



Investment Connection – Response to COVID-19: New Mexico

May 4, 2020



Welcome

INVESTMENT CONNECTION



FEDERAL RESERVE BANK OF KANSAS CITY

RESPONSE TO COVID-19

Expansion of Investment
Connection in 2019

Federal Reserve Banks of:

Atlanta

Cleveland

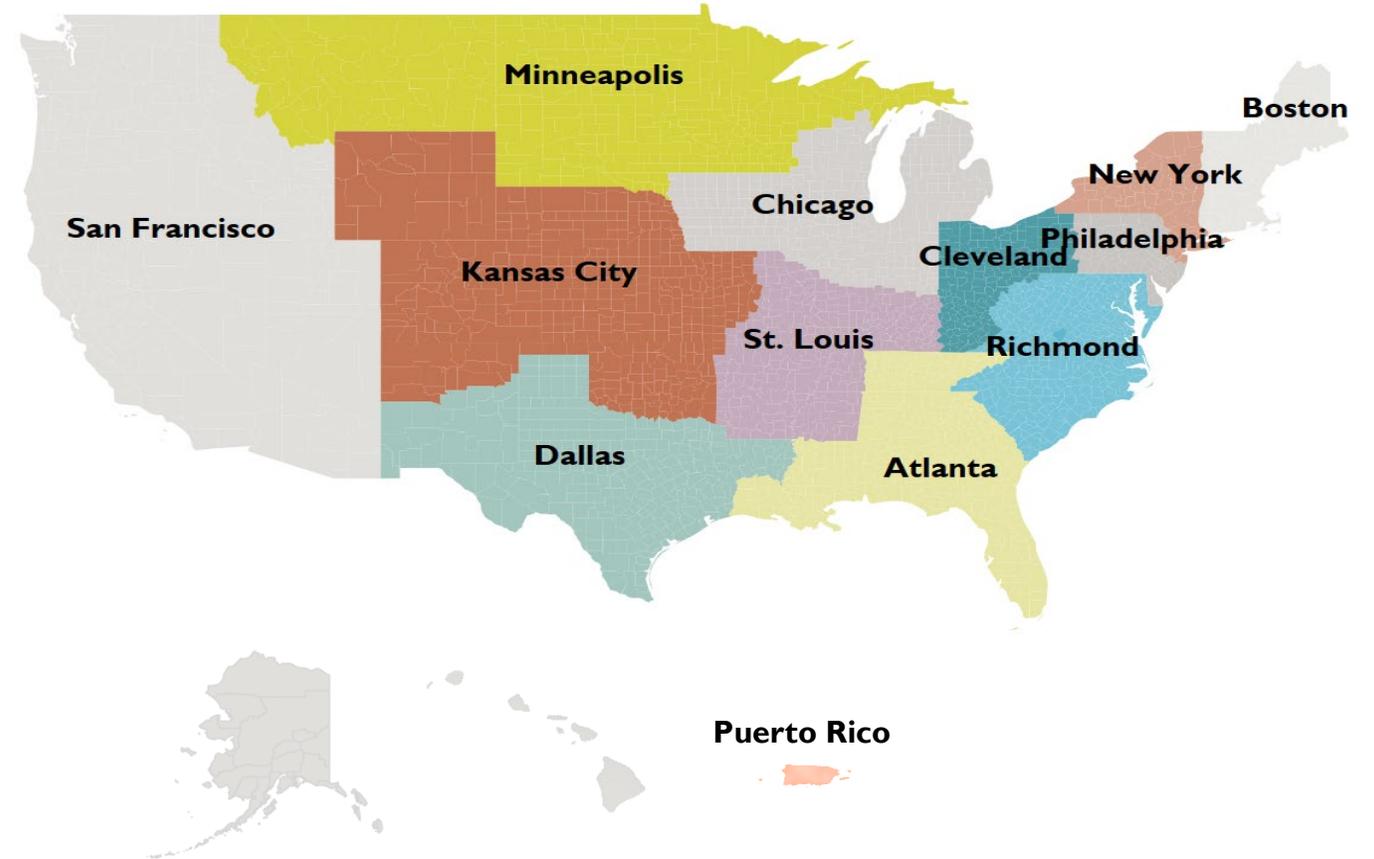
Dallas

Minneapolis

New York

Richmond

St. Louis



**Investment Connection – Response to COVID-19: New Mexico
Webinar ~ May 4, 2020**

- 1:00 p.m. – 1:15 p.m.** **Welcome and Logistics**
Ariel Cisneros, Senior Advisor
Federal Reserve Bank of Kansas City, Denver Branch
- 1:15 p.m. – 1:25 p.m.** **Small Business COVID-19 Relief and Recovery Response**
Metta Smith, Vice President, Lending and Client Experience
DreamSpring
- 1:25 p.m. – 1:35 p.m.** **Supporting New Mexico’s Caregivers**
Adrienne Smith, President and Chief Executive Officer
New Mexico Caregivers Coalition
- 1:35 p.m. – 1:45 p.m.** **NMEDD COVID-19 Response: Interest Buy-Down Program**
Johanna Nelson, Strategic Program Development Coordinator
New Mexico Economic Development Department
- 1:45 p.m. – 1:55 p.m.** **Community Development Lending Program**
Jeff Payne, Senior Director of Mortgage Operations
New Mexico Mortgage Finance Authority
- 1:55 p.m. – 2:05 p.m.** **Supporting Business Stabilization and Recovery**
Agnes Noonan, President
Women’s Economic Self-Sufficiency Team, Corp dba WESST
- 2:05 p.m. – 2:15 p.m.** **Transitioning Workers Displaced by COVID-19 into Resilient Tech Positions**
Kyle Lee, Chief Executive Officer
CNM Ingenuity, Inc.
- 2:15 p.m. – 2:25 p.m.** **Strengthening Community Based Healthcare and Healthcare Workforce Development**
Anjali Taneja, Executive Director
Justice, Access, Support and Solutions for Health dba Casa de Salud
- 2:25 p.m. – 2:35 p.m.** **Co-op Capital: Affordable Small Dollar Loans for Low-Income and Undocumented People Impacted by COVID-19**
Robin Brule, Chief Community Engagement Officer
Nusenda Credit Union (CDFI)
- 2:35 p.m.** **Funder Response Forms Evaluations**
More Proposals: <https://investment-connection-webportalapp.com/>
- 2:45 p.m.** **Adjourn**

The Federal Reserve Bank of Kansas City does not endorse or make any representations as to the propriety or suitability of the following organizations, investments or programs listed. Organizations should perform their own due diligence before engaging in any transactions with these entities to insure that any such transactions meet the organization’s objectives.

Additional Resources:

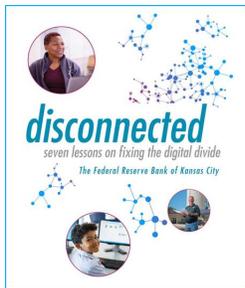
Community Development at the Federal Reserve Bank of Kansas City
<https://www.kansascityfed.org/community>



Investment Connection <https://www.kansascityfed.org/community/investmentconnection>
Investment Connection Funders Portal <https://investment-connection-webportalapp.com/>



CRA OneSource
<https://www.kansascityfed.org/community/cdi/craonesource>



Laptop Challenge and Disconnected
<https://www.kansascityfed.org/community/employer-laptop-challenge>



Plan. Prepare. Prevail.
<https://www.kansascityfed.org/community/disasterrecovery>



	YTD Deposits	Total Payroll	Total Deductions	Net Pay
Amount	27,714	130,43	2,029.53	
YTD Payroll	11,217,730	1,854,65	31,283,43	
Assess		YTD Revenue		
Amount	293.31	6,327.81		
YTD Revenue	28.78	636.95		
YTD Payroll	178.00	2,736.39		
YTD Revenue	68.95	1,912.31		
YTD Revenue	973.04	11,237.09		

Workforce Development
<https://www.kansascityfed.org/community/workforce>



Small Business and Economic Development
<https://www.kansascityfed.org/community/smallbusiness>



Response Forms Evaluation Forms



**Small Business COVID-19
Relief and Recovery Response**

Metta Smith, Vice President, Lending and Client Experience
DreamSpring

DreamSpring's Client-Centered Commitment

DreamSpring is an award-winning, 26-year-old nonprofit organization that increases access to credit, makes loans and provides a community of support to help entrepreneurs realize their dreams. DreamSpring proudly serves Arizona, Colorado, Georgia, Nevada, New Mexico, North Carolina and Texas.

We offer:

1. Character-based loans up to \$2 million
2. Fixed rates
3. Flexible credit requirements
4. Quick turnaround time on decisions/funding
5. Support services to help businesses sustain/grow



Native Realities



DreamSpring's COVID-19 Response

What We Are Offering:

- **Relief Payments:** Loan payment arrangements for affected businesses, including interest-only or deferred payments
- **Recovery Funding:** Qualified businesses can apply for loans to support their business recovery, including SBA Paycheck Protection Loans.
- **Support Services:** Our dedicated team members work one-on-one with small business owners to provide guidance, a supportive community and immediate assistance in learning about and tapping into additional resources



Gentech Support



Saving Small Business

We KNOW communities thrive when small businesses thrive.

- Our goal is to help small business owners **stay in business**, be resilient and keep employees
- To mobilize DreamSpring's capacity to its fullest and leverage capital, we need \$31 million in charitable contributions and \$25 million in 0% interest capital support

THE TIME IS NOW!

- Daily DreamSpring loan applications have increased by 5000% (400 daily)
- Receivables are estimated to drop 60% (Great Recession was 12%)



Oba Steel Fabricating



INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

DreamSpring

Mission Statement

DreamSpring is an award-winning, 501(c)(3) nonprofit organization whose mission is to increase access to business credit, make loans, and provide training and support that enables underserved entrepreneurs to realize their dreams and be catalysts for positive economic and social change—one small business at a time. Our goal is for all entrepreneurs—regardless of income or circumstances, gender or race/ethnicity—to have equitable access to safe, affordable credit to start or grow a business, achieve financial security for themselves and their families and create jobs in their communities. To achieve this, DreamSpring offers small business loans ranging from \$500 to \$2 million, along with training and support services such as business counseling, technical assistance, and business resource events.

