



Bridge the Gap

CONCEPT DOCUMENT

TEAM MICR MEMBERS

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TARGET MARKET

Credit unions are not-for-profit financial institutions which operate according to 8 cooperative principles: voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives, concern for community, and diversity, equity and inclusion (Cooperative Principles - National Credit Union Foundation, 2022). They serve their membership and communities under the unofficial mandate of “people before profit”. However, by reaching the Hispanic demographic through intentional and research-based outreach, credit unions have the opportunity to find value as they *Bridge the Gap*.

Credit unions both locally and nationally are becoming aware of the changing demographics of their communities, fields of membership, and members. In fact, according 2020 US Census data, the fastest growing segment of the population is Hispanic or Latino people; this group increased about 23% over the last decade, compared to an increase of 7% overall across other groups (Passel et al., 2022). As of 2021, Hispanic people make up about 18.9% of the US population (US Census Bureau, 2023). However, as of 2021, only about 100 credit unions hold Juntos Avanzamos designation, which signifies a commitment to “serving and empowering Hispanic and immigrant consumers” (Inclusiv, 2022).

The most common financial services used by the Hispanic demographic include check cashing; international wires; ITIN or alternate credit loans; microloans for establishing credit; and mobile banking is very popular among all age groups. This demographic commonly uses high-interest, predatory payday loans through alternative financial institutions. While credit unions offer similar financial solutions, along with membership benefits, there are many misconceptions regarding traditional financial institutions. Members of this community may not have an established credit history. They may not have typical identification documents. The idea of using money as a tool to build wealth is not common. Other misconceptions include: deposit accounts require a high minimum balance; accounts and financial institutions are unsafe; there are high fees associated with banking; and that citizenship is required.

Financial needs for this demographic are unique and vary depending on life stage but are more dependent on priorities and values than age. Education is important to build financial competence as well as trust. This demonstrates that we are not merely taking advantage of a certain demographic for our gain, but that we are invested and interested in helping our members from any background to meet their financial goals for their own good and for the good of our communities.

PROBLEM DEFINITION

How can we position and prepare credit unions to serve the unique needs of the Hispanic community?

There are significant disparities in the financial health of Hispanic immigrants within the United States compared to their white counterparts. More than 40 percent of low-income Hispanics are underbanked. (Federal Deposit Insurance Corporation, n.d.) “Many Latinx families are under marked financial pressures, with the poverty rate for Latinx individuals being nearly double that for non-Latino Whites (19.4% vs 9.6%, respectively).” (Macias Gil R, 2020) Despite their economic contribution, immigrant communities do not have access to safe, reliable, or affordable financial products and services. In the survey we conducted in April 2023, 100% of Hispanic respondents indicated that building credit was “extremely important” to them versus just 50% of White respondents.

Our initial problem statement focused on providing education geared toward the Hispanic community; How might we promote the value of building credit to Hispanic immigrants? Upon reviewing our survey results we came to find that it wasn't that we needed promote building credit to this population; it was that we needed to connect existing and tailored services to the Hispanic community. Simply expanding membership and lending to those with ITINs is not enough to successfully serve this community. The gap between financial institutions and Hispanic immigrants requires more than product development. For a credit union to successfully attract, engage and retain members from the Hispanic community they must position and prepare themselves to *Bridge the Gap*.

INNOVATIVE SOLUTION

Meet Miriam. Miriam is 35 years old, a single mom to two children ages 4 and 6 who were born in the US. She is a first-generation immigrant; she came here in pursuit of a better life and to provide for family back home in Mexico. She is undocumented, speaks Spanish and very little English, and lives with her sister, who is a documented US resident. Miriam's story reflects the experience of many Hispanic immigrants who come to the United States. If Miriam were to walk in to any one of your branches, would she feel seen? Heard? Understood? If only there were a template that credit unions could use to guide them towards being able to gain Miriam's trust, loyalty and ultimately membership. How can we *Bridge the Gap*?

We have created a 7-year toolkit for credit unions to follow as a guide to be prepared to offer accessible and affordable financial solutions to the growing Hispanic community. This toolkit (available in a digital or paperback copy) outlines milestones that have shown to be successful in building outlasting relationships within your communities, your team members, and your membership.

Between 2010 and 2021 the share of the population in Wisconsin that is Hispanic/Latino grew the most to 7.5% of the state's total population (USA Facts. 2023) This demographic is not going to stop growing, according to the US Census the total Hispanic population will grow to reach 111 million by 2060 equating to about 28% of the US population (US Census Bureau, 2021, October 8). And with credit union membership also increasing year over year it is imperative that we, as an industry, prepare to meet their financial needs now. *Bridge the Gap* is designed to get back to the basics of the diversity, equity and inclusion principle all credit unions strive to uphold. These yearly milestones give credit unions goals to achieve so that when the Hispanic population becomes a third of the nation's total we are ready and able to communicate with our membership and understand their financial aspirations. Credit Unions

cannot wait ten years to start implementing a plan to gain the trust and loyalty of these individuals in our communities. Start building the foundation today to Bridge the Gap for the years to come.

