California Latino and Immigrant Services.

The first accounts project reaches out to unbanked immigrants in underserved areas to help them gain access to credit and basic financial services. Participants learn how to manage checking and savings accounts, get low cost money transfers to Mexico and other Spanish speaking countries, flexible loan terms, free financial planning seminars, and financial literacy training. The project works closely with community groups—churches, the consulate, local chambers of commerce and home town (Hispanic) associations, employer groups, and others.

Among the recommendations Calderon and Arrowhead offered CUNA's Hispanic Outreach Task Force:

- Establish a best practices information warehouse—to connect all the ideas, strategies, and projects that are successful and meaningful to the Hispanic community.
- Develop an information-sharing network—of speakers and programs that will magnify the credit union movement's efforts to serve the Hispanic market.
- Consider development of a marketing clearinghouse—for successful Hispanic marketing efforts. Make sure it includes forms, brochures, and other marketing strategies that need translation from English to Spanish. Then share the information so credit unions don't pay to reinvent them.
- Get involved with local Hispanic politicians—many are being elected to local, state, and federal government positions. Support political leaders who support Hispanic issues, needs, and opportunities.
- Develop a Latino "think tank"—take the best and the brightest of the credit union Latino professionals and have them develop business solutions for credit unions wanting to serve this market.
- Don't just stand there—do something. There are too many credit union nonbelievers and spectators. Only a few credit unions are doing the heavy lifting in reaching out to this underserved market. More credit unions need "ganas," also known as "desire."

Chocolate Bayou Community FCU

With 15,437 members, \$58 million in assets, 44 employees (five bilingual), and three plus branch offices, Chocolate Bayou Community Federal Credit Union in Alvin, Texas reaches out to a population base of 250,000 plus, of which 30% are Hispanics.

Chocolate Bayou reaches out to undocumented Hispanics, accepting valid IDs from their home countries. The credit union provides translation services for Spanish speaking members, offers low cost money wire transfers through VIGO/IRnet, and sponsors education initiatives for students. The credit union provides bilingual marketing materials, a Spanish section on its web site, and member education information from CUNA.

Lynette Rambo, vice president of marketing, said the credit union is very committed to community involvement initiatives that bring awareness to the needs of underserved communities. They partner with the local chamber of commerce, Business Education Partnership, H.O.L.A., Youth Services, and community churches.

While word of mouth is the most useful marketing tool the credit union has, it also uses a variety of Spanish marketing media—billboards, radio advertisements, the Spanish community newspaper, church bulletins, fliers at special events, presentation at schools and churches and civic groups. The credit union is the main sponsor of Alvin's Cinco de Mayo festival. After just two years the festival raised \$26,000 in cash and in-kind donations from 35 area businesses for local scholarships. The event now attracts more than 3,000 participants.

More than 50% of the students in the Alvin school district are Hispanic and the credit union has a social responsibility to provide financial education to them, Rambo said. The credit union is heavily involved in CUNA's National CU Youth Week activities and provides scholarships for local students.

Here are some of the suggestions Rambo offered to credit unions looking at this market opportunity:

- Hire bilingual staff.
- Designate a staff member to help members fill out forms and documents (like the TIN applications).
- Expand your web site to include Hispanic information.
- Become a one-stop station for cashing checks and wiring money.
- Partner with local Hispanic-owned businesses that are already established in the community.
- Use radio advertising to reach this market.
- Look into shared branching opportunities—a credit union in Fort Worth, Texas, is already working with Caja Popular Mexicana to develop the first shared credit union branch between Texas and Mexico.
- Consider partnering with the local LULAC council, but evaluate the organization because not every chapter is strong.

- Make sure your credit union has at least one person to champion the Hispanic outreach effort and make “community relations” part of that person’s job description.

Syracuse Cooperative FCU

This community development credit union is living proof that you don’t have to have a huge membership base to reach out to the Hispanic market. With only 15% of the community being Hispanic and 6% of the membership, this credit union is demonstrating its willingness to reach out to the underserved, regardless of its market size.

