

Serving Immigrant Communities

The Federal Reserve Bank of San Francisco 2004 Conference:
Spotlight on Community Reinvestment
Concurrent Session

Building Organizational Capacity

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Presented by

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FUND Consulting

- A small consulting firm working with mission driven organizations nationwide
- Focus on needs assessment, funding, market analysis, program evaluation, and strategic planning
- Has extensive experience working with CDFIs

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Overview

- In order to build organizational capacity use both formal and informal mechanisms
 - Integral involvement with the community
 - Use of research methods
 - Have a plan in place
 - Set goals and measures
- Important to think strategically!

Case Study: IBC Bancorp

- Founded in the early 90's in response to growing concerns over predatory lending
- Founded by a group of Asian business owners who were integrally involved in the community and understood the needs of its immigrant residents
- Employed many immigrant residents of targeted communities

Case Study: IBC Bancorp

- Became certified as a CDFI
- Began applying for funding under various CDFI programs
- Recognized need to build capacity to respond to need and demand and therefore worked toward a more formal strategy for community development lending and reaching out the to diverse immigrant population in its targeted communities

Case Study: IBC Bancorp

- Applied for a CDFI Technical Assistance Grant for a market analysis
- Conducted formal market analysis
 - Results included a formal plan:
 - Creation of an affiliate non-profit CDC
 - Creation of targeted development services
 - Increased partnerships and coordination with local community groups

Case Study: IBC Bancorp

- Received funding under the BEA and Core Component grants of the CDFI Fund
- IBC Bancorp has now 3 branches and various affiliates
- Targets areas with high immigrant and minority population

Lessons Learned

- A combination of research and integral knowledge is the recipe for success
- Maximizing use of available funding/subsidy helped increase capacity for lending in “higher risk” communities
- A continuous cycle of data collection, planning and evaluation helps to be on top of the needs of the targeted community

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