PROTOTYPE

Bridge the Gap employs a multi-year program that aides credit unions in making necessary changes to continue to serve their community. In the first three years, credit unions will focus on investing in a bilingual team through recruiting talent and educational reimbursement, including translation and language services, creating marketing materials in both English and Spanish, and providing diversity, equity, and inclusion training for all team members. During this stage credit unions will also work to build relationships by equipping and deploying community advocates, to build partnerships with Hispanic organizations. Years three to five focus on developing financial products tailored to the needs of the Hispanic community. These products may include affordable money and payment services, tax preparation services, and culturally specific loans. In addition, expanding youth outreach by creating student saver programs in dual immersion schools, translating mobile and online banking into Spanish and offering foreign status accounts coupled with ITIN lending. The program broadens in years 5 to seven, including further community events illustrative of the Hispanic culture, pursuing designations through Juntos Avanzamos, and CDFI certification and grant requests. In year seven, credit unions will be in a confident position to offer our initial prototype, *Pasos de Dinero*. Credit unions can make a significant impact on the Hispanic community's financial well-being by utilizing a unique resource such as the *Bridge the Gap* toolkit. A preview of the tool-kit is included below:

7 Year Outline

- 01** Language Services
- 02** Diversity Equity and Inclusion (DEI) Training
- 03** Community Partnerships
- 04** Tailored Financial Products & Account Services
- 05** Inclusive Policies
- 06** Financial Education
- 07** Designations & Expanded Programs

Step 1 - Language Services

One of the biggest barriers in servicing Hispanic immigrants is the inability to communicate effectively. Your credit union must be dedicated to staffing bilingual team members at all times.

How:

- Provide an incentive wage to bilingual team members
- As positions open, make it best practice to hire a bilingual team member to fill the position.

Goals:

- Bilingual team member at every branch
- Bilingual team member within every department
- Tuition reimbursement for Spanish classes.

Year 2 - Diversity, Equity & Inclusion (DEI) Training

There are many facets to the Hispanic culture that are different from American culture. Through all-staff training and small group work, your team can be better prepared to serve.

Family Matters

Hispanic families are more likely to live in multi-generational households. Financial resources are often shared between family members.

Faith and Church

Faith and spirituality is a big part of Hispanic culture. This is important for the credit union to understand in developing key partnerships within the community.

Housing

Home ownership is a goal for many Hispanic immigrants. Providing access to loans through an ITIN lending program is essential in the development of a comprehensive outreach program.

Healthcare

Many immigrants are unable to find consistent employment and therefore don't qualify for an employer sponsored healthcare plan. Access to health care services is a bridge the credit union help create with community groups.

TEAH HIGGS

TESTING AND RESULTS

We created two surveys using Microsoft Forms: the first was geared toward C-suite level executives at credit unions, and the second was specific to the Hispanic community. We used a variety of platforms, including direct emails, social media platforms, credit union sharing sites,

and posters with QR codes at local Hispanic establishments to distribute our survey. While our C-suite survey received a considerable number of responses, we struggled to get traction within the Hispanic community, totaling only six results. This illustrated what we had learned in our research about the difficulties financial institutions may have with building relationships in this community from the outside. Rather than completely scrap the idea, we reformatted our survey to include a race/ethnicity question. This drastically increased our survey results, but not from the community we wanted to connect with. We adjusted our approach from a product/service designed for the Hispanic community and focused on creating a roadmap for credit unions to take the steps to effectively serve the underserved. The feedback we did receive, especially from credit union executives was favorable regarding our product, but overwhelmingly the data showed that credit unions were only moderately prepared to serve the Hispanic community. That is still from the perspective of credit unions, not focused on what the Hispanic community is specifically asking for.

Our initial prototype solved for our initial problem statement, which created an interactive, educational website specifically for the Hispanic community. In addition, a unique component of the website included a tool to connect potential Hispanic members to credit unions who offer services they may be interested in. For a more detailed overview of this solution, please see Figure 1 in the appendix.