Syracuse Cooperative Federal Credit Union has been reaching out to the Hispanic market since it was founded in 1982, according to Kevin Wehner, the credit union’s assistant treasurer. A grassroots organization, the credit union literally began in the back room of a local food cooperative.

In the early days the credit union relied on volunteers to interpret for Spanish members, now the credit union relies on (four) bilingual staff and provides both English and Spanish documentation and marketing materials. “There’s no way around having bilingual staff if you want to serve this market,” Wehner said. The credit union’s assistant treasurer, a loan officer, and a member service representative are bilingual and employees are cross-trained to staff different areas when traffic requires it.

Syracuse Cooperative provides small business services to members including business planning, financing, management support, credit services, and credit counseling. Like many others serving the Hispanic market, the credit union’s marketing includes Spanish language segments—on the radio, in brochures describing the credit union’s services, in member transaction documents, and in lobby signage.

Like a growing number of credit unions, the credit union is hiring staff that speak additional languages to better serve its diverse membership. In addition to Spanish and English there are staff members at Syracuse Cooperative that speak Japanese, French, and German. Even English-only speaking staff are taught to welcome members in different languages. It’s all part of the credit union’s effort to make members feel welcome.

The credit union has created a Hispanic Member Service Committee that meets twice a month to promote awareness of and service to the Hispanic community. The committee discusses potential outreach efforts, research and programming, membership needs, and future programming.

The credit union collaborates with area educational institutions, having recently completed translation of many financial literacy materials with the help of a Financial Literacy Education Program at Cornell University. Working with local organizations, the credit union provides micro-enterprise opportunities to create jobs and translation services.

A former VISTA volunteer, Wehner is in charge of grant writing activities at the credit union. The credit union has only two locations, with one branch office housed as part of a local community center. It is the only financial institution in that area. The credit union is committed to social justice, personal service, eliminating racism and discrimination. It has a history of social activism and was the first financial institution in its community to divest from Apartheid South Africa and the only one to send aid to the blockaded Mohawk Reservation in Oka, Quebec.

Question & Answers of the Mainstream CUs

- The Mount Vernon branch at Arrowhead, located in a predominantly Latino area, has \$16 million in assets. It was projected to be profitable in six years but was profitable in two.
- While some credit unions have designated staff members to conduct Hispanic outreach, Arrowhead views that as everyone's responsibility. Chocolate Bayou, on the other hand, designates Ms. Rambo, and Syracuse assigns those duties to the marketing director and the Hispanic Services Committee.
- Segment your Hispanic market—documented and undocumented, lower and upper income. Recognize that documented does not imply upper or lower income, nor does undocumented.
- Baxter Credit Union is evolving from having a few staff qualified in Spanish to having the entire staff be bilingual.

Appendix II

How Some Leagues are Reaching Out

Building a program the cooperative way...

PANELISTS:

RoxAnne Kruger-Monahan, SVP Member and Business Development, Washington Credit Union League

Letty Cordon-Hernandez, Manager of International Relations, California Credit Union League

Don Casselman, EVP, Financial Marketing Group

Nationwide, one of eight people and one of five babies born in the U.S. are of Hispanic origin. *CUNA's Environmental Scan* reports that the U.S. Hispanic population is geographically concentrated. Nine states have a higher than average share of Hispanics (representing between 25% and 42% of each state's population) and more than three-quarters live in the Western or Southern regions of the country. Additionally, Hispanics/Latinos represent between 5% and 12% of the population in another 12 states.

Clearly the Hispanic market in those 21 states offers credit unions both a business and philosophical/social opportunity to serve people of modest means—because newer arrivals tend to be undocumented. However, there are many geographic pockets of Hispanics/Latinos throughout the country where credit union marketing and educational resources may be limited. Many credit unions in those communities may not have the resources from either an individual or statewide level to build a Hispanic program from the ground up. Those credit unions are well served by the cooperative movement's unique ability and willingness to share its experiences and resources. Credit unions can learn from others' experiences--reinventing the wheel is not a wise use of the movement's limited resources.

