



NATIONAL
ASSOCIATION FOR
LATINO
COMMUNITY
ASSET
BUILDERS

2020 ANNUAL REPORT



FROM OUR LEADERSHIP

Colegas,

The purpose and value of the NALCAB Network could not have been more clear in 2020. On top of years of politically motivated economic discrimination against Latinos and immigrants, the coronavirus pandemic has caused enormous suffering in our communities, even as Latino workers and small business owners continue to play an outsized role in keeping our economy functioning.

NALCAB scaled its work dramatically in 2020.

- NALCAB has been a conduit for millions of dollars in grants and low-cost loans to our members and a source of technical support and training, including rapid emergency response in the uncertain days of April, May and June.
- We had a substantial policy impact, including advocacy for protecting the Community Reinvestment Act, fighting for a fair financial services marketplace and advocating for equitable investment of federal appropriations to address the economic crisis created by COVID-19. NALCAB's advocacy related to the CARES Act, in coalition with other leading civil rights and community development organizations, had modest impact in the early summer, but more importantly, laid the groundwork for the economic recovery package eventually passed in December. That package included the largest one-time community development investments in our nation's history, including a specific focus on communities of color.
- While achieving all of this, the NALCAB team took important steps to strengthen our internal systems, fortify our long-term financial health and develop our strategy looking forward to ensure our communities are not left behind in the economic recovery in 2021 and beyond.



An enormous thank you to all of our funders for being true partners, providing rapid responses, offering flexibility and, in many cases, increasing their support for NALCAB and NALCAB Network members. A very special thanks is owed to those that made available one million dollars or more in funding (sometimes much more!) for responding to the extraordinary challenges we faced in 2020 and will continue to face in 2021. These included the Wells Fargo Foundation and the Wells Fargo Open for Business Fund, JPMorgan Chase Foundation and JPMorgan Flexible Capital, Kaiser Permanente, and the US Department of Housing and Urban Development.

Collectively, we represent a national infrastructure for advancing economic mobility in Latino communities, which is a necessary ingredient for our nation's overall financial strength. There are still tough times in front of us, but we can clearly see a path forward. Even as we acknowledge the damage that has been done, we must remain focused on the incredible opportunity to equitably rebuild our economy and our nation in a way that truly reflects our ideals. Adelante.

Juntos somos más,

A handwritten signature in black ink, appearing to read 'Noel Poyo'.

Noel Poyo, Former Executive Director

A handwritten signature in black ink, appearing to read 'David Adame'.

David Adame, Chair of the Board of Directors

MISSION

NALCAB strengthens the economy by advancing economic mobility for Latino communities.

VISION

To dramatically scale the flow of public and private sector capital that responsibly meets the asset building needs and opportunities in the communities and families we serve.

STRATEGY

NALCAB strengthens and coordinates the capacity of the NALCAB Network to deploy capital. NALCAB influences investors and policymakers with research, advocacy and technical advice.

NALCAB operationalizes this strategy in three areas of work:

**CAPACITY BUILDING
FOR NON-PROFITS AND
GOVERNMENT AGENCIES**

**POLICY ADVOCACY
AND FIELD BUILDING**

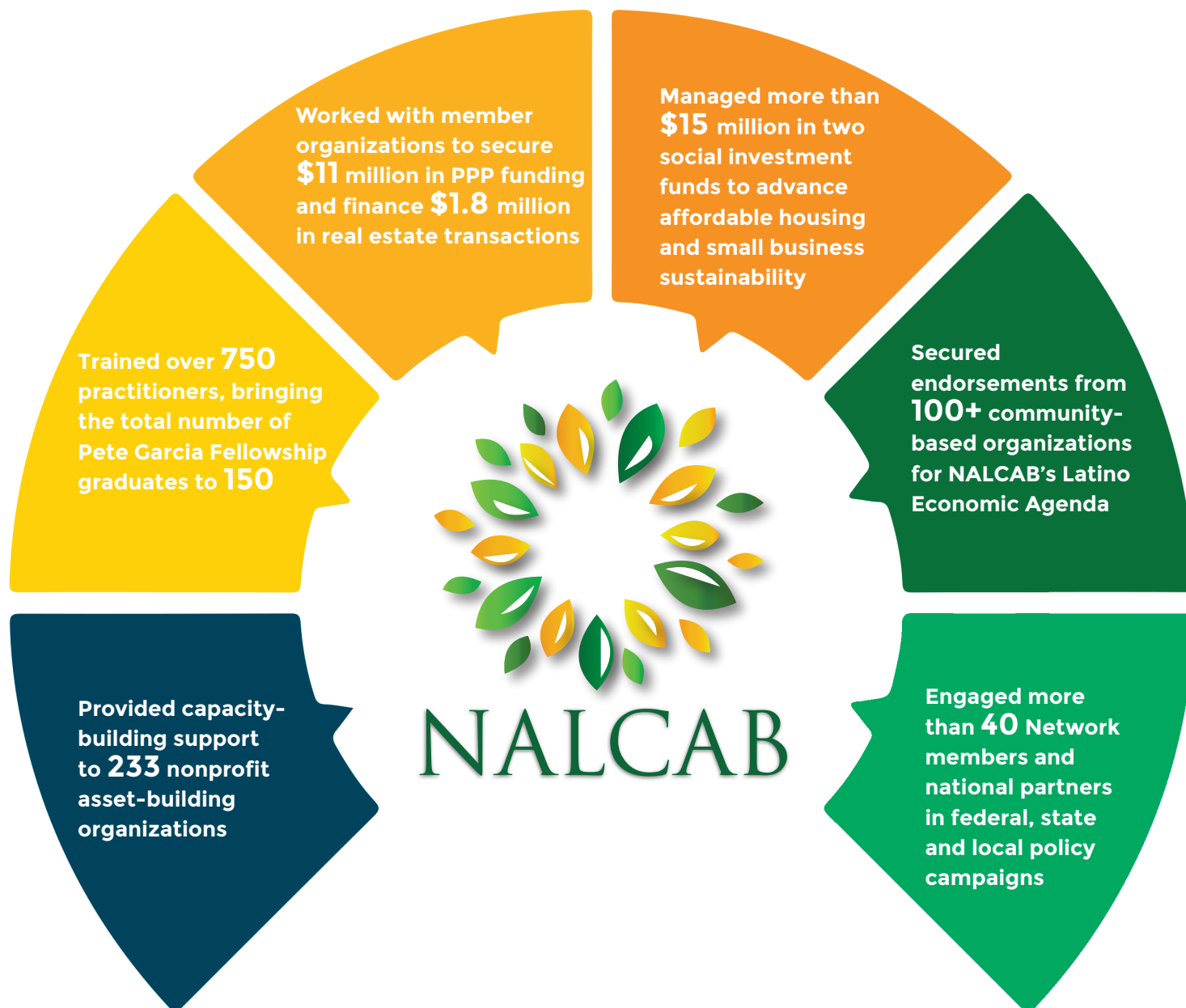
**IMPACT INVESTING:
LENDING AND
ASSET MANAGEMENT**

NALCAB - National Association for Latino Community Asset Builders strengthens the economy by advancing economic mobility for Latino communities. NALCAB is the hub of a national network of more than 120 mission-driven organizations that are anchor institutions in geographically and ethnically diverse Latino communities in 40 states, Washington, DC and Puerto Rico. Members of the NALCAB Network invest in their communities by building affordable housing, addressing gentrification, supporting small business growth and providing financial counseling on issues such as credit building and homeownership. Approximately 70% or more of those served by the NALCAB Network are Latino, 20% are Black and more than 40% are immigrants.

NALCAB's mission is to strengthen the economy by advancing economic mobility in Latino communities. NALCAB's vision is to dramatically scale the flow of public and private sector capital that responsibly meets the asset building needs and opportunities in the communities and families we serve. As a grantmaker and US Treasury-certified CDFI lender, NALCAB strengthens and coordinates the capacity of the NALCAB Network to deploy capital. NALCAB influences investors and policymakers with research, advocacy and technical advice.

NALCAB BY THE NUMBERS

NALCAB was able to mobilize more than **\$15M** in grants and low-interest loans in response to the COVID-19 pandemic in support of **120** nonprofit organizations and over **600** minority-owned businesses in 2020 alone.



RESPONDING TO THE ECONOMIC IMPACT OF THE COVID-19 PANDEMIC

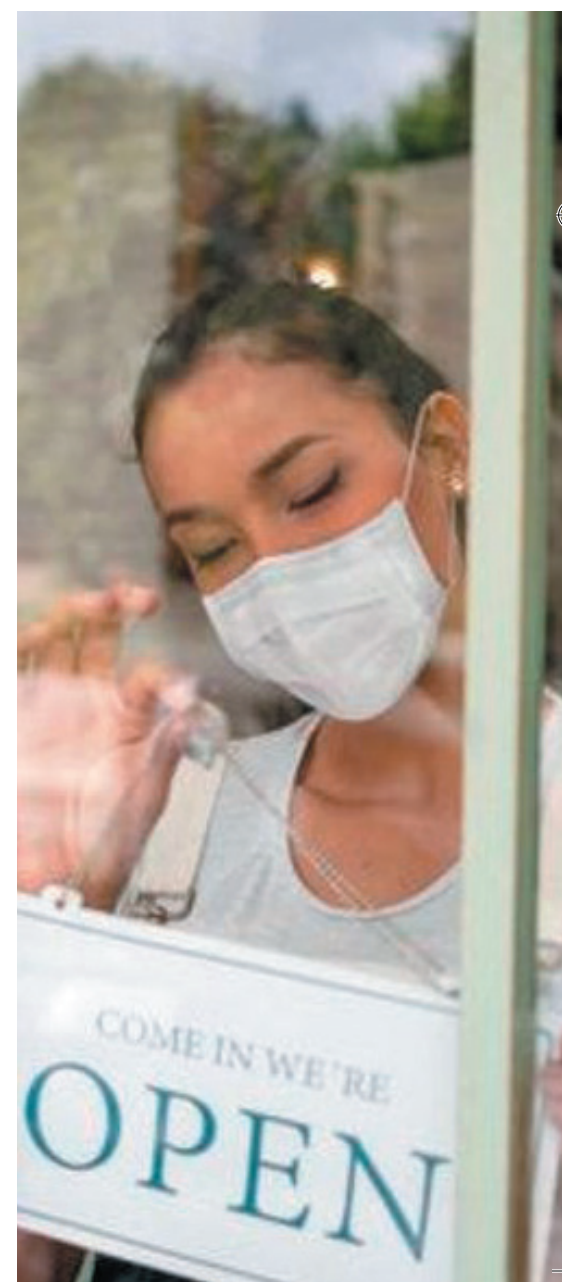
The unprecedented public health response required by the coronavirus pandemic beginning in March 2020 has resulted in an immediate and dramatic recession that has devastated Latino business owners and 1099 workers. The pandemic has led to an eviction and displacement crisis in many low- and moderate- income neighborhoods. A one-size-fits-all approach cannot effectively respond to the challenges faced by diverse communities of color during the pandemic. The channels used for delivering resources to diverse communities have a major impact on the efficacy of the investment. Solutions must be culturally and linguistically relevant, rooted in the specific cultural and economic realities of the community to be served. Nonprofit institutions that reflect the communities they serve and deliver culturally relevant services are critical in serving distinct ethnic/racial communities and achieving equitable outcomes. In many cases, the very same organizations that have the capacity to most effectively target their services in minority communities do not have sufficient access to market data, private investment and government support that would allow them to scale their work. NALCAB and members of the NALCAB Network are uniquely positioned to effectively deliver resources to low-wealth Latino and immigrant entrepreneurs.