Our survey results reinforced our research and clearly defined the barriers between the Hispanic community and credit unions. We discovered that only 15% of credit union executives said they are “very prepared” to serve members whose first language is not English including having a bilingual team member at every branch. Our research indicated that 24% of credit union respondents do not extend membership to people with ITINs. Some credit unions accept alternative IDs and ITINs which makes building savings and transacting more attainable. However, accessing signature/personal loans, auto loans, business loans and mortgages remains challenging for immigrants. Only 59% of the credit unions surveyed extend mortgage and consumer loans to ITIN borrowers. Finally, connecting the financial resources available to Hispanic immigrants remains challenging for those credit unions who have opened membership and lending to individuals with ITINs. The credit union executives we surveyed rated the success of their outreach to the Hispanic community at an average of 3.88 on a scale of 1-10 (10 being highly successful).

BUSINESS MODEL AND PROFORMA

Bridge the Gap is a 7-year toolkit for credit unions to utilize as a guide to be prepared to offer accessible and affordable financial solutions to the growing Hispanic community. This toolkit will be most valuable when it is made available at no cost to credit unions. For that reason, an income projection for the sale of our prototype is not applicable. To ensure access, we will work with credit union advocacy leagues and credit union service organizations so that they can deliver the *Bridge the Gap* toolkit to their constituents at no cost.

The target market for this product is every credit union that sees the value in providing equitable access to financial services to members of their community. Hispanics are the fastest growing minority racial and ethnic population in Wisconsin. The 2020 US Census reported that the Hispanic population in Wisconsin grew by 33.1%. Those credit unions who anticipate growth in the Hispanic population within their area of membership in the next ten years should begin the 7-year toolkit now to ensure they are positioned and prepared to serve in the future. Outreach to Hispanic immigrants is also imperative for credit union growth. Included in the appendix (Figure 2) is an example of the potential profitability of an ITIN lending program as determined by Filene’s Reaching Minority Households Incubator test. The return on assets (ROA) of the ITIN lending program implementation was 3.81%. Similar results can be expected following successful completion of the *Bridge the Gap* 7- year plan. Exact return on assets will vary based on each credit union’s membership base, asset size and existing lending portfolio. A proforma income statement is included below.

Total Investment in Years 1-3				
	Annual Cost per Team Member	Total*		
Investment in Bilingual Team Members – Wage Differential	\$3,120.00	\$15,600.00		
	Annual Cost per Team Member	Total**		
Tuition Reimbursement	\$1,000.00	\$2,000.00		
Total Investment:	\$4,120.00	\$17,600.00		
3-Year Financial Proforma-Credit Union X				
	Prior year end	Year 1	Year 2	Year 3
New Members*** (#)	45,000	45,450	45,905	46,364
New Deposit Accounts	0	450	455	459
New Loans (#)	2,946	2,967	2,987	3,008
Loan Originations	\$88,125,524	\$88,742,403	\$89,363,599	\$89,989,145

*Based on adding 5 bilingual Team Members
 **Based on \$500 per semester, for 2 Team Members
 ***Assuming a 1% growth in membership annually

OPERATIONAL AND OTHER CONSIDERATIONS

After successful implementation of the *Bridge the Gap* plan, credit unions will be positioned to receive designations, additional grant dollars, and tools to assist in additional outreach. This also creates a framework for continued innovation and improvement for credit unions.

Designations

Pursue designations, such as MDI (minority depository institution), CDFI (community development financial institution), and Juntos Avanzamos (“Together We Rise”). MDI and CDFI come with grant considerations and opportunities that could lead to expanding access to programs and resources at partnering credit unions.

Mobile Consular

Partner with community organizations to sponsor mobile consular services, which would “provide assistance with passports, consular identification, dual-citizenship registration, visa request for Mexico, Power of Attorney, wills, protection department, legal advisory, and information about deferred action for early arrivals (DACA).” (Program: Mobile Consulate/ Consulate on Wheels, n.d.)

ITIN acceptance agent

Equip credit unions to become ITIN acceptance agents. In accordance with written agreement of the IRS, acceptance agents can assist foreign-born people obtain a Taxpayer Identification Number (ITIN) even if they do not qualify for a social security number.

Pasos de Dinero

Implement an interactive online tool to provide education, resources and connect members with the credit unions that can serve their needs. See Figure 1.

CALL TO ACTION AND NEXT STEPS

We want to offer this tool to credit unions and provide a roadmap to take the necessary steps to serve the Hispanic community. We recognize the financial investment our strategy requires and want to ensure the financial commitment is made to the action items rather than paying to access the tool. We will work with credit union advocacy leagues and credit union service organizations to offer this framework at no cost to credit unions. Our next steps will be working with these groups to deliver our product and make it available to credit unions.