A number of credit union leagues or their affiliate organizations have developed resources and are willing to share those resources with credit unions and leagues in other sections of the country. Those leagues have taken a leadership role in providing assistance to their member credit unions that want to better serve the Latino market. For example, the Texas and California Leagues, with their large Hispanic populations, have been pioneers in reaching out to serve the Hispanic community and they have model programs to consider. They have resources available to help credit unions, as does CUNA (see the resources listing in Appendix IV of this report).

To learn more about existing Latino outreach programs, CUNA's Hispanic Outreach Task Force invited several leagues to outline their Hispanic outreach efforts. While the

three summaries presented here are extremely insightful, they represent only a portion of the potential resources CUNA's Hispanic Outreach Task Force anticipates will be available through development of a Hispanic Resource Center web site (available through www.cuna.org in the near future).

Here are some of the highlights from three of the credit union league or league-affiliate organizations that have strong Hispanic outreach programs for their member credit unions.

Washington's economic empowerment plan called Poder Economico' ...

"It's within your reach." That's the Economic Power Project's motto that's backed by eight western credit union leagues—including Washington and California--and the National Credit Union Foundation (NCUF).

The Washington Credit Union League joined NCUF to write a master application for a \$532,000 U.S. Treasury First Accounts Grant. The 24-month grant was awarded for the western states' outreach project that seeks to provide basic consumer financial education to 14,100 "unbanked" Hispanic and Native American consumers. The project also seeks to enroll those unbanked consumers into low-cost, trusting relationships with credit unions.

Using the Federal Deposit Insurance Corporation's (FDIC) Money Smart bilingual financial education adult training curriculum, each state received \$128,000 to hire and train a bilingual financial educator whose job is to conduct ongoing training sessions at credit unions and in targeted communities. Duties also include forging and strengthening community relationships with the Latino market. Additionally, those individuals targeted credit unions in their state.

In Washington, explains RoxAnne Kruger-Monahan, senior vice president of member and business development for the league, the plan is to establish 3,000 First Accounts. While the program has reached 1,000 consumers of the targeted audience, tracking new accounts has proven to be difficult for undocumented individuals. The league has conducted 34 financial education sessions in 18 months and developed a train-the-trainer network to carry on public education after the grant funding expires.

As with any Hispanic outreach effort, care is given to developing relationships with community organizations, government agencies and representatives such as the Mexican consulate, and other service providers that reach out to the Latino community. One such example is the league's partnership with the Office of Minority and Women Business Enterprises.

Marketing efforts and opportunities include but are not limited to community involvement, word of mouth, Hispanic radio and television, press conferences, public service announcements, and brochures.

California's multi-faceted publication and marketing campaign ...

The California Credit Union League offers a multi-faceted approach to serving the Hispanic market. At its core are publications and marketing resources highlighted by the 438-page—*Hispanic Manual for Credit Unions: Serving the Latino Community*--available to credit union organizations for \$89.

Letty Cordon-Hernandez, manager of international relations for the California Credit Union League, explains that the league's publication and marketing outreach efforts include:

- Quarterly articles about diversity in the league's *Credit Union Digest* magazine;
- An annual issue of *Digest* devoted exclusively to diversity, a 10-step diversity outreach planning brochure called "Enhancing Diversity Awareness" that highlights available league programs and services;
- A community outreach brochure that explains the community outreach and how credit unions can get involved; and
- Several Hispanic marketing/advertising slicks.

Additional resources available from the California League include a Spanish version of "The Credit Union Difference," a variation of CUNA's "Why Credit Unions Are Tax-Exempt" statement stuffer.

Additionally, the league offers certified translation of documents and forms and custom forms into Spanish, bi-lingual forms and brochures, and customized Spanish translations.

The league also provides diversity training and educational sessions at several of its schools and conferences, a diversity video, and Hispanic webinar training. The league's CU Match Up program (www.howtojoinacu.org/sp_index.cfm) is also available in Spanish.