Overview Of Organization

Founded in New Mexico in 1994, DreamSpring (known then as Accion) later expanded its service to entrepreneurs in Arizona, Colorado, Nevada, and Texas. During its 25+ years of impact, DreamSpring has issued more than 15,700 loans totaling over \$163 million to some 10,300 small businesses in 660 communities. Our work has created tangible economic impact, with an estimated 22,600 jobs created or sustained by client businesses. DreamSpring's target market is underserved, low-income communities

where limited access to safe and affordable credit is a barrier to small business development and the many benefits derived for individual families and entire communities. Each year, approximately 90% of our clients are low-to-moderate-income, minority, and/or women entrepreneurs. By offering character-based business loans at fair market rates with quick turnaround times, DreamSpring is bridging the credit gap that can prevent hardworking and visionary entrepreneurs from reaching their full potential. Our clients represent the foundation of the American economy—individuals who reach deep within themselves to overcome obstacles and realize a dream of economic independence. Certified by the U.S. Department of Treasury as a Community Development Financial Institution (CDFI), DreamSpring is a pace-setting microlender with a reputation for innovation, accountability, and impact. In 2019, Charity Navigator rated DreamSpring a four-star organization for the ninth year in a row. DreamSpring is a member of the prestigious Microfinance Impact Collaborative at the Aspen Institute and a recipient of numerous awards and honors at both the local and national level. Indeed, DreamSpring leads the microlending industry in developing core strategies, targeted products, innovative partnerships, and methods of delivery to maximize our impact, enabling us to respond to the demonstrated needs of underserved entrepreneurs. Although we have lending capital to offer loans of up to \$2 million for commercial real estate purchases, business acquisitions, and business expansions, DreamSpring's average loan size is approximately \$13,500, and we cater to microenterprises with fewer than 5 employees. Innovative loan products include the Presto Loan, featuring up to \$50,000 with flexible credit score and collateral criteria, minimal paperwork, and rapid funding, and the Credit Access Loan, offering up to \$10,000 to borrowers with low or no credit seeking to build or rebuild their credit history.

Website

www.dreamspring.org

Primary Contact

First Name

Mary

Last Name

Perkins

Title

Director of Philanthropy

Email Address

mperkins@dreamspring.org

Phone

303-915-5666

Street Address

2000 ZEARING AVE NW

City

ALBUQUERQUE

State

New Mexico

Zip

87104-2045

**Secondary
Contact**

First Name

Marisa

Last Name

Barrera

Title

Executive Vice President/Chief Strategy Officer

Email Address

mbarrera@dreamspring.org

Phone

505-270-0285

Street Address

2000 Zearing Ave NW

City

Albuquerque

State

New Mexico

Zip

87104-2045

**Proposal
Information**

Proposal Title

DreamSpring's Small Business COVID-19 Relief and Recovery Response

Support Request

Investment/Grant

Requested Dollar Amount

15000000

Please list other Significant Partners in the Proposal

N.A.

Proposal Description

DreamSpring is on the frontline of America's economic response to COVID-19's devastating impact on small businesses. As a lifeline to thousands of small businesses each year, DreamSpring is particularly well-placed to provide vital support and relief to entrepreneurs on the brink of economic disaster. Thus, DreamSpring has developed the following COVID-19 Small Business Response programs to provide immediate relief—and lasting opportunity—to small businesses in Colorado and New Mexico: 1) Relief Payments: Affected DreamSpring borrowers can make loan payment arrangements, including interest only and deferred payments for their existing loans in order to maintain healthy credit scores; 2) Affordable Capital: Small businesses in need of capital can access funding to support economic recovery. DreamSpring is offering existing or former clients who apply for new funding with an initial three months of interest-only payments. Additionally, DreamSpring is collaborating with the Small Business Administration (SBA) to process forgivable loans under the CARES Act Paycheck Protection Program to eligible borrowers; and 3) Support Services: Our team of business financing experts are available to provide relief and recovery resources to small businesses navigating the uncharted waters of COVID-19. We are assisting our clients with accessing local, state and federal resources to help with immediate needs. DreamSpring is uniquely prepared to respond to this crisis because it is what we do. We champion entrepreneurs' dreams and the success of their businesses and have served as a key resource for small business during past recessions. Moreover, we have the tools to act fast and provide needed capital and support within as little as 24 hours through our state-of-the-art online lending platform. DreamSpring's new proprietary lending platform can switch between Spanish and English and

features a fully customized client portal that provides paperless completion of loan documents online and allows clients to create a login account to make payments, view their balance, and access additional services. DreamSpring's program will provide immediate relief and support as well as critical financing for small businesses in the recovery phase. However, in order to mobilize our organizational capacity to its fullest and leverage financial capital, we need \$31 million in charitable contributions and \$25 million in 0% interest capital support.

Issues Addressed (check all that apply)

Disaster Relief, Small Business Development / Microlending

Geographic Impact

Multi-state

State

Colorado, New Mexico

Colorado Counties**New Mexico Counties****Population Served**

DreamSpring's target market is underserved communities where limited access to safe and affordable credit is a barrier to small business development. In 2019, 84% of Colorado borrowers were low-to-moderate income (45%), minority (50%), and/or women (45%) entrepreneurs. In New Mexico, 94% of borrowers were low-to-moderate income (51%), minority (83%) and/or women (46%) entrepreneurs. DreamSpring's client base also includes other special populations, such as veterans, immigrants, and the disabled.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

In 2019, 45% of DreamSpring's Colorado borrowers and 51% of New Mexico borrowers qualified as low-to-moderate income, according to the Area Median Income.

Anticipated Outcomes/Impact

DreamSpring anticipates that the majority of our borrowers will be impacted by the COVID-19 crisis and will need some level of support. Thus, DreamSpring's program will have an immediate impact on hundreds of underserved entrepreneurs, their families, and their employees in communities across Colorado and New Mexico. DreamSpring currently has an active loan portfolio of 782 loans for \$12.3 million in Colorado and 699 loans for \$12.7 million in New Mexico. Of the 336 loans issued in Colorado in 2019, 45% went to low-to-moderate income entrepreneurs, 45% went to women, and 50% went to minority entrepreneurs. The average loan size was approximately \$15,000, and 42% of loans went to start-ups. Of the 335 small business loans issued by DreamSpring in New Mexico in 2019, 51% went to low-to-moderate income entrepreneurs, 46% went to women, and 69% went to minority entrepreneurs. The average loan size was \$14,225, and 37% of loans went to start-ups. The majority of loans in both states went to borrowers with children in the home. DreamSpring's COVID-19 Small Business Response Programs will provide critical support for entrepreneurs whose families' economic livelihood is in peril. One such client seeking immediate relief is a single mom, Hispanic woman entrepreneur who owns a social media/marketing business in Albuquerque. She opened her business 5 years ago with DreamSpring financing and is on her 4th loan with us. Last week she had \$25,000 in contracts canceled by local restaurants who are trying to reduce their expenses at this time, and she expects to see another \$25,000 worth of contracts canceled this week. She is currently looking for financing so she can make payroll for the next three weeks. As the sole breadwinner for her family, her boyfriend is a disabled veteran and her child is in middle school, she is carrying the stress of caring for her own family while keeping all of her employees employed and on payroll for as long as possible.

Describe evaluation methods used to measure success

In normal times, DreamSpring determines the effectiveness of our work by measuring progress towards lending goals, including the number of loans issued, dollars lent, the numbers of jobs created or retained, number of businesses served, and applicants receiving financial education. DreamSpring also uses client surveys at loan closing to collect demographic and socioeconomic information, such as age, gender, ethnicity, and household income, to ensure we are reaching our target market and to evaluate the client's experience with our lending processes. DreamSpring also utilizes the Net Promoter Score, which allows clients to rate their experience, indicating the likelihood that they would refer someone to DreamSpring for similar services. Respondents rate the likelihood of referral on a scale of 0 to 10, with 0 being the lowest likelihood and 10 being the highest. The score is calculated by subtracting total ratings from a possible score of 100. Currently, DreamSpring has a Net Promoter Score of 85%. Our surveys also enable clients to give critical feedback and identify other areas of support they may need. Finally, DreamSpring tracks changes in credit score from the initial loan to subsequent loan for repeat clients. During this unprecedented crisis, DreamSpring is entering uncharted territory with its new relief and recovery programs but will seek to measure success by providing support for as many DreamSpring clients impacted by the COVID-19 economic shutdown as possible. Thus, DreamSpring will be tracking the following outputs: 1) the number of borrowers granted payment relief; 2) the number and total dollar amount of new loans issued with interest-only payments for the first three months; 3) the number of SBA Paycheck Protection Program loan applications processed; and 4) the number of entrepreneurs who receive support services and technical assistance.

Project Time Frame - Is your request for an existing or new program

New Program

Other Supporting Documentation

File Download

N/A



Supporting New Mexico's Caregivers

Adrienne Smith, President and Chief Executive Officer
New Mexico Caregivers Coalition

Frontline Healthcare Workers:

Leading COVID-19 Recovery

Investment Connection
Federal Reserve Bank of Kansas City

May 4, 2020



We advocate for direct care workers' education, training, benefits, wages and professional development so they may better serve people who are elderly and those with disabilities.

Who are Healthcare Workers?

- Women (89% vs 11% male)
- 18% heads of households (single parent, grandparent)
- 54% have HS diploma or less vs 46% some college or advanced degree
- 53% employed FT vs. 47% employed PT
- \$9-\$12 per hour on average
- 49% receive public assistance
- Must work second or even third job

Source: PHI analysis of the U.S. Census Bureau, Current Population Survey (CPS), 2012 Annual Social and Economic (ASEC) Supplement, with statistical programming and data analysis provided by Carlos Figueiredo.

How will this Workforce Lead Recovery?

- Care for most vulnerable -- persons who are elderly and those with disabilities
- \$25,000 to contribute to economic recovery so long as their families are cared for:
 - Emergency child care grants
 - Emergency CC Fund grants
- Financial Inclusion for New Mexicans - 6-week financial literacy for persons with disabilities along with caregiver
- Support Groups

New Mexico Caregivers Coalition
Ph. 505-867-6046 * www.nmdcc.org
facebook.com/NewMexicoDirectCaregiversCoalition
twitter.com/NMCaregivers

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

New Mexico Caregivers Coalition

Mission Statement

New Mexico Caregivers Coalition (NMCC) is a statewide organization created to promote the voice of family and professional caregivers. Our mission is to advocate for a well-trained, diverse direct care workforce, promoting education, training, better wages and benefits, professional and leadership development for and with caregivers.

Overview Of Organization

NMCC formed following a series of statewide Listening Sessions and today reaches close to 10,000 individuals and agencies in communities throughout New Mexico, advocating for education, training and advocacy for and with caregivers so they may move into good-paying jobs with the opportunity for advancement. Core activities include: • “Listening to Caregivers” sessions • “Customized Training for Caregivers” training sessions • “Health and Safety for Caregivers” training sessions • “Financial Education for Caregivers” workshops • Building of a home care Cooperative that workers govern and own Trainings result in a Certificate of Completion that caregivers use to seek a promotion and/or pay raise. We train approximately 500-700 caregivers annually. As a result of COVID-19, our General Operating grants have been re-purposed in order to get as much grant money into the hands of caregivers as possible. We are granting caregivers emergency child care funds, quick \$100 grants with 2-day turnaround and designed

so caregivers can remain at work. Our caregivers who are members also have access to one-time \$400 emergency grants to use for any purpose. We have in one week awarded more than 100 re-grants to caregivers.

