



# Hispanic Quick-Start Kit™:

## A step-by-step guide for credit unions

FROM THE CREDIT UNION NATIONAL ASSOCIATION INC., THE CREDIT UNION FOUNDATION, AND YOUR LEAGUE



A STEP-BY-STEP  
APPROACH FOR  
YOUR CREDIT UNION

  
**CUNA**  
& Affiliates

[cuna.org](http://cuna.org)

Welcome,

Many credit unions already are reaching out to serve the Hispanic market, while other credit unions are just starting to roll up their sleeves and get started. Whatever your credit union's situation, this "Hispanic Quick-Start Kit," developed from funding provided by the National Credit Union Foundation, is a practical 'how-to' manual designed to get you started or add to what you already have been doing.

No one can argue the need to serve the Hispanic market. It's the fastest growing segment of the U.S. population, accounting for more than 40% of the nation's annual population growth from 1990 on. Hispanic immigrants are assimilating into the U.S. culture so much that since 2000, the number of U.S.-born Hispanics has surpassed immigration as the largest source of Hispanic growth.

It's consistent with good credit union philosophy and good business principles that credit unions reach out to serve this market. Hispanics can benefit from credit union products and services—particularly vehicle, mortgage, and small-business loan services.

That's why CUNA's Board of Directors, the National Credit Union Foundation, and the 50 state leagues are proud to present the "Hispanic Quick-Start Kit." This kit is divided into 20 steps that walk you through the development and completion of a Hispanic outreach program. Whether just getting started, or looking to improve, this kit's for you. From business plans to identification issues to service offerings and marketing, the "Hispanic Quick-Start Kit" will answer your questions.

A special thanks for guiding the development of the kit goes to the CUNA Hispanic Resource Center Advisory Group.



Good reading,

A handwritten signature in black ink that reads "Daniel Mica". The signature is fluid and cursive.