Other programs the league offers that specifically reach out to help its member credit unions serve the Hispanic market include:

- First Accounts Program (see above). Grants from the Ford Foundation and U.S. Treasury have helped five western state credit unions open up accounts for more than 6,100 people (see above)—many of whom had no prior relationship with any financial institution...provides financial literacy and small loans to new members that help them establish credit...
- International Programs. IRnet (changing its name to more commonly recognized Vigo) to provide money transfer services...and the league is exploring potential

partnerships with the Caja Popular Mexicana, WOCCU, and the Texas Credit Union League...

Alabama's 10-step model to serve Hispanics...

Credit unions must be proactive in reaching out to the Hispanic/Latino market. Sharing program information is extremely beneficial, but a program in Decatur, Alabama, is unlikely to match one in El Paso, Texas, where the Hispanic population is significantly larger and may be culturally different.

That's the viewpoint of Don Casselman, executive vice president of the Financial Marketing Group, an affiliate of the Alabama Credit Union League, who encourages credit unions to both position and brand their Hispanic outreach efforts. It takes six to 18 months to launch a program, maintains Casselman, who has a 10-step model he uses to help credit unions target the Latino market:

Step 1: Have 360 degree vision. Requires market research, Census Bureau data and information about Hispanics (number, workplace, community leadership and outreach organizations). Inside the credit union there needs to be a Hispanic community relations champion, commitment from the board, management, and staff, Spanish speaking member service representatives and materials and forms translated into Spanish, efforts to get proper identification forms; a Spanish business services area; and cross cultural as well as credit union service and operations training of staff.

Step 2: Be continually increasing your marketplace knowledge and Hispanic community outreach. Use NCUA's best practices information, local business census data, local and regional community, church, and government agencies and outreach programs.

Step 3: Expand and target Hispanic community resources. Don't underestimate the outreach at car dealerships and through churches and other community organizations.

Step 4: Develop a plan to Increase and target financial resources. Use one of the following document sets to verify identity:

- Current passport along with a Taxpayer Identification Number (TIN). Form W-7.
- Current work permit along with Social Security card. Immigration notifications or similar documents will not be allowed instead of this or any document.
- Current driver's license from any state as long as a Social Security number is printed on the card
- Current driver's license from any state plus a TIN.
- Current Mexican Consulate ID Card (Matricula Consular) and a TIN.
- Current residency card and Social Security number.

Step 5: Make a long-term commitment.

Step 6: Have long-term dedication.

Step 7: Develop full time integrity. Commits the necessary resources of time, staff, and money.

Step 8: Include your full management team.

Step 9: Employ change management. Because this may be a cultural shift for some underserved or undocumented Hispanics and others, make member education and savings an important aspect of the services you provide.

Step 10: Develop an undying faith in your program.

Appendix III

Task Force Action Step Suggestions

Throughout its deliberations, the Task Force kept a running list of suggestions and action steps that various components of the credit union system might wish to consider in expanding service to Hispanics. Variations and combinations of many of these suggestions went into forming the Task Forces Basic Principles and its recommendation to establish an Hispanic Outreach Resource Center. Although the rest of the suggestions listed below are not formal recommendations of the Task Force to the CUNA Board, the Task Force believes the credit union movement will find these suggestions helpful. Credit unions interested in following up on any of the suggestions listed below will find useful information in the resources listed in Appendix IV, and at the Hispanic Resource Center available through www.cuna.org.

To Credit Unions

- Evaluate and trust your partners-in other words, make sure your partners really have the connections in the community they say they do. Not every local organization is strong, but once you have evaluated them, work with them and expect them to follow through.
- Work with community leaders. It is difficult to get immigrants to trust you, so you need the support of community leaders. That's why it is important to work with local churches.
- Get involved with local Hispanic politicians-many are being elected to local, state and federal government positions. Support political leaders who support Hispanic issues, needs and opportunities.
- Hire bilingual staff and find quality management staff that is bilingual.
- Train staff to function at all levels of the organization.
- Work with banks to develop staff partnership programs-we develop bilingual staff, then you steal them away with more money.
- Accept that specialist credit unions need mainstream credit union support for things like running the back office operations.
- Understand that Hispanics are cash transaction intensive and that means credit unions that serve this market will have high expense ratios.
- Explain the concept of credit history, deposit insurance and confidentiality to the Hispanic market.
- Celebrate Latino holidays.
- Know your membership and their idiosyncrasies.
- Have a policy outlining what documentation you will accept.
- Be innovative and aggressive and get involved in offering mortgages & have flexible loan documents.
- Concentrate on what members want, not on what you have.
- Become a one-stop station for cashing checks and wiring money.