Website

www.nmdcc.org

Primary Contact**First Name**

Adrienne

Last Name

Smith

Title

President and CEO

Email Address

adriennersmith@aol.com

Phone

5058676046

Street Address

P.O. Box 297

City

Bernalillo

State

NM

Zip

87044

**Secondary
Contact**

First Name

Dana

Last Name

Howarth

Title

Program Director

Email Address

Dana@nmdcc.org

Phone

5058676046

Street Address

P.O. Box 297

City

Bernalillo

State

NM

Zip

87004

Proposal Information

Proposal Title

Supporting New Mexico's Caregivers

Support Request

Investment/Grant

Requested Dollar Amount

25000

Please list other Significant Partners in the Proposal

Federal Reserve Bank of Kansas City. Community Development Branch; McCune Charitable Foundation; W.K. Kellogg Foundation, USDA Rural Development; 20 home health agencies and Pueblos in New Mexico.

Proposal Description

We seek \$25,000 in General Operating funds that will get as much grant money into the hands of New Mexico's caregivers over the next six months as possible. We will continue to grant caregivers the emergency child care funds, quick \$100 grants with 2-day turnaround designed so caregivers can remain at work. In addition to the child care grants, We will also continue to re-grant caregivers who are members of our organization a one-time \$400 emergency grants to use for any purpose. This request will have significant potential effect given that there are more than 62,000 New Mexico caregivers who work as a paid professional. General Operating funds not directly used for disaster relief for caregivers will be used to support our core programs such as "Customized Training for Caregivers," a six-hour curriculum that builds skills in 10 core competencies every caregiver should know to perform his/her role: • Ethical and Legal Responsibilities • Communication Skills • Medication Management • Safe

Transfer and Mobility • Prevention of Bloodborne Pathogens • Nutrition and Diet • Careers in Direct Care

The curriculum is non-specific in terms of disease type, so is useful to caregivers serving all kinds of care recipients. We use the term “Customized” to indicate that we make adaptations based on employer needs. The curriculum was developed by NMCC using best practices of instructional design and delivery, and was developed by a Registered Nurse, home health agency director, social worker and employment specialist. The training program meets NM Administrative Code 8.323.2.17 Personal Care Attendant requirements. Successful completers earn a Certificate of Completion he/she can use to seek a promotion and/or pay raise. The Certificate of Completion also results in the option to sit for the nationally-recognized Personal Care and Support Credential, a nationally-recognized credential.

Issues Addressed (check all that apply)

Asset Building / Financial Access, Capability and Empowerment, Disaster Relief, Small Business

Development / Microlending, Workforce Development / Economic Development

Geographic Impact

State-wide

State

New Mexico

New Mexico Counties

Population Served

There are more than 62,000 wage-earning caregivers (Personal Care Assistants, Home Health Aides and Nursing Assistants) in NM, earning an average of \$9-\$12 per hour, a wage that requires they hold multiple jobs. The direct care workforce is the fastest-growing occupation in New Mexico and second

fastest-growing in the nation. The average NM caregiver is a woman between 44-65 years old who holds a high school diploma or GED. She earns \$9-12/hour, working 2-3 just to make ends meet.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

\$9-\$12/hour

Anticipated Outcomes/Impact

The anticipated outcome is that 300-500 caregivers are stabilized to some degree that allows them to continue to pay bills, buy groceries, spend time with children AND continue to care for persons who are elderly. Long-term and looking forward to post-COVID-19, our vision is that one day those who care for the most vulnerable in our society are well-trained, adequately paid, working in jobs they love and have opportunities for advancement in those jobs. We measure these impacts through individual and group evaluations collected during training sessions, evaluations that measure:

- Participants demonstrate knowledge gains that contribute to objective increases in wages, promotion and/or gaining of new or better jobs
- Knowledge gains contribute to greater self-confidence in their ability to provide skillful, person-centered care to older adults and people with disabilities.
- Course completers have the opportunity to sit for and earn a nationally-recognized Credential, leading to further career advancement.

Describe evaluation methods used to measure success

For the immediate disaster relief portion of this request, we maintain a database that tracks requests for emergency grants and our turnaround time to verify and issue a check. These grants are tracked in Quickbooks and classed by program and job. For the remaining General Operating request and support for "Customized Training for Caregivers," we administer pre-tests and post-tests that measure knowledge gains as a result of instruction. Overall course evaluations measure instructor's

effectiveness, training environment, relevance of class material. All evaluation instruments and demographic data will be collected from the 300-500 caregivers supported through this request. Finally, program results are entered into our database and analyzed for program improvement and grant reporting.

Project Time Frame - Is your request for an existing or new program

Existing Program

Other Supporting
Documentation

File Download

N/A



NMEDD COVID-19 Response: Interest Buy-Down Program

Johanna Nelson, Strategic Program Development Coordinator
New Mexico Economic Development Department

NMEDD COVID-19 RESPONSE: INTEREST BUY-DOWN PROGRAM



The Economic Development Department's Mission is to improve the lives of New Mexico families by increasing economic opportunities and providing a place for businesses to thrive.

Problem:

- Small businesses negatively impacted by the COVID-19 health crisis need access to capital to stay afloat.
- Business owners in underserved markets are further burdened with cost of capital.
- Underserved markets are struggling to access funding through relief programs.

Proposal:

- CDFIs operate in and serve underserved markets.
- Partner with New Mexico CDFIs to create an “interest buy-down” program.

PROCESS



1. Partner CDFI submits application per loan into the program.
2. NMEDD reviews, makes approval.
3. NMEDD “buys” interest and other fees associated with a loan.
4. Partner CDFI makes the loan to the borrower at no interest.

Targeted borrowers in underserved markets include:

- Businesses negatively impacted by COVID-19
- Minorities, women, tribal, veterans, businesses located in rural or economically distressed locations
- Emphasis will placed on projects which retain or create jobs

FINANCIAL REQUEST



NMEDD is requesting an investment of up to **\$1.5M**

Additional funding sources:

- NMEDD Collateral Assistance Program funds
- State of New Mexico
- State partners

New Mexico Economic Development Department: <https://gonm.biz/>

CONTACT:
 Johanna Nelson
 Strategic Program Development Coordinator
Johanna.nelson@state.nm.us
 505-827-0264 or 505-469-6402

		Current Rate	Buy Down Option
Loan Amount	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Term	36	36	36
	Interest Rate	14	0%
	Payment Amount	\$ 854.44	\$ 694.44
	Monthly buy down		\$ 160.00
	Total buy down per loan		\$ 5,759.87
		Grant/Investment	\$ 1,500,000.00
		Number of Loans	260
		Total Amount Disbursed	\$ 6,500,000.00

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

New Mexico Economic Development Department

Mission Statement

The mission of the New Mexico Economic Development Department is to Enhance and leverage a competitive environment to create jobs, develop the tax base and provide incentives for business development.

Overview Of Organization

The New Mexico Economic Development Department has several divisions and a staff of over 64 people. Our programs and initiatives support our mission. Department programs provide direct assistance to New Mexico businesses and communities. Programs and services for businesses can be found in the Business Resource Center. EDD also administers several programs that support Community Development. Improvements to New Mexico's tax policy and incentives are accomplished during the annual legislative session. One example is the 2013 Jobs Package, which made significant changes in New Mexico's competitiveness as a business destination. The State of New Mexico's fiscal year begins on July 1 and ends on June 30th of each year. During the summer months each state agency compiles a strategic plan of program initiatives, an accompanying budget, and a set of performance metrics that reflect the key work of each of our programs. These documents are submitted to both the executive and

legislative branches on September 1. At the end of each fiscal year we report our progress in an annual report. EDD strategic plans, and quarterly and annual reports can be found on our Publications page.

Website

<https://www.gonm.biz>

Primary Contact**First Name**

Johanna

Last Name

Nelson

Title

Program Development Coordinator

Email Address

johanna.nelson@state.nm.us

Phone

5058270264

Street Address

1100 S. St. Francis Joseph Montoya Bld. EDD

City

Santa Fe

State

New Mexico

Zip

87505

Secondary Contact

First Name

Dorella

Last Name

Molina

Title

CFO

Email Address

dorella.molina@state.nm.us

Phone

505-670-5635

Street Address

1100 S. St. Francis Joseph Montoya Bld. EDD

City

Santa Fe

State

New Mexico

Zip

87505

Proposal Information

Proposal Title

NMEDD COVID-19 Response: Interest Buy-Down Program

Support Request

Investment/Grant, Service

Requested Dollar Amount

1500000

Please list other Significant Partners in the Proposal

NMEDD will work New Mexico CDFIs. Partners who participate in the program will work with low income individuals and undeserved markets.

Proposal Description

NMEDD is creating an interest buy-down program for businesses negatively impacted by COVID-19. For loans made to businesses who are negatively impacted by COVID-19, NMEDD proposes to pay the interest and admin fees to the CDFI, so that the borrower pays no interest or fees. NMEDD will work with all CDFIs in New Mexico who wish to participate. Money will be reserved for businesses in undeserved markets: minorities, low income, rural and distressed geographic locations, women, and veterans. The interest buy-down program will be in conjunction with NMEDD's guarantee program.

Issues Addressed (check all that apply)

Asset Building / Financial Access, Capability and Empowerment, Disaster Relief, Small Business

Development / Microlending, Workforce Development / Economic Development

Geographic Impact

State-wide

State

New Mexico

New Mexico Counties

Population Served

State of New Mexico small businesses.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

Distress areas and underserved populations.

Anticipated Outcomes/Impact

At least 1M in capital will be deployed out to businesses negatively impacted by COVID-19.

Describe evaluation methods used to measure success

We track all data related to the loan and the business: industry, number of employees retained and created, location.