Daniel Mica  
President & CEO  
Credit Union National Association



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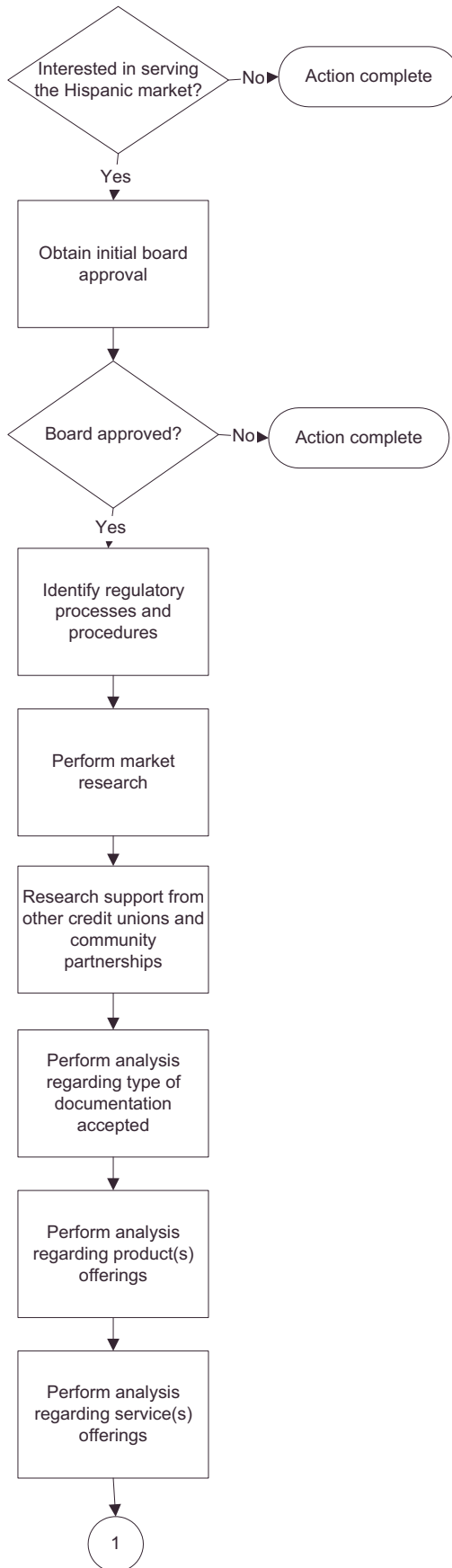
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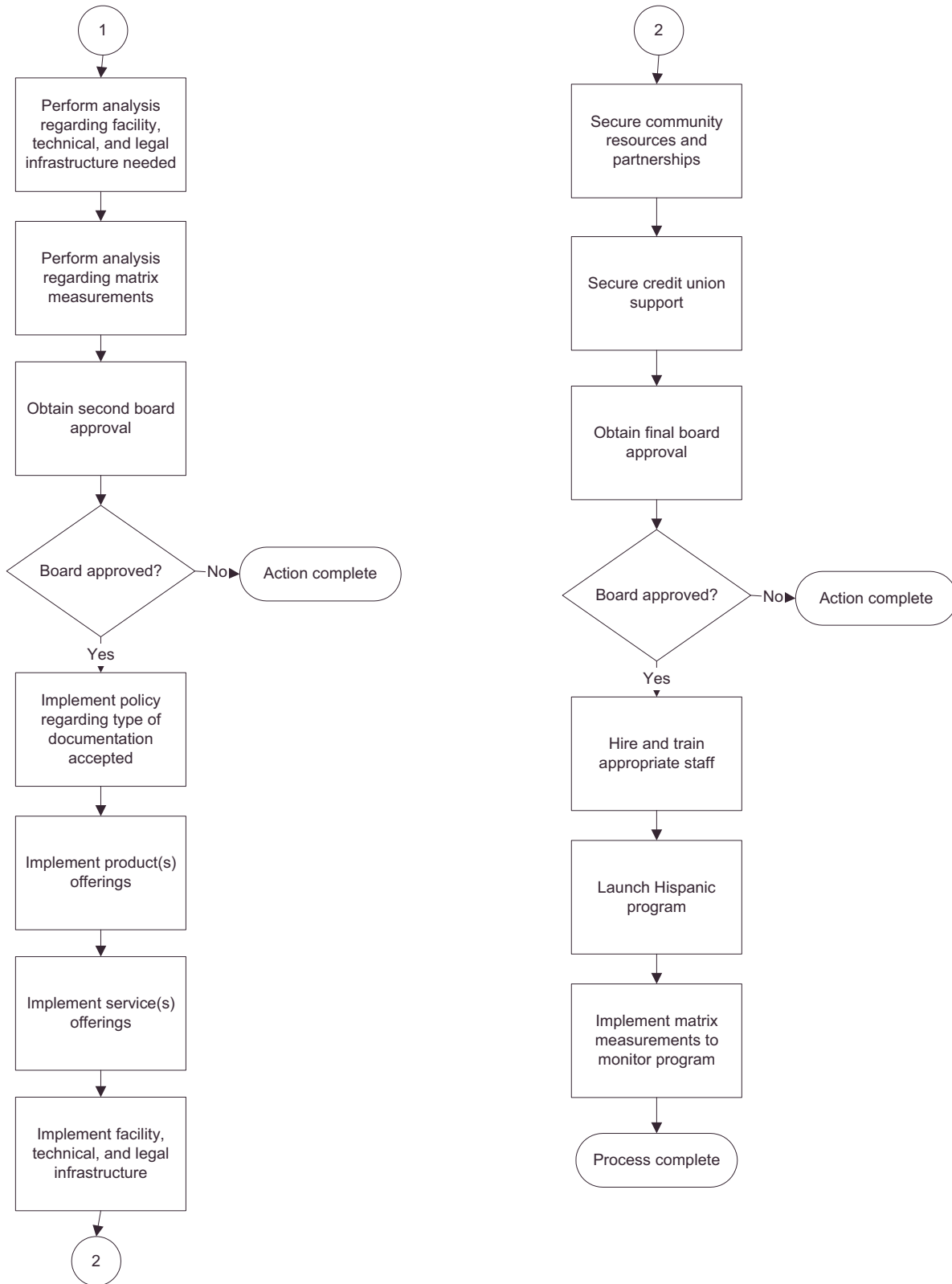
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## "Hispanic Quick-Start Kit" Flow Chart - Page 2 of 2





## What Is the “Hispanic Quick-Start Kit”?

**W**e all learned to crawl before we could walk and to walk before we could run. And we all moved forward at varying paces and degrees of development, each at our own chosen speed.

Recognizing that, CUNA's Hispanic Resource Center Advisory Group understands that credit unions have differing degrees of ability to start a Hispanic outreach effort. Larger credit unions obviously have more financial and human resources to begin their efforts than smaller credit unions do. And every credit union wanting to serve this market has to develop a plan and an approach that it believes will achieve success in reaching the fastest growing consumer market for financial services in the U.S.

Regardless of your credit union's size and resources, if you seek to serve Hispanics, you'll need a plan with all the tools available to begin your outreach effort. And that's what the “Hispanic Quick-Start Kit” is—a business plan with the tools and resources and experiences of other credit unions that already have advanced beyond the crawl and walking phase of development. Many of the more than 115 credit unions that contributed to this kit already are running full speed in this market race.

CUNA and its elected leaders are committed to helping credit unions serve this market. Former CUNA Chairman Dick Ensweiler launched the Hispanic outreach initiative several years ago and that work continues under the guidance and leadership of CUNA's current Board of Directors and Chairman Juri Valdov.