- Translate documents into Spanish, taking into consideration any legal restrictions.
- Make brochures more simple-some Hispanics will read more in depth materials, many will not.
- Look into shared branching opportunities, within the US and across international borders.
- Use radio advertising to reach this market.
- Expand your website to include Hispanic information.
- Make sure your credit union has at least one person to champion the Hispanic outreach effort and make community relations part of that person's job description.
- Get every credit union CEO to champion this outreach effort.
- Segment your Hispanic market-documented and undocumented, lower and upper income. Recognize that documented does not necessarily imply upper income, nor does undocumented mean the reverse.
- Focus on local population data rather than the Census, which tends to underestimate undocumented immigrants.
- Define market segments from among the 60 Spanish language dialects.
- Develop ways to track how serving this market brings bottom line results-tangible tracking.
- Participate in Latino conferences.

To Both Leagues and CUNA

- Accept that specialist credit unions need mainstream credit union support for things like running the back office operations.
- Develop programs and services to help credit unions respond to the Task Force's suggestions to credit unions.
- Develop a marketing clearinghouse for successful Hispanic marketing efforts. Make sure it includes forms, brochures, and other marketing strategies (i.e., DVD's, CD's & web downloads) that need translation from English to Spanish. Then share the information so credit unions don't pay to reinvent them.
- Create a Resource center for credit unions (clearinghouse, mentors, expert resource providers, community partnership considerations). Provide translation services...financial education materials, marketing materials, grant writing services, information on partnerships, other information.
- Add best practices, partnership components to the resource center and make financial data available from CU's already serving this market so others see the potential.
- Develop a Latino "think tank"-take the best and the brightest of the credit union Latino professionals and have them develop business solutions for credit unions wanting to serve this market.
- Focus more on developing a "how" to model and not on "why". There's plenty of data on how big and how underserved this market is, avoid duplicating what has already been done.

- Prepare a "how to" guide addressing the needs and wants of the Hispanic community; how to overcome obstacles; how to reach out, serve and educate this market. The guide should focus on these markets: (a) middle income (first to third generation) Hispanics; and (b) the underserved/undocumented immigrant population.
- Create a human resources development center to train Latinos in CU operations.
- Develop an information sharing network of speakers and programs that will magnify the credit union movement's efforts to serve the Hispanic market.
- Look into shared branching opportunities, within the US and across international borders.
- Create a human resources development center to train Latinos in CU operations.
- Expand your websites to include Hispanic information.
- Translate documents into Spanish and make them simpler
- Develop a national/state advertising campaign, (ie: Univision or Telemundo).
- Encourage every CU CEO to champion this outreach effort.
- Develop ways to track how serving this market brings bottom line results-tangible tracking.
- Recognize the need to convince CU's and Hispanics that they both need to take action and build the business case for reaching out to Hispanics.
- Link up with state and national level Latino organizations, La Raza, LULAC, Puerto Rican Coalitions.
- Participate in Latino conferences.

To Specifically Leagues

- Get involved with local Hispanic politicians-many are being elected to local, state and federal government positions. Support political leaders who support Hispanic issues, needs and opportunities.

To Specifically CUNA

- Survey credit unions to find out what they are doing and why they may be resistant to serving this market.
- Create a broad-based national Hispanic List Serve.
- Consider creation of a Hispanic Council-type organization.
- Add NEFE's Spanish financial literacy information to CUNA's website.
- Include Hispanic outreach in all of CUNA's training and public relations efforts.

To Regulators

- Understand that Hispanics are cash transaction intensive and that means credit unions that serve this market will have higher expense ratios
- Permit flexible loan documents

To National and State Credit Union Foundations

- Provide development grants for credit unions serving this market.