Critical to the *Bridge the Gap* plan is for credit unions to have and distribute disclosures and applications in Spanish. Our call to action today is for each of you to ask the Wisconsin Credit Union League to translate primary standard disclosures and templated loan applications into Spanish. This creates an even playing field and removes some of the obstacles pertaining to the operational cost of having disclosures translated. The Consumer Financial Protection Bureau

(CFPB) has taken important steps in increasing the accessibility of Spanish resources and encouraging financial institutions to offer services for all consumers, including those with limited English proficiency (LEP). The CFPB created Spanish disclosures for several topics, ranging from home loan documents to prepaid card notices, to debt collection models. Much of their commentary urges financials to implement as their state laws and regulations allow. Unlike some other states, Wisconsin state laws and regulations do not introduce additional complexity. Our call to action today allows all credit unions to take the first step in serving the needs of the Hispanic community in Wisconsin. Our call to action is about equity and creating equal opportunity. This important initiative requires more than just a few credit unions piloting this program and championing the cause. While that action creates a positive impact on the credit unions and their membership, the impact we're after is bigger than that. We're asking for each of you today to commit to this cause and help *Bridge the Gap*. Please use the QR code included below to sign the petition for offering primary disclosures and loan applications in Spanish for Wisconsin members.

APPENDIX

Include sources for your research, details about your prototype, and full testing results, etc.

Figure 1:

Pasos De Dinero:

A Central Hub for Hispanic Immigrants

As an immigrant, navigating financial services in a new country can be a daunting task, especially when language barriers and lack of familiarity with the local banking system come into play. Pasos De Dinero aims to address this issue by providing a centralized platform that connects Hispanic immigrants with participating local credit unions, providing access to various financial services.

The Platform

Pasos De Dinero is a platform designed with the needs of Hispanic immigrants in mind. Its goal is to create a seamless experience for users by providing a member area with personal login, you select your desired path, and proceed through a series of steps that include skip logic or conditional routing based on their responses.

Customized Paths

The platform's customized path creation process ensures that each user receives a personalized experience based on their needs and goals. The system includes resources that lead each user to their desired outcome, with automatic reminders and follow-ups for each service they choose to pursue. This ensures that each user receives the necessary support to achieve their goals.

Credit Union Participation

Credit Unions participate in the Pasos De Dinero platform by providing qualifying services to Hispanic immigrants, who might not otherwise be able to access these services. Credit Unions will have payment options based on currently undefined criteria, which will enable each credit union to become visible within the qualifying field of membership for the requesting individual, along with any products or services offered. Credit Unions will also have the option to receive metadata from this platform.

Services Offered

Pasos De Dinero offers a variety of services to its users, including:

Employment Interview Preparation

Pasos De Dinero provides assistance to Hispanic immigrants in preparing for employment interviews. This service helps users present themselves professionally and increases their chances of landing a job.

Qualifying for a New Account

This service helps users qualify for a new account with a participating credit union, providing access to various financial services, such as checking and savings accounts.

Applying for a Vehicle Loan

Pasos De Dinero's platform includes resources for applying for vehicle loans. Users can explore this option to help place them on the right path for the best outcome on a vehicle loan.

Applying for a Personal Loan

Pasos De Dinero provides resources for applying for personal loans, which can be used for various purposes, such as paying bills or unexpected expenses.

Applying for a Credit Card

Pasos De Dinero also includes resources for applying for credit cards, which can help users establish credit or build their credit history.

Applying for an ITIN

Pasos De Dinero provides resources for applying for an Individual Taxpayer Identification Number (ITIN), which is used for tax purposes for individuals who do not have a Social Security number.

Applying for a Student Visa

Pasos De Dinero provides resources for applying for a student visa, which can help Hispanic immigrants pursue their educational goals in the United States.

Assistance in Buying a Home

Pasos De Dinero also includes resources for buying a home, providing guidance and support to users in the home-buying process.

Employer Services

Pasos De Dinero also provides resources for employers looking to hire Hispanic immigrants. Employers can list jobs based on specific qualifications for each position, with interview preparation available as well.

Conclusion

Pasos De Dinero is a platform that aims to help Hispanic immigrants access financial services and achieve their goals. With its customized path creation process, access to participating credit unions, and variety of services offered, Pasos De Dinero is an excellent resource for anyone navigating financial services in a new country.



Figure 2:

STANDARDIZED INCOME STATEMENT FOR ITIN LENDING, 2016–2017

	Dollar amount (1)	As a percentage of loan volume		
		All testers (2)	Experienced testers (3)	New testers (4)
1. Loan volume	27,487,639			
2. Interest income	2,281,474	8.30	8.31	8.20
3. Interest expense (cost of funds)	159,428	0.58	0.59	0.49
4. Loan losses (actual and/or expected)	332,600	1.21	1.05	2.47
5. Noninterest income	82,463	0.83	0.29	0.37
6. Noninterest expense	824,629	0.30	3.10	3.40
7. Net interest income (row 2–row 3)	2,122,046	7.72	7.72	7.71
8. Net interest income after loan losses (row 2–row 3–row 4)	1,789,446	6.51	6.67	5.24
9. Net income (ROA)	1,047,279	3.81	3.86	3.40

Source: Filene RMH Surveys (2018). <https://filene.org/learn-something/reports/reaching-minority-households-incubator>.