Project Time Frame - Is your request for an existing or new program

New Program

Other Supporting
Documentation

File Download

N/A



Community Development Lending Program

Jeff Payne, Senior Director of Mortgage Operations
New Mexico Mortgage Finance Authority

MFA - New Mexico Mortgage Finance Authority

Serving New Mexico Communities

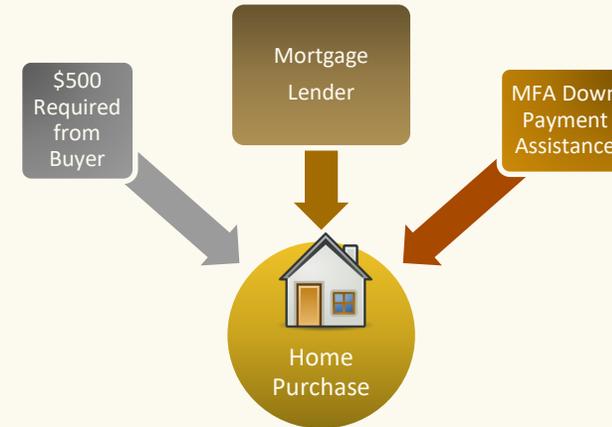
We provide innovative products, education and services to strengthen families and communities

 Today's crisis puts financial strain on individuals, families, businesses and institutions 

 Lack of down payment is one of the major barriers to those who want to purchase their first home

 MFA offers Down Payment Assistance (DPA) second mortgages to first time homebuyers for down payment and closing costs

 Homeownership adds economic stability to communities and families 



MFA is New Mexico's leader in affordable housing

Community Development Loan

Fund Down Payment Assistance Lending



MFA Existing DPA Portfolio

MFA has a portfolio of existing DPA loans of over \$60 million.

80% Area Median Income

Many of our borrowers have incomes of 80% or less of AMI

DPA Loans Enable Homeownership

A \$500,000 loan could help 80 or more families purchase a home.

Community Development Loan

MFA seeks loans from \$500,000+ and terms from one to ten years.

80% AMI DPA Loans as Collateral

MFA is authorized to borrow up to \$5 million for DPA funding using existing DPA loans as collateral.

MFA Guarantee

MFA guarantees repayment of the debt as the borrower.



General Loan Terms

Borrower: MFA

Quarterly payments of interest. Principal due upon maturity. No prepayment penalty

0% interest but not to exceed 2% per annum, simple interest

Security interest in MFA's existing DPA portfolio of 80% AMI borrowers in the amount of 110% of loan principal balance

Loan term minimum of one year up to ten years

Guaranteed by MFA based on its issuer credit rating and financial strength



Contact Jeff Payne at (505) 767-2270 for information

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

New Mexico Mortgage Finance Authority

Mission Statement

The New Mexico Mortgage Finance Authority (MFA) aims to provide all New Mexicans with quality affordable housing opportunities. MFA provides innovative products, education and services in collaboration with strategic partners to finance the purchase, construction and preservation of quality affordable housing and strengthen the social and economic development of New Mexico.

Overview Of Organization

MFA is a quasi-governmental entity established in 1975 to provide low-interest loans for first-time New Mexico homebuyers. MFA's low-interest mortgages, offered through New Mexico lenders, were responsible for helping over 61,000 New Mexican families become homeowners between 1975 and 2019. Today, MFA and participating lenders offer mortgage loan products for both first-time and step-up homebuyers of low and moderate-income. In 1997, the state of New Mexico transferred all of its affordable housing programs to MFA. As a result of this transfer, MFA began operating fully as the state's housing finance agency, administering the federal Low-Income Housing Tax Credit program, HUD's HOME and homeless programs, and the Weatherization Assistance Program funded by the U.S. Department of Energy. These new programs allowed MFA to greatly expand its role in serving the affordable housing needs of all New Mexicans. MFA provides various forms of financing and funding to

service providers, housing authorities, non-profits and local governments to carry out affordable housing programs statewide. In some program areas, MFA makes grants, operates revolving loan funds and provides free technical assistance. MFA funds these programs through its own net revenues; however, from time to time, these programs require additional capital to meet market demand. In cases where additional resources are needed, MFA applies for foundation and other grants and through its board of directors has approved partnerships with banks seeking Community Reinvestment Act (CRA) credit. These additional resources enable MFA to fulfill its mission of providing quality affordable housing opportunities to all New Mexicans.

Website

www.housingnm.org

Primary Contact**First Name**

Jeff

Last Name

Payne

Title

Senior Director of Mortgage Operations

Email Address

jpayne@housingnm.org

Phone

5057672270

Street Address

344 Fourth St SW

City

Albuquerque

State

New Mexico

Zip

87102

**Secondary
Contact**

First Name

Gina

Last Name

Hickman

Title

Deputy Director of Finance and Administration

Email Address

ghickman@housingnm.org

Phone

5057672216

Street Address

344 Fourth St SW

City

Albuquerque

State

New Mexico

Zip

87102

Proposal Information

Proposal Title

Community Development Lending Program

Support Request

Loan

Requested Dollar Amount

5000000

Please list other Significant Partners in the Proposal

Minimum of \$500,000 per loan up to maximum of \$5,000,000 combined

Proposal Description

MFA is proposing to borrow from financial institutions seeking CRA credit to recapitalize its down payment assistance (DPA) revolving loan fund through its Community Development Lending Program. DPA loans are second mortgages taken out in conjunction with MFA first-time homebuyer mortgages. These DPA loans are funded from MFA's Housing Opportunity Fund (HOF) with allocations from net revenues along with repayments from DPA loans that are already outstanding. MFA specializes in the type of borrower that banks seek to service for CRA purposes. Additional funding is needed for DPA second mortgages to keep pace with demand for the first-time homebuyer program. Fiscal year 2019

was a near record year for MFA loan products—we provided \$432 million in mortgage loans to almost 2,800 homebuyers and provided \$12.8 million in DPA second mortgages. Loan reservations in fiscal year 2020 continue to be strong. MFA currently has \$59.4 million outstanding in DPA second mortgages. All MFA borrowers receive mandatory pre-purchase counseling to help their success in sustaining homeownership. When banks that need CRA credit purchase loans in the secondary market, they typically pay a premium for loans made to borrowers with the characteristics of MFA loans. As an example, a lender could spend \$1 million and purchase 10 loans. In order to obtain loans with the characteristics they need, they may have to pay up to two additional points in premium for the CRA rights in addition to the loan price which is typically four points over par for a total premium of six points. For the institution to earn the CRA credit for 10 loans using the above example they will have to spend \$60,000 and take the credit and prepayment risk on these loans. DPA loans average about \$6,600 each and the same \$1 million invested in MFA DPA loans could fund over 150 loans, thus greatly increasing the CRA value to the institution.

Issues Addressed (check all that apply)

Affordable Housing, Disaster Relief

Geographic Impact

State-wide

State

New Mexico

New Mexico Counties**Population Served**

MFA first-time homeowner borrowers have an average annual income of \$51,655 and an average age of 36. Thirty-three percent are single-parent households and 47 percent are minorities. The second DPA loan is also very affordable, with payments about \$54 per month. MFA services the DPA loans in-house and provides high-touch servicing. MFA's first-time homebuyer program serves the entire state of New Mexico.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

Income levels attributed to persons or families of low to moderate income based on family size up to 80% of AMI.

Anticipated Outcomes/Impact

MFA hopes to realize the following outcomes through recapitalization of its DPA revolving loan fund:

- Fulfilling as much demand as possible for MFA loan products
- Contributing positively to the New Mexico economy through increased home purchases,
- Promoting successful homeownership through pre-purchase counseling and high-touch servicing, and
- Helping New Mexico families create stability and build wealth through homeownership

Participating in MFA's Community Development Lending Program would provide access to many of the desired loan characteristics banks seek to meet their CRA requirements. It would also result in substantial community impact. By removing this significant down payment barrier that keeps otherwise creditworthy households from purchasing a home, DPA loans provide New Mexico families with stability and the potential to create wealth. MFA wants to ensure an adequate supply of DPA loans to fully cover the strong demand for first-time home purchases, each of which adds an estimated \$33,000 to the New Mexico economy, according to the National Association of Realtors®.

Describe evaluation methods used to measure success

MFA will measure success through the following metrics, related to project outcomes:

- Fulfillment of 100 percent of demand for MFA loan products (estimated at 2250) through September 30, 2020
- Economic impact of over \$74 million to the New Mexico economy through 2250 additional home sales (the National Association of Realtors® estimates that each home sale adds \$33,000 to the economy in the state of New Mexico)
- Successful homeownership measured through 100 percent mandatory pre-purchase counseling and a default rate of less than one percent on DPA loans

Finally, while MFA does not quantitatively track this outcome, New Mexico families receiving MFA mortgage and DPA loans will gain stability, build wealth through homeownership some by saving on housing costs if moving from a high-cost rental to a total mortgage of roughly \$1,000 per month.

Project Time Frame - Is your request for an existing or new program

Existing Program

Other Supporting
Documentation

File Download

N/A



Supporting Business Stabilization and Recovery

Agnes Noonan, President
Women's Economic Self-Sufficiency Team, Corp dba WESST

The Place to Start and Grow Your Business

WESST is a statewide small business development and training organization whose mission is to be *a home to entrepreneurs*

WESST's programs and services support *diverse small business and microbusiness owners*, in particular women and people of color, by providing training, consulting, business incubation and access to capital.

The COVID-19 Crisis: What are we Hearing from Small Businesses?

- WESST statewide survey results:
 - Roughly 50% of respondents are solopreneurs
 - Immediate impacts are devastating - 34% realizing losses of \$2,500+ a week and 77% declines of \$500+ per week
 - Many small businesses are not interested in taking on new debt – concerns about repayment
 - Big concern about paying monthly bills
 - Businesses now want to get online, update websites, learn how to market online
 - Identified needs for learning how to strategize and pivot their business and survive in the short-term

WESST is meeting the unprecedented needs that have emerged from this global crisis by adapting and refocusing its regular programming to offer client services virtually.

Supporting Business Stabilization and Recovery

WESST respectfully requests \$25,000 to support operations so we can continue adapting services in response to COVID-19.

WESST is delivering the following *virtual client services*, through one-on-one counseling and small group training sessions.

- Breakeven & Cashflow Projections
- Short-term Business Planning
- Pivoting your Business
- Marketing in a Digital World
- Negotiation Skills
- Access to Capital

WESST will play a leading role in supporting the small business community during a time when they are especially vulnerable, **making economic recovery possible on a statewide level.**

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

Women's Economic Self-Sufficiency Team, Corp dba WESST

Mission Statement

WESST is a statewide small business development and training organization whose mission is to be a home to entrepreneurs. We provide a comprehensive support system to help clients successfully strengthen and grow their businesses through sustainable sales, financial knowledge and job creation. Founded in 1989 as a 501(c)3 nonprofit, WESST has nurtured the entrepreneurial dreams of thousands of New Mexicans, in particular women and people of color, by providing training, consulting, business incubation and access to capital. Headquartered in Albuquerque, WESST has six offices statewide, which are funded in part by the U.S. Small Business Administration through its Women's Business Center program. WESST is also a certified Community Development Financial Institution (CDFI) by the US Department of Treasury and an SBA Microlender.