NALCAB is managing the largest and most targeted national investment in Latino-serving nonprofits that are focused on responding to the economic impact of the COVID-19 crisis in our nation's diverse Latino communities. These efforts were made possible with financial support in 2020 from JPMorgan Chase, Wells Fargo, Kaiser Permanente, UBS, Prudential Foundation, Citi Community Development, Oportun, Union Bank, San Antonio Area Foundation, W.K. Kellogg Foundation, Target Foundation, Bank of America, Opportunity Finance Network, Rockefeller Foundation and the US HUD Rural Capacity Building Program.

Beginning in March 2020, NALCAB undertook the efforts described below to support our members to address the economic crises in their communities.

- NALCAB made approximately \$2 million in rapid response grants to over 100 nonprofit NALCAB Network member organizations across the US to help them stabilize and respond to the economic crisis resulting from the pandemic. Approximately half of this grantmaking was in the form of unrestricted emergency grants, made possible by the JPMorgan Chase Foundation, and the other half was program support for financial capability and equitable neighborhood development, made possible by Wells Fargo, JPMorgan Chase, the Prudential Foundation and the US HUD Rural Capacity Building Program. In conjunction with this grant distribution, NALCAB undertook an in-depth survey of more than 90 community-based nonprofits on the frontlines of responding to the human and economic impact of the pandemic, providing recent data about the impact of COVID-19 on the communities we serve. This survey, in addition to individual interviews and research, informed the publication [Impact of the Coronavirus Pandemic on the Economic Well-Being of Latino Communities in the United States](#), which presented an analysis of data on the disproportionate health and economic impacts of the pandemic among Latinos.

\$2M in COVID-19 rapid response grants were distributed to over 100 nonprofit NALCAB Network member organizations across the US



RESPONDING TO THE ECONOMIC IMPACT OF THE COVID-19 PANDEMIC

- NALCAB provided low-interest loans to Network members that are authorized lenders under the SBA Paycheck Protection Program (PPP), which supported approximately \$6.4 million in forgivable loans to people of color. In total, 319 PPP loans were made to businesses with an average loan size under \$20,000. The smallest loan made was \$382.50 and the largest loan was \$382,800.
- In addition, NALCAB organized 21 additional member organizations in a “hub and spoke” network to refer small business clients who would otherwise have difficulty accessing or applying for PPP funding through a conventional bank to a qualified CDFI PPP lender. This initiative facilitated more than \$1 million in PPP lending to 71 sole proprietors and owners of very small businesses, saving 114 jobs.
- Since March 2020, the NALCAB staff has supported Network members and the communities they serve by providing training, technical assistance and peer connections to organizations as they adapt to providing service remotely to clients. NALCAB developed a nonprofit guide to accessing CARES Act funding that included information on important notices, funding sources and advocacy tips. NALCAB also created and regularly updated a [COVID-19 Tools & Resources](#) page on the website dedicated to information including work-from-home resources and national and regional resources aimed at nonprofits, including guidance on accessing the PPP.
- NALCAB actively led policy advocacy related to the federal response to the pandemic, especially with regard to impacts on small businesses and nonprofits that are owned or controlled by people of color, in coalition with a wide range of other advocates.

While the COVID-19 crisis has impacted NALCAB’s day-to-day operations by forcing staff to work from home and limiting travel, NALCAB has remained focused on its core strategy and programs. **Our work has never been more relevant** as the team has quickly mobilized to meet the urgent needs of our member organizations.

Facilitated \$6.4M in forgivable PPP loans to people of color



CAPACITY BUILDING FOR NONPROFITS

National Programs

Equitable Neighborhood Development

With support from the JPMorgan Chase, Prudential Foundation, Citi Community Development and the US HUD Rural Capacity Building program, NALCAB supported local equitable development planning and project implementation in 22 markets, in which more than 700,000 people reside.

Twelve Network members completed comprehensive equitable development action plans that address affordable housing and economic development challenges, such as displacement, market pressures and sustainability. This effort has resulted in a pipeline of over 200 housing units and economic development projects that leveraged over \$9 million in public funds and almost \$4 million in private funds as well as opportunities for local policy action. NALCAB's equitable neighborhood development work is not only supporting local nonprofit efforts to respond to neighborhood change and gentrification, but is informing and influencing local government agencies.

With ongoing support from the JPMorgan Chase Foundation and the Prudential Foundation, NALCAB made a next round of equitable neighborhood development subgrants in 2020 to 17 organizations. Nine organizations are receiving support for the implementation of their existing equitable development action plan. Seven additional organizations were identified as Planning subgrantees and are in the process of developing their own action plans.

Advancing Family Financial Capability

With support from the Wells Fargo Foundation, Prudential Foundation, TD Charitable Foundation and Capital One, NALCAB has managed 35 subgrants to 26 organizations to strengthen local financial capability programs that served over 16,700 unduplicated individuals over the past two years. The Wells Fargo and TD subgrantees focused on integrating financial capability services into each organization's current asset building services.