Inside this “Hispanic Quick-Start Kit,” credit unions will find business plans, Microsoft PowerPoint presentations, market research analysis matrix, identification and documentation tools, translation services quotes, product and service matrices, requirements for internal procedures, sample policies and procedures, community partnerships analysis and tracking work sheets, job descriptions for outreach personnel, training resources, marketing tools, and numerous reporting systems that will help your credit union get a quick start on serving this market.

The Hispanic Resource Center Advisory Group's “Hispanic Quick-Start Kit” is designed to walk any credit union from those initial, awkward baby steps to a coordinated Hispanic outreach campaign. CUNA and its participating credit unions have developed this tool to quick start your outreach effort.

# How to Use This Kit

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Unlike toys of yesteryear, each part of CUNA's "Hispanic Quick-Start Kit" is not sold separately. In fact, it's not sold at all. It's free to credit unions to use and modify to their particular needs.

In 2003 CUNA produced the well-received overview: "Credit Unions Serving Hispanics: A National Perspective." Since posting that resource to CUNA's Web site, more than 24,000 downloads have taken place.

Now the "Hispanic Quick-Start Kit" hopes to have similar results. The kit is divided into 20 steps and presented on the Web as a PDF for you to download. Each step will be a separate download.

The tools within the kit: MS Excel spreadsheets, MS Word tables/matrixes, MS Powerpoint presentations are all designed for you to use as is—or modify to meet the needs of your credit union.

Just as no two credit unions are alike, no two Hispanic outreach programs will be the same. The producers of the kit recognize that your community, your markets, and your efforts will require fine-tuning to conform to the needs of your credit union.

What the producers of the kit intend, however, is that the kit will reduce the amount of research and planning and information gathering required for credit unions needing to serve this emerging market. Some credit unions already may have a commitment from the board of directors to serve the Hispanic market in their community. What those credit unions need are tools and resources—like those found in this kit—to get started.

Other credit unions may have to start from the ground up, building consensus, first within management's ranks, then at the board level, and then among staff. The planning tools and decision points for all those events are part of the "Hispanic Quick-Start Kit." The kit is arranged in order—get conceptual buy-in from the board ... conduct market research and analyze your market ... what you need to provide to serve it ... how it will change your credit union's business ... and the steps toward implementation.

Too many well-intentioned efforts fall by the wayside because of poor planning. The "Hispanic Quick-Start Kit" is a 20-step and "how-to" planning and resource guide. Let us know if you have additional tools that will help other credit unions succeed.

## Who Should Use This Quick-Start Kit?

**T**he simple and obvious answer to the question “Who should use this kit?” is any credit union that has a significant or growing Hispanic population that wants to serve this market. Serving Hispanics or any new market requires the commitment of the entire board of directors and management team at your credit union.

In the spring of 2003, only one of five credit unions (19%) had in place or was planning to implement a Hispanic outreach effort within the next year. Those credit unions:

- Served more than one-third of the nation's credit union members
- Were larger in size, with more than half of them having more than \$200 million in assets
- Were more likely to be community chartered credit unions
- Had a substantial number of Latinos/Hispanics in their field of membership

There's good reason to believe the number of credit unions thinking about serving Hispanics is expanding. For example: 1) Credit union membership growth has slowed, which means credit unions must seek new markets or count on expanding business services within existing markets; 2) The Hispanic market is young, with a median age of 27, which means this market represents significant long-term membership growth and service potential; 3) Serving Hispanics and other groups outside the mainstream of financial services is good credit union philosophy. The fact is Congress wants credit unions to demonstrate their commitment to serving people of modest means.

There's little doubt that Hispanic markets are growing across the nation. More than 39 million Hispanics live in the U.S. They account for 13% of the population and by 2025 will be one of the two largest population segments in the country, growing to more than 60 million people. CUNA's Hispanic Resource Center's news ([cuna.org](http://cuna.org)) chronicles on a monthly basis how this market is expanding beyond the border states, including the fact that U.S. born Hispanics now outnumber Hispanic immigrants.

Additionally, disasters such as Hurricane Katrina have caused the largest population migration in the U.S. since the Civil War, helping to spur the movement of Hispanics and other demographic groups away from coastal states and into new communities. That changing population distribution means credit unions must continually reassess changing demographics within their communities and fields of membership.

This information is provided for reference only. Your credit union should always have its legal counsel review all policies, procedures, and documents.



# National Credit Union Foundation Funds "Hispanic Quick-Start Kit"

**I**n the spring of 2005, CUNA and its Hispanic Resource Center Advisory Group asked the National Credit Union Foundation to fund development of the "Hispanic Quick-Start Kit." Recognizing the importance of the Hispanic market, the need for credit unions to serve this market that's underserved by others, and the need for credit unions to serve people of modest means, the Foundation agreed to fund the development of the "Quick-Start Kit."