Note: Aggregated across nine credit unions, scaled and weighted by final loan volumes, interpolating interest expense, loan losses, and noninterest expenses for credit unions whose data were missing.

Figure 3:

Survey of credit union executives:

New Product for Serving the Hispanic Market Evaluation Survey

1. Does your credit union have diversity within your executive team?

32
Responses

Latest Responses

"Yes"

"Yes- one female "

"Yes"

13 respondents (41%) answered **Yes** for this question.

time races and backgrounds Not at this time No we do not
diversity in gender no-but diversity Caucasian
gender diversity **Yes** diversity allowable question
ethnicity men and women talent question in hiring female
Not with ethnicity Not sure

2. How prepared are you to provide service to members whose first language is not English?

- Very prepared 5
- Somewhat prepared 19
- Somewhat unprepared 6
- Very unprepared 4



3. How would population growth in the Hispanic community impact your membership?

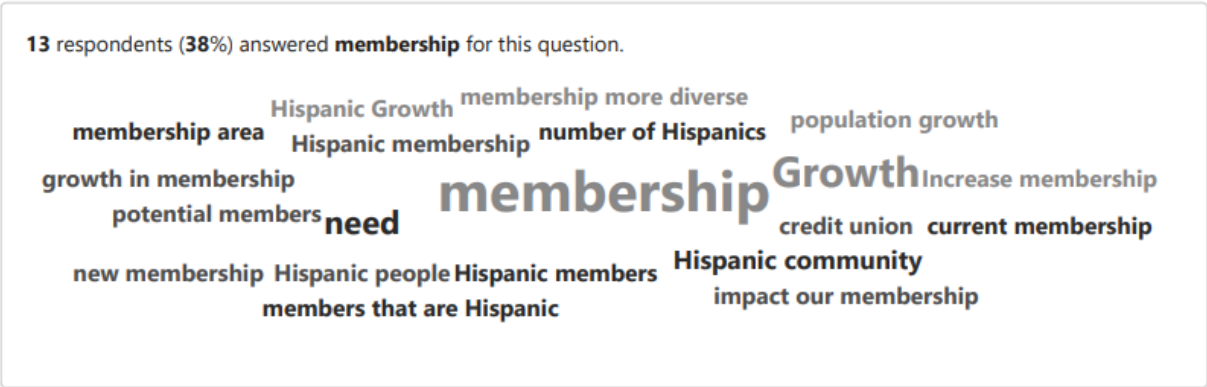
34
Responses

Latest Responses

"It would have a slight impact."

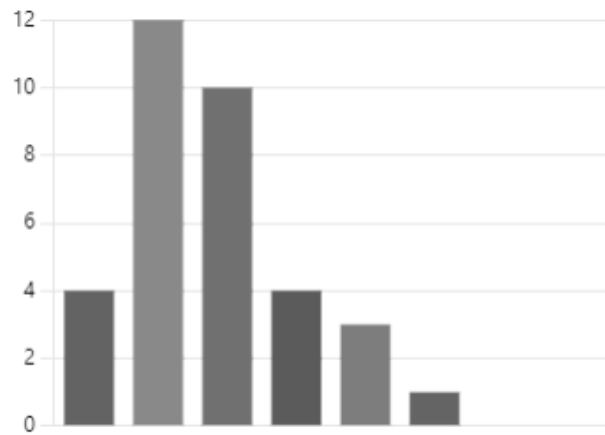
"Great opportunity"

"I think it would be beneficial and our membership would grow."



4. What percentage of your current membership base is Hispanic?

● Less than 1%	4
● 1-5%	12
● 6-10%	10
● 11-15%	4
● 16-20%	3
● 21-25%	1
● 26-30%	0
● over 30%	0



5. Does your credit union currently employ bilingual team members?

● Yes	27
● No	7



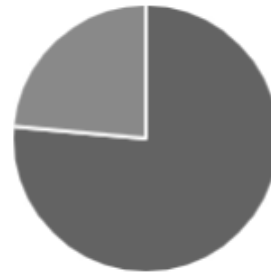
6. Does your credit union have a bilingual team member within every branch?