Renewed support from Wells Fargo in 2020 has allowed for continued support of nine organizations, with a primary focus on responding and adapting to the economic crisis caused by the COVID-19 pandemic. Additionally, Wells Fargo supported the engagement of three new subgrantee organizations in a pilot project where organizations will build their capacity to use a combination of secondary financial health and local real estate data with primary programmatic data sources to analyze a neighborhood's financial vulnerability. With support from Capital One, NALCAB worked with organizations to integrate a mobile banking digital curriculum into their existing financial capability services. This curriculum is one of few in Spanish that is especially catered to the needs of Spanish-speaking newcomer immigrants.

In partnership with the Prudential Foundation, NALCAB supported eight nonprofit affordable housing providers in the NALCAB Network to build the credit and financial capability of tenants in affordable housing rental

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CAPACITY BUILDING FOR NONPROFITS

communities through rent reporting. Through group workshops and one-on-one financial coaching, the housing providers supported 600 individuals creating and taking action on a personal level, such as following a personal budget, building a savings habit and reducing debt. Of these program participants, 138 have enrolled to have their on-time rental payments reported to the three major consumer credit bureaus in order to build their credit. On average, program participants were able to achieve a 36 point increase in their credit.

Small Business Investment

With funding from the W.K. Kellogg Foundation, Surdna Foundation, Wells Fargo Foundation, JPMorgan Chase, Citi Community Development and UBS, NALCAB provided financial resources and technical assistance to 47 nonprofits that are supporting place-based small business investment and/or small business lending efforts in Latino and immigrant communities, resulting in over 940 businesses served. With support from W.K. Kellogg, NALCAB advanced culturally relevant, place-based approaches to small business investment including main street projects, mercados and business incubators. NALCAB supported five organizations with grants, technical assistance and training aimed at strengthening their practice of economic development as well as building their capacity to achieve local systems change by informing and influencing local policymakers. The engagement culminated in the development of an action plan, and the participating organizations were eligible for continued support through NALCAB's recent round of equitable neighborhood development funding.

With support from the Surdna Foundation, NALCAB is providing ongoing technical assistance to CDFI investors to effectively deploy business loans and manage their portfolios as well as assisting participants in the neighborhood-based small business work to assess the capital needs of local businesses and connect them to appropriate sources of capital. Support from Wells Fargo resulted in NALCAB, in collaboration with LiftFund and 10 other nonprofit business lenders, establishing the Acceso Loan Fund, a national small business lending initiative, in 2019. More information about the current work with the Acceso Loan Fund can be found in the Asset Management section below.

In 2019, NALCAB received funding from the Small Business Administration's PRIME Program, for the fourth time in the last five years, to provide technical assistance and financial support to NALCAB Network members aimed at increasing their access to SBA resources. Since September 2019, NALCAB has provided over 70 Microenterprise Development Organizations with training opportunities, and over half of those groups have also received technical assistance. NALCAB is working with FINANTA to implement Affinity Group Lending Models with the Hispanic Interest Coalition of Alabama, Midlands Latino Community Development Corporation, Hispanic Economic Development Corporation, El Pájaro CDC, Nebraska Enterprise Fund and Economic Community Development Institute. Further, 57 organizations attended NALCAB's webinar on applying for US HHS Community Economic Development Grant Program funds and NALCAB provided more in-depth technical assistance to 22.

Financial resources and technical assistance to 47 nonprofits that support small business investment and lending in Latino and immigrant communities, resulting in over 940 businesses served

CAPACITY BUILDING FOR NONPROFITS

With support from UBS, NALCAB launched a COVID-19 Small Business Support Initiative that provides grant funds, technical assistance and training to support 10 local nonprofit organizations that provide culturally- and linguistically-relevant small business development services to low-wealth business owners and/or 1099 entrepreneurs in Latino and immigrant communities across the US. The engagement is intended to help the nonprofits support resiliency among Latino and immigrant small business owners and entrepreneurs as well as help the business owners and entrepreneurs navigate and access government, philanthropic, business assistance and emergency relief resources. Funding from Kaiser Permanente will allow NALCAB to support additional nonprofit organizations in this work beginning in early 2021.

Special Initiatives

Rural Capacity Building Program

NALCAB provided technical assistance to six rural serving organizations in four states as part of the HUD Rural Capacity Building Program. Subject matter included affordable housing development, town center planning and addressing the needs of special populations. An additional six organizations were supported with Emergency Response Grants to respond to the effects of COVID-19 on their communities. As a result of the technical assistance provided, rural organizations expanded their federal funding by over \$200,000. There are presently four Rural Revolving Loan Fund loans supporting rural capacity building that are active, including a loan that will help seed a member organization's small business loan fund.

Strengthening Latino-Serving CDFIs

In addition to managing the Acceso Loan Fund, NALCAB provided a range of technical assistance to NALCAB Network CDFIs related to capitalization, impact assessment and structuring collaborative models. This included supporting Network member FINANTA to disseminate its Affinity Group Lending model, which utilizes the SBA Microloan Program to support "lending circles" primarily among immigrant entrepreneurs. With NALCAB's support through funding from SBA PRIME, FINANTA has been training five other NALCAB Network members to implement the AGL model. Through the PRIME Program and leveraging support from other funders, NALCAB provided guidance to 41 members on accessing SBA resources and becoming an SBA Intermediary Microlender. NALCAB provided technical assistance to 14 organizations seeking US Treasury CDFI Fund resources to strengthen their lending operations and prepare to apply for certification. Network members receiving CDFI program technical assistance were awarded nearly \$1.3 million in FY 2020.

In an effort to introduce potential investors to Latino-serving CDFIs and social impact lenders within the NALCAB Network, NALCAB developed [Guidance for Equitable Investment in 2020: Profiles on Latino-Serving CDFIs Within the US](#). This booklet provides summaries of social impact lenders that specialize in making investments that address the needs and opportunities of low-wealth Latino families and communities.