Understood in the funding of the development of the "Quick-Start Kit" was CUNA's commitment to make the kit available to as wide a credit union audience as possible. As a result, CUNA is making the kit available to credit unions as a free PDF download from CUNA's Web site and the Hispanic Resource Center (*cuna.org*). Credit unions are encouraged to use the kit and to provide feedback for future enhancements to it.

The Hispanic Resource Center Advisory Group and CUNA staff developed a draft outline and project management plan to bring the "Hispanic Quick-Start Kit" to credit unions. CUNA hired an independent contractor to conduct telephone interviews to solicit materials and Hispanic outreach experiences from more than 115 credit unions nationwide. Many of the tools found within the kit come from credit union participants.

Information gathering took place between August and October of 2005. CUNA developed the kit between November and January and the Hispanic Resource Center Advisory Group reviewed and fine-tuned the version you have in early February of 2006. A PDF version of the final kit appeared on the CUNA Web site at the end of February 2006.

While the "Hispanic Quick-Start Kit" obviously targets the fastest growing demographic group in the U.S., many of the project and business-plan steps within the kit could be modified and used to target any new emerging market.

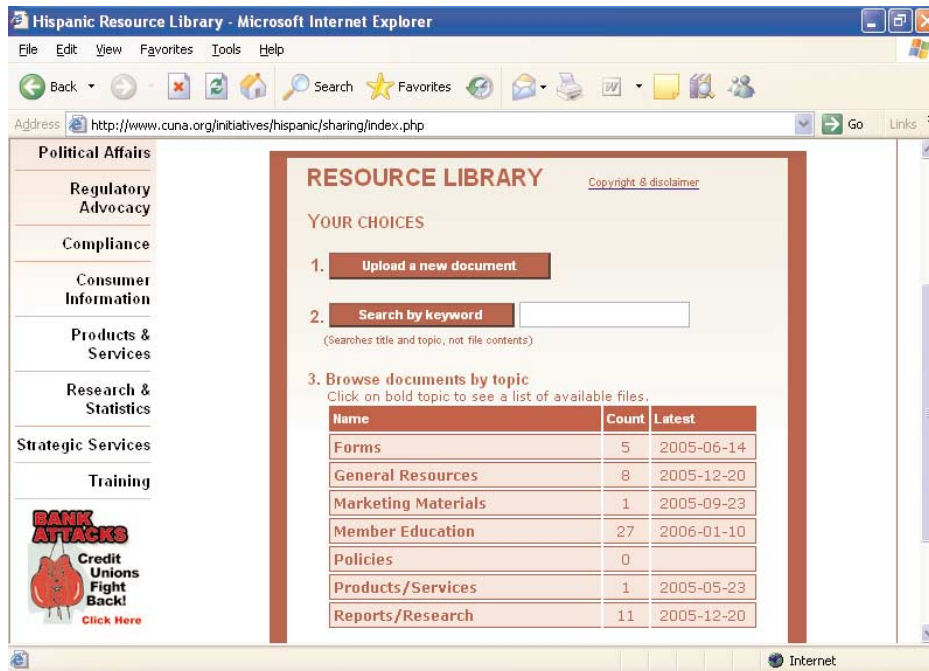
### **Assisting CUNA in development of the "Hispanic Quick-Start Kit":**

CUNA Hispanic Resource Center Advisory Group: Danielle Chatfield, chair, Kemba Financial CU Inc.; Laida Garcia, vice chair, Florida Central CU, Inc.; Dianne Addington, T and C FCU; Kimberly Bohannon, N. Carolina CU Network; Laura Lowe Edgar, Arizona FCU; Marie Alonzo, Arrowhead CU; Michelle Bloedorn, Baxter CU; Miguel Avila, Chicanos Por La Causa FCU; Raymond Currier, CorePlus FCU; Winona Nava, Guadalupe CU. Contracted consultant: Edgar Hernandez, Avanza Consulting LLC, *avanzaconsulting.com*.

# Hispanic Resource Center Resource Library

We are happy to announce CUNA's Hispanic Resource Center and its file library. If after reviewing the contents of the "Quick-Start Kit", you are in need of forms, marketing materials, member education, etc., submitted by your credit union peers, please feel free to search by topic and select the item(s) of interest to you.

[cuna.org/initiatives/hispanic/sharing/index.php](http://cuna.org/initiatives/hispanic/sharing/index.php)



For example, under the "forms" resource, you would find:

Document title Upload date	CU/Org. name	Format
Click on bold titles to open the files.		
<b>IRS Taxpayer ID application (English)</b> February 21, 2005 Reader/Acrobat	Danielle Chatfield Kemba Financial Credit Union	Adobe
<b>IRS Taxpayer ID application (Spanish)</b> February 21, 2005 Reader/Acrobat	Danielle Chatfield Kemba Financial Credit Union	Adobe