Appendix IV Resource List

Overview Publications

- “Credit Unions Serving Hispanics: A National Perspective,” CUNA, www.cuna.org
- “Embracing Your Hispanic Market,” Texas Credit Union League, www.tcul.coop
- “The Hispanic Manual for Credit Unions: Serving the Latino Community,” California Credit Union League, www.ccul.org

General Hispanic Resources

- The Hispanic Population in the United States: March 2002, issued June 2003, U.S. Census Bureau, www.census.gov
- The Hispanic Population, Census 2000 Brief, issued May 2001, U.S. Census Bureau, www.census.gov
- Hispanic Agenda for Action (HAA), Office of Minority Health, U.S. Department of Health and Human Services, Washington, D.C., www.haa.omhrc.gov
- League of United Latin American Citizens, www.lulac.org
- Hispano Mundo, www.hispanomundo.com
- Advocacy groups, National Council of La Raza state affiliates at www.nclr.org
- For a list of Hispanic events, go to www.aviso.net/dir/usa/hispanic/events
- The Latino Renaissance™, December 2000, www.targetonline.com
- Hispanic Association on Corporate Responsibility, Washington, D.C., www.hacr.org

Where to look for local information

- U.S. Census Bureau www.census.gov
- Newspaper associations, state-wide clipping services, Spanish-language or Latino community newspapers
- Spanish-language radio
- Local nonprofits such as the United Way
- Other credit unions
- Area businesses, health centers, schools, ESL centers
- Hispanic-owned businesses
- Latino sports leagues
- Local phone book
- Churches and religious groups

Other Reports, Publications and Articles

- “The Newest Americans, Financial Institutions, and Homeownership,” Dr. Andrew Schoenholtz, *Assets*, 2003, No. 1
- Economic Power Project, Washington Credit Union Foundation, presentation given by Marilyn Jarmon, administrator, Making the Latino Connection, A PALS Workshop for Credit Unions, July 8, 2003
- Financial Literacy Programs, Ohio Credit Union Foundation, presentation given by Sue Helmreich, outreach program manager, Making the Latino Connection, A PALS Workshop for Credit Unions, July 8, 2003

- South Florida: Gateway to Latin America and the Caribbean, Eastern Financial Florida Credit Union, presentation given by Carmen Tapanes, AVP, Making the Latino Connection, A PALS Workshop for Credit Unions, July 8, 2003
- Services to the Latino Community, Arrowhead Credit Union, presentation given by Maurice A. Calderon, SVP, Governmental Affairs & Community Development, Making the Latino Connection, A PALS Workshop for Credit Unions, July 8, 2003
- “Hispanics and Credit Unions: A Perfect Fit,” Julie Fernandez, *Credit Union Magazine*, August, 2003
- “Credit Union Rep on Radio Program in Huge Border Market,” *Credit Union Journal*, May 28, 2001
- “E-Marketing: Siempre Bienvenido,” Deb McLean, *Credit Union Management*, Credit Union Executives Society, November 2002
- “California’s CU League’s ‘Match Up’ Service Now in Two Languages,” Elaine Kingoff, *Credit Union Times*, West Palm Beach, Florida, April 7, 1999
- “Reaching Out to the Hispanic Market,” Mary Falcon, *Credit Union Magazine*, January 2003
- “Alabama CU Works to Make Hispanics Part of the Family,” Lauralee Ortiz, *Credit Union Journal*, June 16, 2003
- “How the First Step-Translating Materials-Can Become a Misstep,” Rob Blackwell, *Credit Union Journal*, Feb. 24, 2003
- “Two New Efforts Toward Reaching Hispanic Market,” *Credit Union Journal*, Dec. 16, 2002
- “In Ohio, Year Two In Financial Ed Program in Spanish,” Laura Ortiz, *Credit Union Journal*, Feb. 24, 2003
- “Treasury at Ohio Latino Literacy Program Today,” *CUNA News Now*, June 23, 2003
- “Bilingual Financial Literacy,” Elaine Laroa, *Credit Union Magazine*, January 2003
- “WOCCU to Publish Newsletter in Spanish,” *Credit Union Times*, March 14, 2001
- “Popular home-buying brochure from NCUA, now available in Spanish,” *Credit Union Times*, Aug. 29, 2001
- “Banks Offering Alternative to Latinos,” Jason Stein, *Wisconsin State Journal*, July 23, 2003
- “New Kids on the Block,” *Banking Strategies*, July-August 2003,
- “Immigrant Outreach,” Robert Stowe England, *Banking Strategies*, July-August 2003
- “Multi-lingual Web sites: Banks go on-line to nab stateside Latinos,” *Bank Technology News*, March 2003
- “Changing Hispanic demographics: Opportunities and constraints in the financial market,” Maude Toussaint-Comeau, *Chicago Fed Letter*, The Federal Reserve Bank of Chicago, August 2003, Number 192
- “Serving the Underserved: Initiatives to Broaden Access to the Financial Mainstream,” Gabriel Manjarrez, FDCH Congressional Testimony, June 26, 2003
- “Firms Reaching Out to Market,” Brian Leaf, *Crain’s Chicago Business*, May 27, 2002, Vol. 25 Issue 21, www.chicagobusiness.com
- Retirement Confidence Survey, Hispanic-American Workers, 2003 Minority Retirement Confidence Survey, EBRI/ASEC/Greenwald, www.asec.org/media/pr630.pdf