Overview Of Organization

Founded by women for women in 1989, WESST demonstrates its commitment to diversity, inclusion & access by developing programs with no barriers to entry. Primarily serving women, people of color and low-wealth individuals, there are no prerequisites that clients must present nor do they have to qualify for assistance. Our diverse staff embodies inclusion values by providing bilingual program services, statewide geographic reach (urban and rural), and on-site consulting and training. Informed by

our mission, history, experience and community relationships, WESST is a leader in serving underrepresented groups in the state. We empathize with our clients, listen to their dreams of business ownership and work with them to design solutions to reaching their goals. During its 30 year history, WESST has served over 40,000 New Mexicans who have started over 2,530 new businesses and created over 5,000 new jobs.

Website

www.wesst.org

Primary Contact**First Name**

Katie

Last Name

Knipe

Title

VP of Development

Email Address

kknipe@wesst.org

Phone

5052466935

Street Address

609 Broadway, NE

City

Albuquerque

State

New Mexico

Zip

87102

**Secondary
Contact**

First Name

Agnes

Last Name

Noonan

Title

President

Email Address

anoonan@wesst.org

Phone

5052466929

Street Address

609 Broadway, NE

City

Albuquerque

State

New Mexico

Zip

87102

Proposal Information

Proposal Title

Supporting Business Stabilization and Recovery

Support Request

Investment/Grant

Requested Dollar Amount

25000

Please list other Significant Partners in the Proposal

WESST participates in national networks that allow us to share best practices with the small businesses we serve. These networks include the Association for Enterprise Opportunity; the National Business Incubation Assoc.; the Association of Women's Business Centers and the Aspen Institute's SCALE academy. In New Mexico, WESST pursues partnerships to further its own mission and reach, and to leverage training and consulting offerings. Working partnerships include the City of Albuquerque, Living Cities, the Santa Fe Business Incubator, CNM, UNM, SBA, the South Valley EDC, Fat Pipe, Innovate Albuquerque, Simon Scholars, Capitol HS, Santa Fe HS, Dreamspring, the NM Community Development Loan Fund, the San Juan Center for Business and Enterprise, SCORE, Encuentro among many others.

Proposal Description

Small and micro businesses are essential components of New Mexico's economy, representing over 80% of all businesses. As COVID-19 pervades New Mexico, small businesses are facing unprecedented challenges. WESST provides a support system for diverse small business owners across the state to sustainably grow their businesses. We have identified that in this chaotic time, many small businesses

require support in learning how to strategize and pivot their business and how to survive in the short-term. Our clients across all sectors are feeling repercussions as they rapidly shift how they serve their customers in response to this pandemic. WESST clients have reported concerns about rental payments, making payroll, production, inventory, impacts on their supply chains, insurance coverage and more. Many clients reported concerns about being forced to close their business completely. WESST is meeting the unprecedented needs that have emerged from this global crisis by adapting and refocusing its regular programming to offer client services virtually. Examples of how we will be working with small businesses include: *Breakeven & Cashflow Projections *Short-term Business Planning *Pivoting your Business *Marketing in a Digital World *Negotiation Skills *Access to Capital See attached Additional Documentation to learn more about WESST's Virtual Client Services. Small businesses need WESST's help now more than ever. Throughout this crisis, WESST's expert consultants are continuing to serve clients through remote consultations and trainings in English and Spanish. WESST respectfully requests charitable support for operations so we can continue to adapt our services and serve an ever-expanding pool of clients statewide who will look to WESST for advice and support to make recovery possible. When we reach the light at the end of this tunnel, WESST will be prepared to serve New Mexico's small business community at an even higher volume than usual.

Issues Addressed (check all that apply)

Asset Building / Financial Access, Capability and Empowerment, Disaster Relief, Small Business Development / Microlending, Stabilization and Sustainability, Workforce Development / Economic Development

Geographic Impact

State-wide

State

New Mexico

New Mexico Counties

Population Served

WESST's programs and services support diverse small business and microbusiness owners with business and financial resources they need to survive during these trying times and ultimately recover from the impacts of COVID-19. While many small business relief options exist, the most vulnerable small businesses will be left behind without targeted support from organizations like WESST who specifically serve entrepreneurs from diverse backgrounds, including women, minorities and low-income individuals.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

The median household income for Bernalillo County is \$51,643; for the state of New Mexico - \$50,386.

Sixty-one percent of Bernalillo County residents are persons of color.

Anticipated Outcomes/Impact

WESST is known for providing comprehensive support services through training, consulting, lending and incubation activities, concentrating on a deep dive approach which will build small businesses' capacity and strengthen economic impact in our community. WESST works with its clients to assess where they are in their business development and helps to determine the best strategy for building their capacity. In 2020 WESST will offer these same services, adjusting them in response to meet specific, unprecedented needs that have emerged because of COVID-19. In light of the COVID-19 pandemic, we anticipate that the bulk of WESST's efforts in 2020 will be centered around supporting clients with business pivoting, stabilization and recovery rather than establishing new businesses. We anticipate serving at least 250 small business clients in 2020. Small and micro businesses are essential

components of any job-generating cycle in New Mexico, representing over 80% of all businesses. Self-employment can be a viable option for realizing clients' entrepreneurial dreams. We are, however, a state in which many have a relatively low level of business and financial literacy. WESST targets the needs of women and minorities, which can include cultural and language issues as well, and has demonstrated success in stimulating economic development in one of the poorest states in the country. WESST specifically helps its clients get the technical assistance they need to create jobs for themselves and others. WESST will play a leading role in supporting the small business community and diverse entrepreneurs throughout New Mexico during a time when they are especially vulnerable, making economic recovery possible on a statewide level.

Describe evaluation methods used to measure success

WESST employs comprehensive and sophisticated data tracking systems to track growth metrics which include jobs created, revenues, profits, business starts and quantifiable access to data, as well as demographics on the types of clients served and the number of services used.

Project Time Frame - Is your request for an existing or new program

New Program

Other Supporting
Documentation

File Download

N/A



Transitioning Workers Displaced by COVID-19 into Resilient Tech Positions

Kyle Lee, Chief Executive Officer
CNM Ingenuity, Inc.



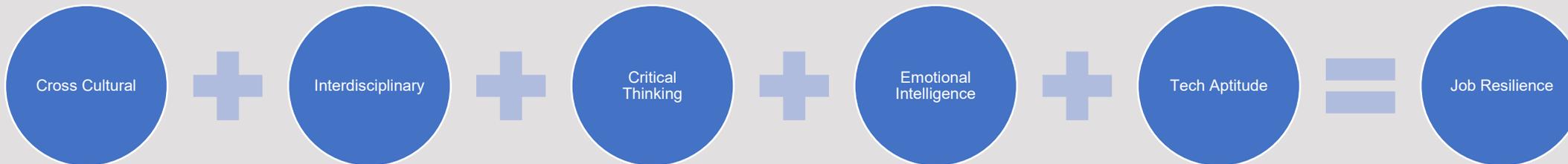
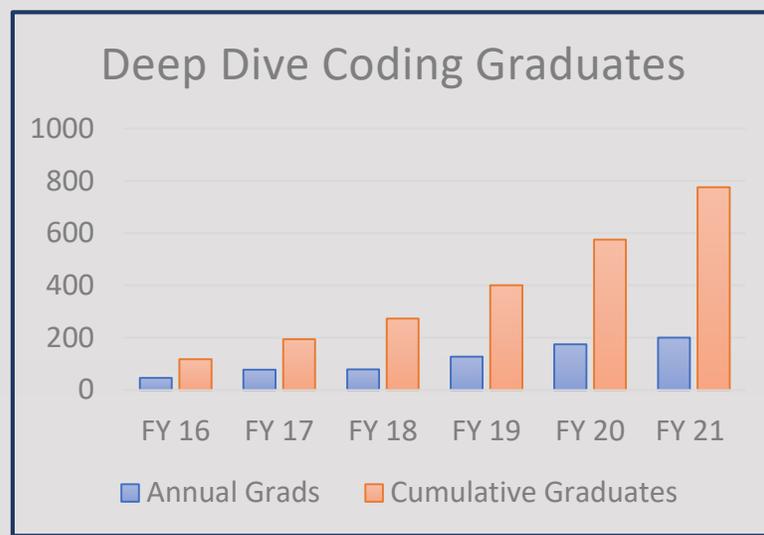
DEEP DIVE Coding

Deep Dive immerses individuals in technology training, entrepreneurial ecosystems, and continuous learning networks with multiple fulltime and part-time training bootcamps that teach skills in a variety of technologies.

Technology literacy is the pathway for economic opportunity

Our Programs

- Full Stack Web Development
- Java + Android
- UI/UX
- Internet of Things
- Data Science
- Digital Media



CNM In^genuity, Inc.

A 501(c)(3) supporting CNM that focuses on **Innovation, Partnership and Economic Opportunity**
Home to the STEMulus Center, Workforce Training Center, and FUSE Makerspace



Mission: Changing Lives, Building Community

Values: Caring, Connected, Courageous, Ethical, Exceptional, Inspiring

#1 in Associates Degrees & Certificates Awarded for Hispanics and Native Americans

Deep Dive Resilience

- In response to COVID-19, **in just 48 hours**, we have taken Deep Dive entirely online. High quality, employer approved, expertly developed and tested curriculum allowed for a quick adaptation.
- Students transitioned successfully thanks to supportive services provided by instructors, a coach, and an employer relations manager, which has always been part of the Deep Dive Approach.

Displaced Worker Program Proposal

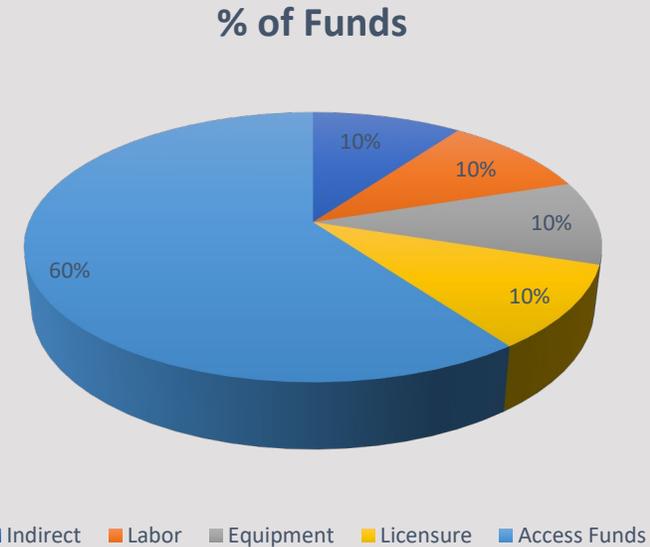
- We will expand access to immersive technical training across the portfolio of Deep Dive programs in New Mexico.
 - Access funds in Central NM & for NM partner schools
 - 60 learners directly supported in Albuquerque
 - ~300 participants in FY21 across DD and partner programs
 - 2-4 partner institutions
- Provide access and enrollment support and services to partner schools through:
 - Online only with synchronous mentorship and coaching where qualified instructors are not available, or
 - Onsite in person training where qualified instructors are available
- Program design, training to partner colleges, license to DD for 24 months,



Use of Funds

RETURN ON INVESTMENT

- 87% of graduates achieve their professional goals within 6 months
- Average salary achieved is \$44,899, a 47% increase in participant wages
- Over 5 years, the increase in wages is calculated to have generated over \$17M in increased wages, and represents over \$44M in total wages
- **Your \$1M investment will generate \$1.2M in wage growth**



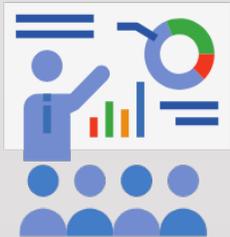
373 Male



136 Female



287 Persons
of Color



509 Total Participants Served

**35 companies have been formed by graduates,
with 71% still operating or acquired.**

ACCESS FUNDS: Tuition assistance to participate in the program

INDIRECT FUNDS: Shared service expenses for accounting, HR, program management, facilities

LABOR: Direct labor support for outreach and program management at CNM Ingenuity.