● Yes 5
● No 29



7. Does your credit union extend membership to people with ITINs?

● Yes 26
● No 8



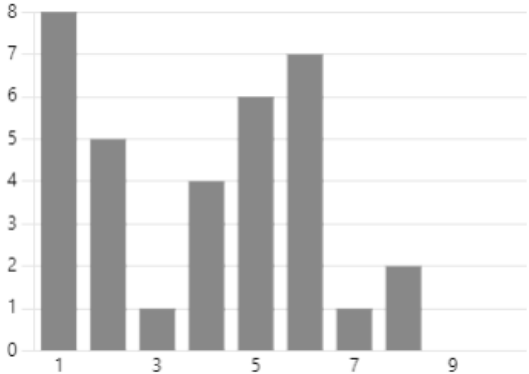
8. Does your credit union extend mortgage and consumer loans to ITIN borrowers?

● Yes 20
● No 14



10. On a scale of 1–10, how successful has your marketing been to the Hispanic community?

3.88
Average Rating



11. How likely are you to pay to be listed on a directory of financial services for the Hispanic community?

Promoters	5
Passives	7
Detractors	22



12. How much would you be willing to pay to be listed on the website directory?

● <\$100/month	24
● <\$1,000/month	5
● <\$5,000/month	0
● I would not be willing to pay	5



13. Would meta data or lead lists generated from your membership base be of interest to your credit union?

● Yes	24
● No	10



14. What is the asset size of your credit union?

● < \$50M	4
● \$50M-\$100M	5
● \$100M-\$500M	10
● >\$500M	15



Figure 4: Survey of Target Market
Encuesta de Opciones Financieras

2. ¿Qué tan importante es construir crédito para usted?

● Extremadamente importante	4
● Algo importante	0
● Neutral	0
● Algo no importante	0
● Extremadamente no importante	0



3. ¿Qué métodos de pago utilizas con más frecuencia?

● Dinero	2
● Cheques o giros postales	0
● Tarjeta de débito	4
● Tarjeta de crédito	1
● Aplicaciones (Venmo, CashApp, ...)	2



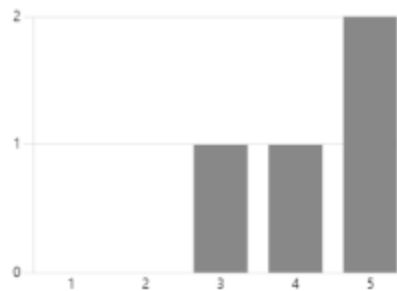
4. ¿Es fácil para usted obtener un préstamo de una institución financiera?

● Sí	4
● No	0



5. 1. En general, ¿qué tan satisfecho/o está con su institución financiera?

4.25
Average Rating



6. ¿Qué le gusta de la institución financiera que utiliza?

4
Responses

Latest Responses

"Tiene muchas sucursales en todo el país "
"Siempre resuelven todas mis preguntas y me ayudan en lo que yo necesito "
"I appreciate the bilingual options "

7. ¿Qué es lo que no le gusta de la institución financiera que utiliza?

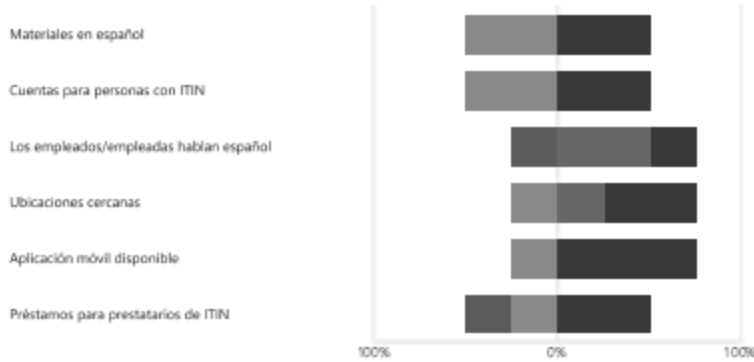
4
Responses

Latest Responses

"Altas cargas por los servicios financieros "
"Me gustaría más préstamos con el ITIN"
..

8. ¿Cuánto le importó cada uno de los siguientes factores cuando eligió dónde guardar su dinero?

■ Not at all ■ Very little ■ Somewhat ■ Very much



9. ¿Cómo recibe actualmente su cheque de pago?

- Dinero 0
- Deposito directo 3
- Tarjeta de Débito Recargable 0
- Cheque de pago 1
- Other 0



10. ¿Qué le impide usar la banca tradicional en un banco o cooperativa de crédito? Marque todo lo que corresponda.

- Desconfianza de los bancos 3
- Mala experiencia previa 1
- Inconveniente 2
- Barrera de comunicación 2
- Estado de inmigración 2
- Use otros métodos (Walmart, C... 0
- Cuenta cerrada anteriormente 1
- Other 0



11. ¿Le interesaría una guía paso a paso sobre cómo generar crédito?

- Sí 4
- No 0



12. ¿Cuáles son sus tres metas financieras principales?