- “Serving New Americans: A Strategic Opportunity for Credit Unions,” a Filene Research Institute report, www.filene.org
- “The University Future: Banks, Latinos and the Changing Financial Borders,” *Texas Business Review*, Bureau of Business Research, McCombs School of Business, The University of Austin, April 2003, www.utexas.edu/depts/bbr/tbr/
- “Mixed Messages, Banking and Hispanics,” Yuri Radziewsky, *Brandweek*, April 14, 2003, Vol. 44 Issue 15, <http://static.highbeam.com/b/brandweek/>
- “Changing Hispanic Demographics: Opportunities and constraints in the financial market,” Maude Toussaint-Comeau, Chicago Fed Letter, The Federal Reserve Bank of Chicago, August 2003, No. 192, www.chicagofed.org
- The “Other Face of America,” Jorge Ramos, HarperCollins Publishers Inc., 10 East 53rd Street, New York, NY 10022
- The NewsHour with Jim Lehrer, February 16, 1998, MacNeil/Lehrer Productions transcript can be found at www.pbs.org/newshour
- The City/La Ciudad, PBS documentary series, more information can be found at www.pbs.org/itvs/thecity
- Assets, A Quarterly Update for Innovators, 2003, No. 1, www.cfed.org, www.idanetwork.org
- “Banks Pay Attention to Rising Wealth of Hispanics,” Christine Dugas, *USA Today*, July 21, 2003, www.usatoday.com
- CUNA’s 2003/2004 Credit Union Environmental Scan, www.advice.cuna.org, select “Reports”
- Hispanic Market Secondary Research Executive Summary, May 2003, Pam Schnagl, CUNA Mutual Group, www.cunamutual.com/cmghome

Additional Organizations

- World Council of Credit Unions, 5710 Mineral Point Rd., P.O. Box 2982, Madison, WI 53701, www.woccu.org
- The Filene Research Institute, P.O. Box 2998, Madison, WI 53701, www.filene.org
- Financial Marketing Group, Don Casselman, dcasselman@acul.com, www.fmg4u.com
- National Federation of Community Development Credit Unions (NFCDCU), 120 Wall Street, 10th floor, New York, NY 10005, www.natfed.org
- Jump\$tart Coalition for Personal Financial Literacy, www.jumpstart.org
- Arrowhead Credit Union, Elsa Montes, VP Membership Development, 909-881-3355.
- Cooperativa Comunitaria Latina de Credito Latino Community Credit Union: 201 West Main Street, P.O. Box 25360, Durham, NC 27702, 919-530-8800
4801 E. Independence Boulevard, P.O. Box 10310, Charlotte, NC 28212, 704-531-0201
- CUNA & Affiliates, www.cuna.org
- Consumer Action, www.consumer-action.org
- Your state credit union league