Direct labor support for partner schools

EQUIPMENT: Core equipment necessary to successfully stream Deep Dive coursework to partner schools

LICENSURE: Clear agreement of rights and responsibilities of parties to execute DD programming

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

CNM Ingenuity, Inc.

Mission Statement

The mission of Central New Mexico Community College Ingenuity, Inc. (CNMI) is to promote the public welfare and prosperity of the people of New Mexico and foster economic development within both the private and public sectors of the community. CNM Ingenuity accomplishes this purpose by forging links between and collaborating with the state's educational institutions, businesses, industries, and government.

Overview Of Organization

CNM Ingenuity, Inc. is a non-profit corporation created by Central New Mexico Community College (CNM) under the Research Park Act. Since its launch in 2014, CNM Ingenuity constantly tries new approaches, listens to feedback, focuses on successes, and creatively solves problems. Creating a separate entity from CNM has allowed for greater responsiveness in program creation, particularly in our Deep Dive Coding bootcamps that rapidly train learners for careers in IT. Now, as an award-winning, community- and industry-integrated organization, CNM Ingenuity manages a multimillion-dollar budget and employs 50 full-time employees. CNM Ingenuity learns from failures and replicates successes, and is ready to scale its model to meet the profound need for workforce training in the wake of COVID-19. CNM Ingenuity has a proven track record for simultaneously managing large scale projects including

multimillion-dollar grants from the W.K. Kellogg Foundation and the Department of Labor. CNM Ingenuity is also working on national projects with UNMUDL (an online marketplace for working learners of which CNM is one of five founding community college partners), and the Learning Credential Network (in partnership with IBM). Unlike programs with a singular focus, such as a stand-alone coding bootcamp, CNM Ingenuity offers a spectrum of resources for learners looking to gain skills and employers interested in hiring. A nationally-recognized coaching model supports participants in selecting the right pathway, stacking, and adjusting their plans as needed. CNM Ingenuity's model of training is innovative because of its accessibility and student support, including tuition assistance, transportation, and childcare. Bootcamps are fulltime and intensive and offer a project-based learning environment, where participants learn teamwork and project management. All new applicants work with a Program Manager and a Bootcamp Success Manager, who provide students with personal coaching and financial support resources to reduce costs and debt. Students also meet with an Employer Relations Manager, who offers support through professional development and collaborates with local employers to market the skills of participants to connect them with jobs, internships, or entrepreneurial support. Already, in response to COVID-19, we are developing fully-online bootcamps and coaching to ensure that current and future learners have options that allow them to move forward with training with no glitches

Website

<https://cnmingenuity.org>

Primary Contact**First Name**

Kyle

Last Name

Lee

Title

CEO

Email Address

klee36@cnm.edu

Phone

505-554-4997

Street Address

525 Buena Vista Dr. SE

City

Albuquerque

State

New Mexico

Zip

87106

**Secondary
Contact**

First Name

Andrea

Last Name

Sisneros-Wichman

Title

Program Director

Email Address

msisneroswichm@cnm.edu

Phone

505-440-9219

Street Address

525 Buena Vista Dr. SE

City

Albuquerque

State

New Mexico

Zip

87106

**Proposal
Information**

Proposal Title

Transitioning Workers Displaced by COVID-19 Into Resilient Technical Positions

Support Request

Investment/Grant

Requested Dollar Amount

1000000

Please list other Significant Partners in the Proposal

CNM Ingenuity is grateful for the many partners that provide support to our programs. These include funding relationships with both the public and private sector, pipeline relationships with nonprofits that also serve those in need, strategic partnerships like our relationships with UNMUDL and the Learning Credential Network, and employers who are engaged in our programs and with our graduates. CNM and CNM Ingenuity maintain ongoing partnerships with companies such as Sandia National Laboratories, Los Alamos National Laboratories, the Air Force Research Laboratory, Intel, and others to ensure we are training for their future needs, now. While no single partner would be listed as a significant partner without whom our work would not be successful, we are able to go further faster thanks to our great network.

Proposal Description

In response to the outbreak of COVID-19, CNM Ingenuity has been working rapidly to create programs that will address the needs of the many displaced workers anticipated in New Mexico in the next quarter year. In just 48 hours, we have taken our primary workforce training vehicle, the Deep Dive Coding bootcamps, entirely online. Coaching has also transitioned to an online format with additional features in discussion to improve the quality of services. New Mexico's unemployment rate (4.8%), even before this crisis, was consistently higher than the national average (3.5%). With 50,000 new unemployment claims in only the past two weeks, and about half of the state's positions at high risk for layoffs (e.g., retail, manufacturing, food), a workforce training and opportunity push of unprecedented scale is needed. With broad and deep industry networks, flexible and affordable programs, and links to supporting resources, CNM Ingenuity is in a strong position to help lead this effort. Our bootcamps are project-based, where participants deliver a product by the end with a team, teaching them important skills of teamwork and project management. CNM Ingenuity has graduated over 500 students with the skills and knowledge to succeed in the IT field. While no sector is safe in these unprecedented economic

times, technology jobs are considered safer because they can be performed remotely. CNM Ingenuity proposes to target outreach to workers who have been displaced from their jobs and are looking to rapidly reskill. With the addition of two new bootcamps in January 2020, up to 200 participants a year will enroll in the five fulltime bootcamps, being introduced to local, state, and national technology employers to help in their job searches. These learners will exit these bootcamps stacked with the skills necessary to obtain jobs in IT and the ability to work efficiently with an organization that may be participating in telecommuting due to the unpredictable effects of COVID-19. Our flexible programming formats can mitigate future disruptions as well as life challenges. Epidemiologists predict that there may be waves of diseases that cause subsequent shutdowns similar to COVID-19; CNM Ingenuity is prepared to mobilize quickly with online classes and coaching.

Issues Addressed (check all that apply)

Disaster Relief, Workforce Development / Economic Development

Geographic Impact

State-wide

State

New Mexico

New Mexico Counties

Population Served

While CNM Ingenuity programs are open to anyone, our COVID-19 response activities will target New Mexico workers who have been laid off from high risk sectors (e.g., hospitality, food) and train them for jobs with growth potential in the technology sector. CNM Ingenuity always emphasizes participation of

individuals who are underrepresented, particularly women, veterans, and people of color. Helping these individuals succeed is a critical reason why coaching is a core component of programming.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

In the state of New Mexico, the median family income is \$47,169. This school year, New Mexico is on track to serve more than 13,500,000 school breakfasts to youth that qualify for free or reduced meals.

Anticipated Outcomes/Impact

CNM Ingenuity expects training and job outcomes to be similar to outcomes for past cohorts. In 2020, we anticipate 200 bootcamp graduates, a number that has grown every year since 2015. With the recent addition of online bootcamps, we can expand course capacity even further and reach participants statewide. Historically, nearly 90% of participants complete bootcamps and receive a certificate, and 95% of those students are employed one-year post-graduation. Overall, 54% of graduates are employed in fulltime, paid, in-field positions; 32% work in other positions and/or are continuing their education. The 32% includes 28 companies that have been formed by Deep Dive Coding graduates. In the span of about one year after graduating, Deep Diver's income increases on average \$20,499 (71% increase from baseline). Keeping in mind the fragile state of the economy in the short term, we recognize it may take longer than average for graduates to find paid work that meets their goals. We will work closely with employers to help participants find relevant paid work. An important metric that we always track is the student's own goals for him or herself—this varies by individual but is the true measure of success for each participant. CNM Ingenuity also has alternative pathways to help get participants into paid positions, such as internships, and offers a wealth of entrepreneurship resources and supports for individuals inclined to start their own businesses. For instance, FUSE Makerspace has tools and equipment for prototyping and manufacturing products. We average 150 members per month and 84

companies have worked out of FUSE in the past year, leveraging the equipment, resources, workshops, and opportunity to work alongside and/or partner with other businesses and Makers. From managing large grants, CNM Ingenuity has developed robust evaluation and tracking protocols that will be used to track and support any participants affected by COVID-19.

Describe evaluation methods used to measure success

CNM Ingenuity's evaluation plan will be developed to help track and measure metrics that can be quantified; compare those metrics to the program as a whole; and identify gaps in how metrics are tracked, measured, and evaluated as well as identify areas for improvement. The program evaluation will include details such as demographics of the displaced worker population compared to all participants served, with program participation and completion information. It will also include "success metrics," with success defined as: - Student immerses themselves in all bootcamp technical curriculum and professional development - Student meets bootcamp learning objectives and completes their program successfully - Student is employable or prepared to start a company - Students becomes part of their bootcamp community after course completion by providing mentor-ship to current students and by sharing positive feedback to the community about their experience CNM Ingenuity will also demonstrate the metrics which have been measured to compare data from one year to the next. We will include post-bootcamp outcomes for all program participants in comparison to the specific displaced worker population. We will note gaps and areas where data is not currently collected and how CNM Ingenuity plans to collect and evaluate that information as part of continual program and evaluation improvements.

Project Time Frame - Is your request for an existing or new program

Existing Program

Other Supporting Documentation

File Download

N/A



Strengthening Community Based Healthcare and Healthcare Workforce Development

Anjali Taneja, Executive Director
Justice, Access, Support and Solutions for Health
dba Casa de Salud

Casa de Salud: Reimagining Healthcare and Healing in New Mexico



At its core, our nonprofit business model at Casa de Salud shows that **healthcare can be relational, low-cost, well resourced, and creative, in low-resource communities.**

- Primary care, integrative healing, syringe exchange, addiction tx, advocacy, workforce development.
- 10,000 patient visits each year; 80% are uninsured and 20% have Medicaid.
- Casa de Salud is a woman of color led organization, with an all women board of directors.

“Casa de Salud is one of the most adventurous attempts to make healthcare genuinely for the people.”