4 Responses

Latest Responses

- "Ahorrar para el retiro, pagar las tarjetas de crédito y pagar la hipoteca "*
- "Tener un préstamo con MN y préstamo para negocio "*
- ..*

13. Si su empleador ofreciera recursos o educación sobre el dinero, ¿sería probable que los utilizara?

- Sí 4
- No 0



14. ¿Cuáles son algunos ejemplos de organizaciones confiables en la comunidad hispana?

4 Responses

Latest Responses

- "Organizaciones sin ánimo de lucro que ayuden a inmigrantes. Organizacia..."*
- "La voz de Beloit "*
- "fcau"*

15. Tu género

● Mujer	3
● Hombre	0
● Non-binary	1
● Prefiero no decir	0



16. ¿Cuántos años tiene?

● < 18	0
● 18-25	1
● 26-35	0
● 36-45	1
● 46-55	1
● > 55	1
● Prefiero no decir	0



17. ¿Cuál es tu ocupación?

4
Responses

Latest Responses
"Gerente"
"Ama de casa y negocio doméstico"
":"

18. ¿Cual es tu primer idioma?

4
Responses

Latest Responses
"Español"
"Español"
"english"

19. ¿Cuál es su estatus migratorio?

- Ciudadano/Ciudadana 3
- Residente permanente 0
- Visa de no inmigrante 0
- Indocumentado/Indocumentada 1
- Prefiero no decirlo 0



20. ¿Cuál es tu etnia? Su respuesta nos ayudará a diseñar mejor nuestro producto.

- White 0
- Hispanic/Latino 4
- Black 0
- Asian 0
- Native American 0
- Pacific Islander 0
- Mi etnia no está en la lista 0



21. Si tiene comentarios o ideas adicionales sobre cómo las instituciones financieras pueden brindarle un mejor servicio, agregue sus opiniones a continuación.

4
Responses

Latest Responses
"N/A"
"Más oportunidades de préstamos para los latinos inmigrantes que trabaja..."
":"

Figure 5: Financial Choices Survey (in English)

2. How important is building credit to you?

● Extremely important	22
● Somewhat important	19
● Neutral	2
● Somewhat not important	0
● Extremely not important	0



3. Which payment methods do you use most often?

● Cash	7
● Checks or money orders	5
● Debit card	28
● Credit card	28
● Apps (Venmo, CashApp, Paypal, ...)	8



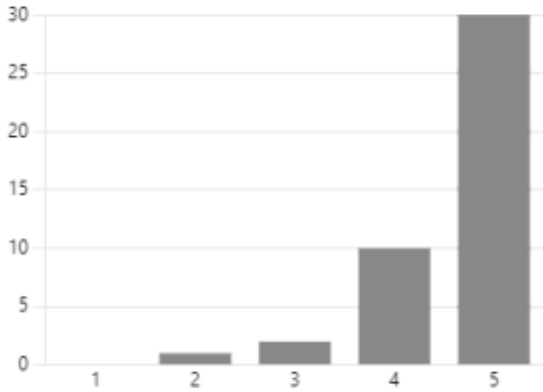
4. Is it easy for you to obtain a loan from a financial institution?

● Yes	42
● No	1



5. Overall, how satisfied are you with your financial institution?

4.60
Average Rating



6. What do you like about the financial institution you use?

43
Responses

Latest Responses

"Online banking is easy and great to have everything in one place. the peopl..."

"Local, and easy to get a hold of. "

"I just like all the employees, they are wonderful and know you by name. "

16 respondents (37%) answered **easy** for this question.

Word cloud for question 6. The most prominent word is "easy". Other significant words include "convenient locations", "banking is easy", "use with online", "members", "credit unions", "line banking", "Union is easy", "Ease of use", "needed", "online banking", "services", "place", "app is easy", "help there willing", "Seeing it online", "easy to get a hold", and "needs of members".

7. What do you dislike about the financial institution you use?

43
Responses

Latest Responses

"nothing comes to mind"

"I'm an hour and a half from a branch. Not their fault. "