Provided a range of technical assistance to Network CDFIs that included access to funding, impact assessment and structuring collaborative models for them to better serve their clients



CAPACITY BUILDING FOR NONPROFITS

Training and Leadership Development

Pete Garcia Community Economic Development Fellowship

NALCAB selected 16 next generation Latino leaders in community and economic development to participate in the tenth class of the [Pete Garcia Fellowship](#). The class met for a week-long training in San Antonio, Texas, in March and has held virtual training convenings every month since June in response to COVID-19. A virtual graduation ceremony was held in December. To date, the Pete Garcia Fellowship has graduated 153 Latino Leaders from across the country, representing 90 unique nonprofit organizations in 24 states, the District of Columbia and Puerto Rico. JPMorgan Chase is the Premier Sponsor of the Pete Garcia Fellowship, and critical additional support is provided by Wells Fargo and the Northwest Area Foundation.

Webinars

NALCAB hosted 24 webinars in 2020 attended by approximately 800 individuals on topics including service delivery during difficult times, reputation management, communicating with policymakers, and federal funding outlook and opportunities. Several webinars have modified the focus of their trainings to reflect issues that have arisen from the economic crisis and public health restrictions resulting from the COVID-19 pandemic. In addition, NALCAB cohosted a three-part interactive webinar series on Decolonizing Evaluation with NALCAB member and consultant partner Mission Economic Development Agency (MEDA). This series highlighted best practices and promising approaches to equitable development through evaluation and data impact tracking to share strategies for using data, research and analysis to improve community programs and drive social change.

2020 National Training

NALCAB held the 2020 National Training event in a virtual format, October 28-30. The training featured four courses: Equitable Neighborhood Development, Financial Capability, Small Business – Technical Assistance and Small Business – Lending. Over 250 people registered for the training, and the top attended session was “Supporting Small Businesses in Times of Crisis.” The training featured a spoken word performance by Anthony the Poet, a musical performance by Keli Rosa Cabunoc and a presentation by Arturo Rodriguez, President Emeritus of United Farm Workers. The National Training was preceded by a policy summit on October 27.

The Pete Garcia Fellowship has graduated 153 Latino Leaders from across the country, representing 90 unique nonprofit organizations in 24 states, DC and Puerto Rico

NALCAB hosted 24 webinars in 2020 attended by approximately 800 individuals

NALCAB 2020 National Training: Wednesday, October 28 | 10am - 12pm

Supporting Small Businesses in Times of Crisis

The screenshot shows a Zoom meeting interface. At the top, the title bar reads "NALCAB 2020 National Training: Wednesday, October 28 | 10am - 12pm". Below the title bar, the main heading is "Supporting Small Businesses in Times of Crisis". The meeting grid displays 18 participants. The first row includes Nini Gutierrez, Colton Powell (is presenting), Carolina Buitrago, Alexis Rios, Eman Saleh, CDC North, and Javier Rivas. The second row includes Nolasco Iris, Gloria Glassco, Sandra Garcia, Karen Mala, Diakhrate S., Medina Diaz Nild, and Albertorio Nerr. The third row includes Shelley Marque, Johanna Al, Pizzobon J, Herrera Jea, Ochoa Yesenia, Lindsey Navarro, and Heredia Ivette. On the right side, a chat window is open, showing messages from participants like Yasia, Belen Fernandez, Rossana Espinoza, and Gloria Glassco. The chat messages discuss supporting entrepreneurs during these unprecedented times.

CAPACITY BUILDING FOR GOVERNMENT AGENCIES

Strengthening Federal and Local Government Systems for Equitable Neighborhood Development

Technical Assistance under the US HUD Community Compass Program

NALCAB provided technical assistance to US HUD grantees throughout the first half of 2020 in connection with NALCAB's cooperative agreement under the Community Compass Technical Assistance Program. Assignments include the CARES Act TA to local PJs, working with Puerto Rico in disaster recovery, the assessment of and development of materials related to properties undergoing RAD conversion, designing materials, and an on-demand training for enhancing community engagement and tenant organizing in public housing properties.

Technical Assistance under the Corporation for National and Community Service (CNCS) VISTA Affordable Housing Preservation Program (VAHPP)

NALCAB was selected to serve as the national intermediary for the HUD-funded and CNCS-sponsored VAHPP initiative. NALCAB launched VAHPP in October 2020. In partnership with US Department of Housing and Urban Development, AmeriCorps and the National Alliance of HUD Tenants, NALCAB has placed 14 AmeriCorps VISTA members at 10 organizations across the US. VISTA members will work with the tenants in subsidized housing to form or strengthen tenant organizations and advocate for the preservation of affordable housing. NALCAB has entered into a two-year agreement to serve as the national intermediary, with the potential of extending the program for an additional three years.



POLICY ADVOCACY & FIELD BUILDING

Policy Advocacy

Addressing the COVID-19 Economic Crisis

In response to the economic crisis resulting from the coronavirus, NALCAB has been deeply engaged in policy work regarding fiscal economic stimulus efforts. Key efforts include providing recommendations for the third stimulus package to congressional leaders including the Congressional Hispanic Caucus, Speaker Pelosi's office and congressional committees and working with the US Senate and House Small Business Committees around the structure and rollout of the PPP and technical assistance for Latino entrepreneurs.

Release of the Latino Economic Agenda: A Latino Perspective on US Domestic Economic Policy

In May, NALCAB publicly released the [Latino Economic Agenda \(LEA\)](#) on its website and has invited NALCAB Network members to [publicly endorse](#) the document. More than 100 organizations have endorsed the LEA. The primary purpose of this document is to inform and influence federal policymakers as they plan their agendas for 2021-2022, including the next Congress and presidential administration.