- Dr Pritpal Tamber, CEO of Bridging Health & Community





**Healing Justice
\$50,000 (or more):**

- Sustaining Casa de Salud's healthcare and healing work and community outreach, during COVID-19.

**Workforce Development
\$50,000 (or more):**

- Supporting the Health Apprentice Fellowship, building the diverse healthcare workforce needed to transform healthcare.



Anjali Taneja, MD MPH
Executive Director, Justice, Access, Support and
Solutions for Health – dba Casa de Salud
Casadesaludnm.org 505.907.8311

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

Justice, Access, Support and Solutions for Health dba Casa de Salud

Mission Statement

Casa de Salud was founded to offer high-quality, fair-priced, holistic medical services to all. Our goal is to provide same day and after-hours access to dignity based medical services from conventional, natural and traditional health traditions. We seek to create an environment that promotes dignity and responsibility for patients, staff, and clinicians. Casa de Salud's mission is to interweave traditional and conventional medicines to meet the physical and spiritual health needs of its patients in a welcoming, just, creative, and inclusive environment; to provide fair priced health care to anyone in need; to promote a learning and leadership development environment for practitioners, staff, volunteers, patients and clients. Casa de Salud is 15 years old and is a permanent project of Justice, Access, Support and Solutions for Health (JAZZ for Health), a 501-c-3 nonprofit organization.

Overview Of Organization

Our work is unique. Every day, Casa de Salud delivers care that is rooted in dignity, trust, creativity, cultural humility, and mutual respect. We see healthcare from a lens that understands the histories of inequalities, oppressions, and structural forces that affect our community. We also see the strengths of our community members, as well as the cultural richness that exists around us. It is with this historical analysis and appreciation for the power within our community that we build towards collective wellness

and liberation. We have developed a sustainable nonprofit business model that shows that its core, healthcare can be relational, low-cost, and well resourced, especially in low-resource communities. Our services span the following: same day walk-in and appointment based primary care, acute care, integrative care with acupuncture, massage, reiki, healing circles, harm reduction services, opioid addictions treatment, case management, health coaching, and advocacy and systems change work to address structural inequalities and to support and strong community. [In this time of COVID-19, healthcare infrastructure of every level, however, is deeply affected, and this proposal will address Casa de Salud's current situation and business model]. "Casa de Salud is one of the most adventurous attempts to make healthcare genuinely for the people." - Dr Pritpal Tamber, CEO of Bridging Health & Community

Website

www.casadesaludnm.org

Primary Contact**First Name**

Anjali

Last Name

Taneja

Title

Executive Director

Email Address

anjali@casadesaludnm.org

Phone

505-907-8311

Street Address

1608 Isleta Blvd SW

City

Albuquerque

State

New Mexico

Zip

87105

**Secondary
Contact**

First Name

Elizabeth

Last Name

Boyce

Title

Director of Operations

Email Address

elizabeth@casadesaludnm.org

Phone

505-907-8311

Street Address

1608 Isleta Blvd SW

City

Albuquerque

State

New Mexico

Zip

87105

Proposal Information

Proposal Title

Strengthening Community based Healthcare and Healthcare Workforce Development

Support Request

Investment/Grant

Requested Dollar Amount

100000

Please list other Significant Partners in the Proposal

Casa de Salud recently achieved national recognition for Albuquerque, through the Robert Wood Johnson Foundation Clinical Scholars Program (2016-2019) highlighting the work of Casa de Salud and Centro Savila in building a community-rooted response to the opioid epidemic. Casa de Salud also represents Albuquerque nationally as one of 13 health systems selected as part of the national Serious Illness Collaborative cohort (2019-2020) run by Ariadne Labs and the Center for Advanced Palliative Care, and working to improve communication between primary care providers and patients facing serious illnesses. Casa has been a part of the Creating Health Collaborative

(<https://www.pstamber.com/an-update-on-the-creating-health-collaborative/>) for its desire to look at health beyond healthcare. The annual meeting of this collaborative was sponsored by the Federal Reserve Bank of San Francisco.

Proposal Description

This proposal spans two areas: 1) the ongoing provision of care to our marginalized populations during a time of intense disruption in patients' lives and in revenue streams at Casa de Salud, during the time of COVID-19; and 2) the strengthening of our innovative and replicable Health Apprenticeship program, which is 13 years old and has 240+ alumni all who have served over 500 volunteer or work-study hours at Casa and impacted hundreds in their apprenticeship and thousands in their careers. Casa needs critical support for positions that have needed to be repurposed (our healers and bodyworkers, who provide the trauma-based care to our marginalized populations, cannot work on patients during COVID), and has needed to adapt in various ways, for example, our need to transition to telemedicine has required extra costs and infrastructure. We also are facing significantly decreased patient volume in the clinic as do many other healthcare organizations. In addition to the services provided, Casa de Salud runs a unique and robust Health Apprentice Program, with over 30 health apprentice volunteers or work-study students from the community, serving 8-20 hours a week for a year, as medical assistants, navigators, interpreters, and back-end support for the clinic. The apprentice program supports primarily young students of color interested in the health professions, and currently 90% of all health apprentices are young Latina women, primarily in high school and college. Over 240 health apprentices have graduated from the health apprenticeship program, and many have gone on to become physicians, NPs, nurses, PAs, allied health professionals, and public health leaders. Casa de Salud's Health Apprenticeship program is nationally recognized and Casa has been invited to speak at national

conferences including the Integrative Medicine for the Underserved conference and the national Beyond Flexner conference on health professional education innovations.

Issues Addressed (check all that apply)

Community Services and Facilities, Disaster Relief, Stabilization and Sustainability, Workforce Development / Economic Development

Geographic Impact

County-wide

State

New Mexico

New Mexico Counties

Bernalillo, Sandoval

Population Served

Casa de Salud plays an essential role in providing access to high quality healthcare to the most marginalized populations in Bernalillo and Sandoval Counties in New Mexico. • Almost 80% of patients are uninsured • Almost 20% of patients are on Medicaid • 70% of patients are monolingual Spanish speakers • More than 10% of patients are active drug users or are in treatment at Casa de Salud for opioid addiction • Almost 5% of patients are queer or transgender

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

The area median income of the South Valley of Albuquerque is \$38,447. The region has up to 15 year decrease in life expectancy compared to other parts of Bernalillo County, high rates of environmental injustices, high concentration of immigrant and poor families, and a dearth of behavioral health and healthcare services.

Anticipated Outcomes/Impact

We anticipate being able to: 1) Serve patients' needs through telemedicine and walk-in urgent visits, as well as with case management and more. We also aim to innovate new ways of reaching marginalized patients during this time, such as through community health worker house visits and neighbor check-ins. We also hope to support our staff who are repurposing their roles and not currently bringing in revenue, and to stabilize the operations of this clinic that sees 80% uninsured patients. 2) Strengthen the health apprentice program at Casa, improve on remote educational opportunities for apprentices, and connect with alumni of the program. These students are the future healthcare workforce of the US.

Describe evaluation methods used to measure success

We are developing surveys and other feedback mechanisms for the health apprentice program. We are working on business model development with other organizations and tools in the community to strengthen stabilization of our organization. Some pro bono work in this area is being offered.

Project Time Frame - Is your request for an existing or new program

Existing Program

Other Supporting
Documentation

File Download

N/A



Co-op Capital: Affordable Small Dollar Loans for Low-Income and Undocumented People Impacted by COVID-19

Robin Brule, Chief Community Engagement Officer
Nusenda Credit Union (CDFI)

Organization: Nusenda Credit Union



- Chartered in 1936, originally to serve education sector employees, now open to most New Mexicans
- New Mexico's largest credit union
- Over 211,000 member/owners
- \$2.44 billion in assets
- Certified Community Development Financial Institution (CDFI) by U.S. Department of Treasury
- Certified Low Income Credit Union (LICU) by National Credit Union Administration
- 501(c)(3) Nusenda Foundation coordinates community support

Winner **Best Credit Union in New Mexico** by Albuquerque Journal readers for 6 consecutive years

Herb Wegner Memorial **Outstanding Organization** Award by National Credit Union Foundation (2019)

Desjardins Award for **Financial Literacy**, the Dora Maxwell **Social Responsibility** Community Service Award, and the Louise Herring **Philanthropy-in-Action** Member Service Award by Credit Union Association of New Mexico (2019)

Wilmer Shields Rich Award for **Excellence in Communications** by Council on Foundations (2018)

Award for Public-Philanthropic Partnerships by U.S. Department of Housing and Urban Development and the Council on Foundations (2017)

Most Innovative Community-Based Banking Organization by BAI-Infosys Finacle (2015)

Recognized systems changer, funded by the W.K. Kellogg Foundation, Albuquerque Community Foundation, U.S. Small Business Administration, Dakota Foundation

Proposal: Co-op Capital



The Alternative to Alternative Lending

Investment Categories: COVID-19 Relief, Small Business Assistance/Microlending, Asset Building/Financial Education

Model: Co-Op Capital flips the traditional microlending model in which a borrower applies to a financial institution. Instead, co-ops, associations, unions, and entrepreneur support organizations sponsor a loan on behalf of a member, business partner, or program participant.

Lending Process: The sponsor organization sets the terms, underwrites the loan, and pledges a savings fund as collateral. Nusenda originates the loan. The underwriting is based on character, trust, and relationship instead of a credit report or collateral.

Since Launching in 2018:

- 11 community partners
- 52 loans for more than \$350,000
- 100% repayment rate, demonstrating program efficacy and the “bankability” of historically underserved borrowers
- Loans range from \$250–\$10,000 and average \$7,147

Community agency partners make lending decisions based on social capital.



Request for Funds: Reach Vulnerable Populations Affected by COVID-19

Request Amount: \$100,000 grants/PRI's

Request Use: Expand Co-Op Capital to Native American and Immigrant Communities, Undocumented Workers, and People of Color

Outcomes: Before COVID-19, goal was to make at least 45 Co-op Capital loans for \$320,000. With CRA funding, Co-op Capital will make an additional 20 loans for \$5,000 each.

Structure to meet COVID relief needs:

- New requests will reviewed within 24 hours
- 0% interest rate
- Back-dating 0% loans under \$5,000 to March 20
- First payment not due for 90 days
- Option to cease payments for up to 60 days.



Contact: Robin Brule

Chief Community Engagement Officer
rbrule@nusenda.org

INVESTMENT CONNECTION

Community Development Investment and Lending Partnership

Organization Background

Name Of Organization

Nusenda Credit Union (CDFI)

Mission Statement

Nusenda is a CDFI with a mission to be a trusted community resource by serving as the financial institution of yesterday with all the convenience, technology, and accessibility of today and tomorrow. We offer personal and commercial accounts, loan and investment services, education, and other benefits, as well as products targeted to low-income individuals. As a certified Community Development Financial Institution (CDFI) and a National Credit Union Administration low-income credit union (LICU), Nusenda is a nationally recognized cooperative that develops financial products and services that lead to long-term positive outcomes. One financial product is Co-op Capital, a collaborative approach to affordable, small-dollar loans designed for the low-moderate-income populations targeted by the Community Reinvestment Act. Nusenda serves central and northern New Mexico in Bernalillo, Sandoval, Santa Fe, Socorro, Torrance, Taos, and Valencia Counties.

Overview Of Organization

Founded in 1936, Nusenda serves over 200,000 member-owners, making it the largest credit union by membership in New Mexico. In 2017, Nusenda was certified by the U.S. Department of Treasury as a Community Development Financial Institution (CDFI). It is one of only seven credit unions in New Mexico that are both certified as a CDFI and designated as a Low Income Credit Union by the National Credit

Union Administration. While the majority of our members are located in central New Mexico, our service area extends from northern to southern New Mexico, with over 20 branches and 30,000 ATMs available to members. In addition, through Nusenda's Select Employer Groups, Nusenda has members in the neighboring state of Arizona. Nusenda embraces cooperative principles that are inclusive to all members of the community, and we have long been looked to by government officials, business leaders, and community anchors to provide financial products and services that lead to upward economic mobility. One of our top priorities is to bring greater opportunity to low-income and marginalized communities, which we achieve in part by widening access points to capital for some of New Mexico's most vulnerable populations. Nusenda brings them into mainstream systems, especially financial and educational systems. Traditional and even alternative lenders can exclude entire populations from financial participation by requiring personal and/or business assets, credit histories, collateral requirements, and bank transactions for approval. Nusenda addresses this disparity through initiatives such as Co-op Capital, a collaborative lending program that is eligible for CRA dollars. Co-op Capital is a character-based, collaborative financial product that provides access to capital for low-income individuals and families, women, people of color, and other borrowers who face structural barriers to upward economic mobility. It partners with educational, cooperative, and nonprofit organizations to create customized loan programs for their constituents, designed to meet the needs of specific communities. In response to COVID-19, Nusenda is working to increase the amount of affordable capital that can be deployed to people who are negatively impacted by loss of income or employment or by increased costs of healthcare associated with contracting the virus in themselves or loved ones

Website

<https://www.nusenda.org/>

Primary Contact

First Name

Robin

Last Name

Brule

Title

Chief Community Engagement Officer

Email Address

rbrule@nusunda.org

Phone

505-889-2521

Street Address

4100 Pan American Fwy NE

City

Albuquerque

State

NM

Zip

81707

Secondary Contact

First Name

Chriselle

Last Name

Martinez

Title

Assistant Vice President, Membership Development

Email Address

cmartinez@nusenda.org

Phone

505-889-5107

Street Address

4100 Pan American Fwy NE

City

Albuquerque

State

NM

Zip

87107

**Proposal
Information**

Proposal Title

Co-op Capital: Affordable Small Dollar Loans for Low-Income and Undocumented People Impacted by
COVID-19

Support Request

Investment/Grant

Requested Dollar Amount

100000

Please list other Significant Partners in the Proposal

Co-op Capital offers loans through community partners: 1—Native Community Finance is a CDFI supporting Native American entrepreneurs. 2—Change Labs supports Native entrepreneurship, particularly Navajo- and Hopi-owned businesses. 3—Cultivating Coders offers coding training to primarily rural, Native American communities, helping participants launch digital businesses. 4—Family Independence Initiative helps primarily Latino borrowers start businesses, pay off high-interest debt, and improve their homes. 5—Partnership for Community Action helps primarily Latino immigrant borrowers in start businesses, pay off high-interest debt, and improve their homes. 6—South Valley Economic Development Center is a small business incubator, offering loans to help participants start/scale businesses. 7—Three Sisters Kitchen is a test kitchen and community classroom, offering loans to graduates of their food business training program. 8—The Street Food Institute offers training primarily for food truck businesses, offering loans to their program graduates. 9—Innovation Academy at the University of New Mexico encourages students to pursue creative entrepreneurship. Loans help students launch ventures. 10—Native Women Lead supports Native women in business through convenings and trainings. They will offer loans to Native women-owned businesses. 11—International District Economic Development Center is a business incubator supporting film and media entrepreneurs who want to start/grow a business.

Proposal Description

Co-op Capital is a collaborative financial product that increases access to affordable small-dollar loans for low-income populations, Native American communities, people of color, and other borrowers who face structural barriers to economic mobility. Co-op Capital removes these barriers by creating customized lending programs with the community partners listed above. In this model, borrowers access capital from a trusted source they are already familiar with, and community partners use a relationship-based model—rather than the traditional five Cs of credit—to approve loans. Nusenda disburses the funds and provides technical support, including loan origination, servicing, and credit reporting, and partners work with Nusenda to provide comprehensive supports and communication with borrowers. To remove collateral barriers, Co-op Capital uses a “revolving collateral fund” in which loans are secured dollar-to-dollar by collective funds: partners provide 10% of funds, Nusenda provides 20%, and philanthropic partners provide 70%. As borrowers repay their loans, funds held as collateral replenish and more individuals gain access to loans. Since launching in 2018, Co-op Capital has issued 52 loans for more than \$350,000 with a 100% repayment rate, demonstrating program efficacy and the “bankability” of historically underserved borrowers. Loans range from \$250–\$10,000 and average \$7,147 across all partners. The factors that increase exposure to COVID-19 make the coronavirus potentially more dangerous to the vulnerable populations served by the partners offering Co-op Capital. These include people of color, low-income communities, those targeted by predatory lenders, undocumented workers—all of whom have long endured structural racism that has resulted in higher rates of serious chronic health conditions, urban crowding, reliance on public transportation, absence of paid sick leave, and language barriers. There is a distinct link between economy and health in unprecedented social and economic challenges and a clear lack of social and economic safety nets (Democracy Collaborative, Center for American Progress, 2020). As the coronavirus spreads to these at-risk populations, they need to have affordable means of meeting the needs of their families, communities, and businesses so they

can mitigate compounding health conditions and get necessary care. Nusenda provides that mechanism.

Issues Addressed (check all that apply)

Disaster Relief, Small Business Development / Microlending, Stabilization and Sustainability

Geographic Impact

Multi-state

State

Arizona, New Mexico

Arizona Counties

New Mexico Counties

Population Served

Co-op Capital serves people of color, immigrants, Native Americans, and low-income borrowers. New Mexico is a majority-minority state, with 49% of residents identifying as Hispanic and nearly 11% as Native American. Alongside this diversity, however, New Mexico has persistent poverty that disproportionately impacts communities. These low income communities are more likely to be exposed to COVID-19, have higher mortality rates, and suffer economically (The New York Times; Human Rights Watch).

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved"

The Area Median Income for New Mexico is \$46,718. Among the Co-op Capital target population, median incomes are much lower: the median income for Hispanic or Latino households in New Mexico is \$39,356, while it is \$31,947 for Native American households (US Census). Over 20% of the state's

population lives below the poverty level (US Census), and nearly 69% of all New Mexico public school students are eligible for Free and Reduced-Price Lunch (NM Dept. of Health). The Albuquerque Metro area alone, where the majority of current Co-op Capital borrowers are concentrated, contains 14 economically distressed Opportunity Zones (US Dept. of Treasury).

Anticipated Outcomes/Impact

Co-op Capital has successfully onboarded nine community partners, who have approved 52 microloans totaling \$370,750; additional partners are in the onboarding process. Our program Capacity Managers have spent the last two years laying the groundwork for Co-op Capital, working with partners to customize their lending programs and helping them establish processes for integrating lending into their normal operations. This hard work has laid the foundation for Co-op Capital to scale the program in terms of both partners offering the program and number of loans being made. Before the COVID-19 pandemic spread to the U.S., we already expected the program to start growing more quickly: in 2020, we anticipated disbursing 45 new loans totaling approximately \$320,000 dollars, and to continue supporting partners to oversee existing loans. We also anticipated onboarding at least two new partners, who will reach more borrowers in our target markets. With the COVID-19 pandemic, it is much more urgent to expand the program. Partners are being asked to do more with less—many of them are making affordable small dollar loans to people whose economic lifelines are literally on the line. For example, food service businesses that have been forced to close, educational programs that had to pivot to distance learning. While this was an economic intervention to help the most vulnerable populations access affordable capital, it is now serving as an immediate need in both the economic and health sense. Partner organizations already provide social supports and this program is able to provide some economic support while being flexible, responsive to each community's needs, and support partner organizations with the stability of a strong financial institution. With additional support,

Nusenda will be able to increase the impact and scale of Co-op Capital, working with at least 11 community organizations, and anticipates deploying at least \$100,000 specifically in response to COVID-19.

Describe evaluation methods used to measure success

To date, the Co-op Capital team has been measuring success by tracking outreach activities, implementation challenges, partner needs, and lending outputs and outcomes. To track lending-related measures, Capacity Managers collect quarterly information on overall number and dollar amount of new loans made, number declined, borrower demographics, and number of dependents impacted. An important tracking tool is the Borrower Report Card, which borrowers fill out in collaboration with the partner that approved their loan. This document captures borrower participation in financial education courses, their engagement in partner organization activities, number of meetings they had with their loan manager, and—for entrepreneurs—number of employees hired or retained and gross revenue. The Borrower Report card also captures borrowers' progress toward the personalized goals they set for themselves when they first got their loan, which helps us better understand the qualitative impact of Co-op Capital on people's lives. Individual partners are also implementing their own internal evaluations. One of the food business partners, for example, is tracking how many borrowers are still in business six months from loan origination and how many borrowers who received loans to scale their business are successfully increasing revenues. In addition to these metrics, they have mapped out evaluation activities, indicators, collection methods, and timelines. The Capacity Managers are working with each partner to put internal evaluations in place by the end of 2021. As we continue to add partners and supplementary components in response to COVID-19, we are committed to ensuring that we have strong program implementation and solid data. To this end, the Co-op Capital team is in the process of

finding an external evaluator to strengthen evaluation efforts in 2020. This evaluation will help us better identify program assets and areas for improvement as we scale Co-op Capital.

Project Time Frame - Is your request for an existing or new program

Existing Program

Other Supporting
Documentation

File Download

N/A



Response Forms Evaluation Forms

<http://funders.investmentconnection.org>



Ariel Cisneros, Senior Advisor
Ariel.Cisneros@kc.frb.org
303-572-2601

Investment Connection Website:
<https://www.kansascityfed.org/community/investmentconnection>

CRA OneSource Website:
<https://www.kansascityfed.org/community/cdi/craonesource>



*Thank you for participating in
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COVID-19: New Mexico!*