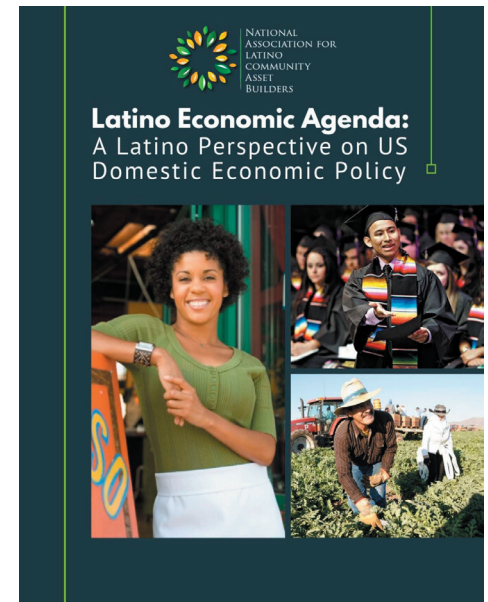
Defending the Community Reinvestment Act

In January 2020, [NALCAB provided written testimony](#) to the House Financial Services Committee's Subcommittee on Consumer Protection and Financial Institutions for a hearing entitled, "The Community Reinvestment Act: Reviewing Who Wins and Who Loses with Comptroller Otting's Proposal." In response to the OCC's Proposed Rulemaking on CRA, [NALCAB submitted a public comment](#) and conducted a major push for its network to oppose the proposed changes, including by providing template letters to members to facilitate them in submitting their own public comments for organizations and for individuals who wished to submit comments. NALCAB's Executive Director published an [op-ed in the Morning Consult](#) on the Comptroller's approach to the CRA.

In early March, [NALCAB's Executive Director testified](#) before a field hearing on bank discrimination in lending, redlining and implications of proposed changes to the CRA of the House Financial Services Committee's Subcommittee on Consumer Protection and Financial Institutions entitled ["Modern Day Redlining: the Burden on Underbanked and Excluded Communities in New York."](#) NALCAB also engaged with the House Financial Services Committee and the Senate Banking Committee regarding the Community Reinvestment Act (CRA).

Legal Challenge to CFPB Regarding Data Collection on Small Business Lending

Section 1071 of the Dodd-Frank Act requires that the CFPB collect data from small business lenders, in a similar way that mortgage lenders have to provide data under Home Mortgage Disclosure Act. This data would be critical for analyzing access to capital for minority entrepreneurs and potential discriminatory practices. CFPB has failed to implement this provision. NALCAB is a co-plaintiff in a lawsuit against the CFPB, alongside



**More than 100
organizations have
endorsed the Latino
Economic Agenda**

POLICY ADVOCACY & FIELD BUILDING

California Reinvestment Coalition and two small business owners to force the CFPB to establish a court supervised timeline for implementation of the data collection process. In early 2020, the CFPB agreed to a timeline for implementing 1071 data collection provisions of Dodd-Frank.

CFPB Payday Lending Repeal Rule Lawsuit

NALCAB, represented by Public Citizen and the Center for Responsible Lending (CRL), sued the US Consumer Financial Protection Bureau (CFPB) on October 29 in the US District Court for the District of Columbia seeking to overturn a regulation issued by the agency this year concerning short-term payday and auto title lending. The 2020 rule repeals consumer protection measures that the agency adopted in 2017 to protect vulnerable consumers from unfair and abusive practices. The lawsuit explains that the repeal rule is unlawful under the Administrative Procedure Act and violates the Dodd-Frank Wall Street Reform and Consumer Protection Act. The suit asks the court to set aside the 2020 rule.

Connecting Network Members with Policymakers

NALCAB transitioned its traditional annual Advocacy Day from an in-person event to a virtual campaign that engaged staff of 14 member organizations over several weeks in August in an effort to help connect members with their policymakers and make sure they had resources with which to advocate on behalf of Latino communities. NALCAB's Summer in the States campaign provided social media resources including graphics, videos and sample tweets and offered training and scripts for communicating with elected officials. NALCAB also scheduled video conferences with the offices of 13 senators to give participants an opportunity to engage directly with their representatives.

Thought Leadership and Research

Inaugural Latino Economic Policy Summit

NALCAB hosted "Shaping America's Future: Latino Economic Policy Summit 2020" on October 27, the day preceding the NALCAB National Training. The virtual summit offered the opportunity to hear from key policymakers at the local and federal level as well as leading economic experts about ways to strengthen opportunities for Latinos to succeed in the current economic environment. US Representative Joaquin Castro served as the summit's keynote plenary speaker with additional remarks by Tucson, AZ, Mayor Regina Romero and US Senator Marco Rubio, which was followed by an afternoon panel that discussed the economic climate, the path to recovery and policies that would support Latinos in a post-pandemic economy. Over 900 people attended both the keynote and panel sessions.



NALCAB
Public Policy

A NALCAB VIRTUAL EVENT

Shaping America's Future:

**LATINO ECONOMIC
POLICY SUMMIT &
NATIONAL TRAINING**

★ ★ ★ 2020 ★ ★ ★



POLICY ADVOCACY & FIELD BUILDING

Latinos in Community Development History Project

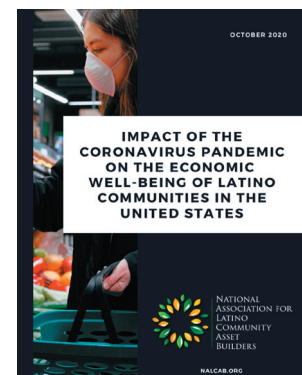
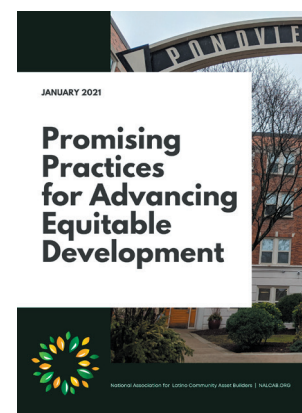
Over the course of the summer, NALCAB and St. Mary's University Public History Graduate program began a collaborative effort to document the histories of Latinos in community development. This project, titled "Latino Community Development: Histories of Economic and Social Justice, Preserving our Stories and Legacy," aims to recover the history and promote historical awareness of the critically important role Latino community development initiatives have played in the economic mobility of Latin American origin ethnic groups in the United States since the 1960s. Faculty and graduate student interns at St. Mary's University in San Antonio are creating an archive, developing historical narratives and interpretive understandings and exploring methods for disseminating these stories. More information can be found on the project's website [here](#).

NALCAB Publications

Throughout 2020 the NALCAB team produced a variety of publications about work that culminated in 2020, including a report on the findings of NALCAB's work utilizing [rent reporting as a credit building strategy](#), a guide to [Latino-serving social impact lenders](#) within the Network, an analysis of the [impact of the pandemic](#) on the economic well-being of Latino communities, a review of the impact of NALCAB's [small business lending consortia](#) work, and NALCAB's [Latino Economic Agenda](#). Additionally, the team completed a review of NALCAB's efforts to build equitable communities through place-based investment in partnership with the Urban Institute as well as a practitioner's guide on best practices in building financial capability in Latino and immigrant families, both of which are anticipated to be published in early 2021.

NALCAB in the News

In March, an article was published in the [San Antonio Express-News](#) profiling NALCAB and NALCAB's Executive Director. Throughout the year, NALCAB's Executive Director was interviewed and/or quoted for several articles on topics ranging from rising housing costs in San Antonio to how government economic relief efforts are less likely to reach Latino businesses. Reports with the widest reach included an article in [NBC News Online](#) and a radio interview on [NPR's Latino USA](#). NALCAB was highlighted in other outlets including [Texas Public Radio](#), [The Texas Observer](#), [The Texas Tribune](#), [Washington Business Journal](#), [Progreso Hispano News](#) (video interview), [MarketWatch](#), [The Hill](#) and [Shelterforce](#).



IMPACT INVESTING: LENDING & ASSET MANAGEMENT

CDFI Lending

Lending to Support Affordable Housing Development

NALCAB currently has three loans to support the affordable housing development projects of Network members in Texas and Florida.

Providing Liquidity to Small Business Serving CDFIs

As an emergency response to the economic crisis resulting from COVID-19, NALCAB utilized the Acceso Loan Fund to provide liquidity to three NALCAB Network lenders with approximately \$6.4 million in low-cost debt to facilitate PPP lending to small businesses. More information on this can be found in the Asset Management section below. NALCAB continues to service a portfolio of loans to four small business serving CDFIs in the NALCAB Network.

Capital Raise and Pipeline Development

NALCAB engaged in a significant capital raise to support NALCAB's lending. In 2020, NALCAB secured \$3 million in loans and over \$2 million in grants to strengthen NALCAB's lending activities. NALCAB has also engaged numerous member organizations in due diligence on projects in which NALCAB could potentially invest.

Asset Management Through Escalera Community Investments

Escalera Community Investments, a wholly-owned subsidiary of NALCAB, is the Managing Member of the NALCAB Catalyst Fund I, LLC (NCF I, LLC), a social investment fund designed to acquire and develop affordable housing in appreciating neighborhoods with access to employment, quality education and health care resources. Escalera is also the Manager of the Acceso Loan Fund, LLC, a loan fund designed to help small businesses scale to a greater size.

NALCAB Catalyst Fund

In the first half of 2020 the Catalyst Fund completed the sale of 23 lots in San Antonio to a homebuilder that is building homes affordable to moderate-income buyers. The Catalyst Fund is also making significant repairs in its small multifamily portfolio in Houston. The Catalyst Fund purchased a five-story building in Brownsville, TX, that, in partnership with a local NALCAB member, will be turned into a property with approximately 40 units of affordable housing and a grocery store targeting very-low-income individuals and addressing a food desert in downtown Brownsville.

Acceso Loan Fund

The Wells Fargo Foundation made a historic \$10 million grant to NALCAB in 2019 to support growth-oriented lending to minority-owned businesses nationwide through a network of Latino-led nonprofit business lenders. The Acceso Loan Fund was within 10 days of deploying the first million dollars when the widespread economic impact of COVID-19 became apparent, which required a significant pivot in the deployment strategy. Given that small business lending from the Fund as originally envisioned would not be viable for a time, the Acceso Loan Fund investors instead agreed to utilize the capital to provide very low-cost, short-term capital to eligible NALCAB member CDFI lenders for the sole purpose of making PPP loans. The lenders include Opportunity Fund, Latino Economic Development Center in DC (LEDC) and Community First (which recently merged with FINANTA).



SUMMARY STATEMENT OF ACTIVITIES



ASSETS

Current assets	19,481,000
Property and equipment	4,421,000
Other assets	3,883,000
Total assets	\$27,785,000



LIABILITIES AND NET ASSETS

Liabilities

Current liabilities	1,625,000
Long-term liabilities	3,682,000
Total liabilities	\$5,307,000



Net Assets

Net assets attributable to NALCAB	10,473,000
Net assets attributable to non-controlling interests	12,005,000
Total net assets	\$22,478,000
Total liabilities and net assets	\$27,785,000

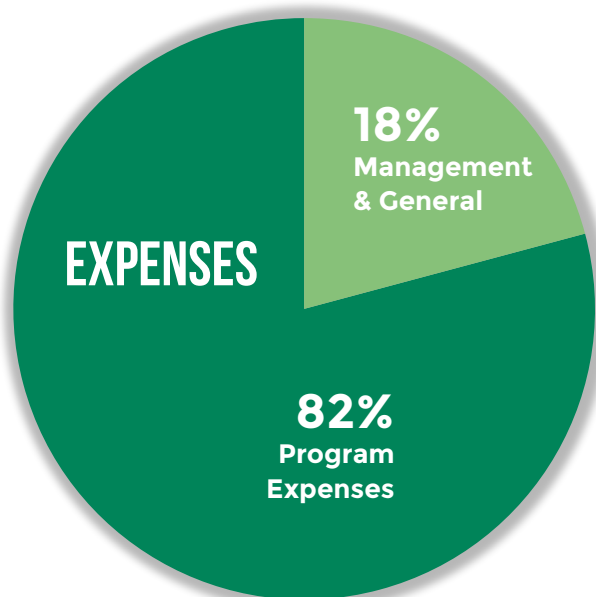
Source: NALCAB Consolidated Financial Statements
for the Year Ended December 31, 2020

SUMMARY STATEMENT OF ACTIVITIES



SUPPORT AND REVENUES

Contracts and grants funding	9,621,000
Program service revenue	135,000
Social impact investment income	757,000
Total support and revenues	\$10,513,000



EXPENSES

Program expenses	5,851,000
Management and general	1,254,000
Fundraising	20,000
Total Expenses	\$7,125,000

CHANGE IN NET ASSETS

Net assets, beginning of year	9,923,000
Capital contributions	9,167,000
Net assets, end of year	\$22,478,000

Source: NALCAB Consolidated Financial Statements
for the Year Ended December 31, 2020

NALCAB: CELEBRATES THE WORK OF NOEL POYO

In February 2021, NALCAB's long-serving Executive Director, Noel Andrés Poyo, was tapped to serve as Deputy Assistant Secretary, Community and Economic Development at the US Department of the Treasury. In this senior position, he will lead various community and economic development programmatic and policy initiatives within the Office of Domestic Finance's Office of Financial Institutions. This includes oversight of the Community Development Financial Institutions (CDFI) Fund, the Office of Financial Stability and the Small Business Lending Fund.

An enduring champion for wealth-building, financial education and small business support among immigrant and minority communities, Noel served as Executive Director of NALCAB from 2006-2021. His many accomplishments include:

- Growing the organization into a national network of 120+ organizations in 40 states, Washington, DC and Puerto Rico;
- Building an integrated program of grantmaking and technical assistance focused on accessing capital, building organizational capacity and advancing the readiness of asset building projects – NALCAB's grant distribution grew from \$25,000 in 2007 to \$2.2 million in 2020;
- Helping member organizations secure over \$400 million for affordable housing, small business and financial capability programs;
- Influencing the flow of federal capital to Latino and immigrant communities, including the \$137 million Neighborhood Stabilization Program 2 grant to NALCAB consortium members and \$3 billion in COVID-19 emergency assistance to CDFIs through the CDFI Fund;
- Overseeing the creation and expansion of the NALCAB Catalyst Fund I, LLC and the Acceso Loan Fund; and
- Purchasing NALCAB's headquarters building in San Antonio, TX, and the opening of a Washington, DC office.

Noel was a regular speaker at national conferences and delivered congressional testimony about discriminatory barriers to financial inclusion, predatory lending practices, redlining and the Community Reinvestment Act (CRA). From 2015-2017, he advised Chair Janet L. Yellen and the Board of Governors of the Federal Reserve as one of fifteen members of the Fed's Community Advisory Council.

NALCAB is grateful for Noel's years of service to the organization, network and mission.

2007

3

Employees

47

NALCAB
Network
members

\$217K

Annual Revenue

\$58K

Total Assests

2020

34

Employees

120+

NALCAB
Network
members

\$10.5M

Annual Revenue

\$27.7M

Total Assests



BOARD OF DIRECTORS

David Adame, President & CEO - *Chicanos por La Causa*

Ruby Azurdia-Lee, President - *Comunidades Latinas Unidas en Servicio*

Janie Barrera, President & CEO - *LiftFund*

Marla Bilonick, Executive Director - *Latino Economic Development Center – DC*

Rose Garcia, Executive Director - *Tierra del Sol Housing Corporation*

Paulina Gonzalez-Brito, Executive Director - *California Reinvestment Coalition*

Luis Granados, Executive Director - *Mission Economic Development Agency*

John Herrera, Senior Vice President - *Self-Help*

Fernando Lemos, Executive Director - *Mi Casa, Inc.*

Shelley Marquez, Senior Vice President - Community Relations Sr. Manager - *Wells Fargo*

Raul Raymundo, CEO - *The Resurrection Project*

Pedro Ramos, Executive Director - *JPMorgan Securities*

Isabel Rubio, Executive Director - *The Hispanic Interest Coalition of Alabama*

Bea Stotzer, CEO - *New Capital, LLC*

Rafael Torres, Executive Director - *Azteca Economic Development & Preservation Corporation*

Raul Vazquez, CEO - *Oportun*

MAJOR DONORS

Bank of America

BBVA Foundation

Capital One

Citi Community Development

JPMorgan Chase

JPMorgan Flexible Capital

Kaiser Permanente

Momentum Fund

NeighborWorks America

Olamina Fund

Oportun

Opportunity Finance Network

Prudential Foundation

Rockefeller Foundation

San Antonio Area Foundation

Target Foundation

UBS

US HUD

Union Bank

W.K. Kellogg Foundation

Wells Fargo Foundation

Wells Fargo Open for Business