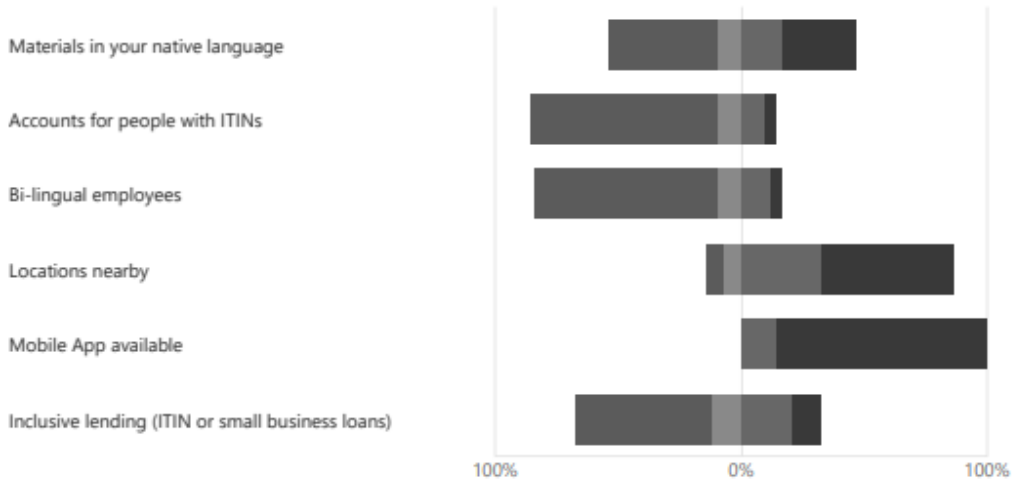
"I would like Remote Deposit Capture, but they don't offer it yet. "

3 respondents (7%) answered **account** for this question.

Word cloud for question 7. The most prominent word is "account". Other significant words include "branch", "credit unions", "opening processes", "interest rates", "members", "business account", "real person", "Online Account", "certain things", "certain limit", "credit scores", "banks", "Low", "mobile app", "larger FIs", "experiences across channels", "familiar faces", "Turnover on members", and "savings rate".

8. How much did each of the following factors matter to you when you chose where you keep your money.

■ Not at all ■ Very little ■ Somewhat ■ Very much



9. How do you currently receive your paycheck?

- Cash 0
- Direct Deposit 41
- Reloadable Debit Card 1
- Check 0
- Other 1



10. What holds you back from using traditional banking at a bank or credit union? Check all that apply.

- Distrust of banks 10
- Bad previous experience 6
- Inconvenient 9
- Communication barrier 1
- Immigration status 1
- Use other methods (Walmart, C... 1
- Account previously closed 1
- Other 24



11. Would you be interested in a step-by-step guide on how to build credit?

Yes 8
 No 35



12. What are your top three financial goals?

43 Responses

Latest Responses

"Reduce debt enough to maximize contributions to 401k, roth IRA and kids e..."

"Save money, buy home, and retire "

"Retire with enough money, not live paycheck to paycheck, be able to afford ..."



13. If your employer offered resources or education about money, would you be likely to utilize it?

Yes 25
 No 18



14. What are some examples of trusted organizations in your community?

43
Responses

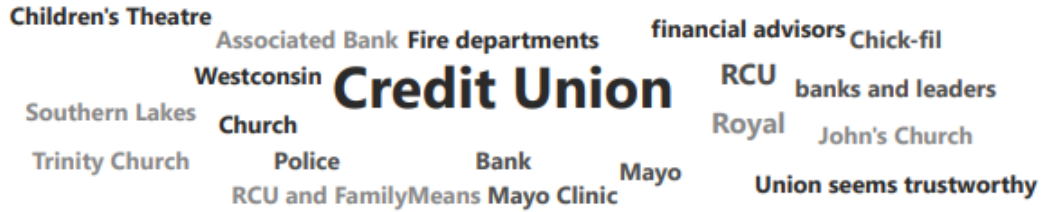
Latest Responses

"RCU and FamilyMeans are all I can think of"

"Royal Credit Union, JAMF, and others. "

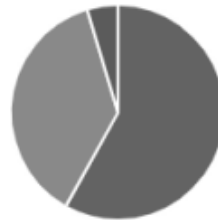
"I don't know. I just use my credit union, or I google if I have any questions o..."

14 respondents (33%) answered **Credit Union** for this question.



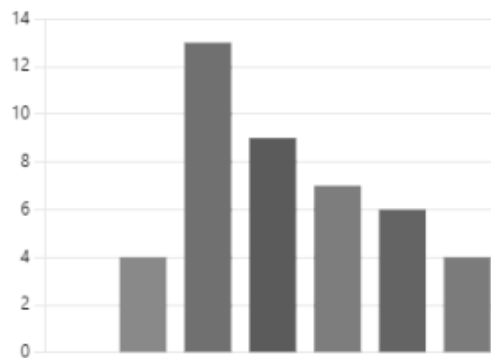
15. Your gender

● Woman	25
● Man	16
● Non-binary	0
● Prefer to not say	2



16. Your age

● < 18	0
● 18-25	4
● 26-35	13
● 36-45	9
● 46-55	7
● > 55	6
● Prefer to not say	4



17. What is your occupation?

43
Responses

Latest Responses
"Consumer Loan Underwriter"
"Fraud Analyst "
"Loan Officer"

5 respondents (12%) answered **Specialist** for this question.



18. What is your first language?

43
Responses

Latest Responses
"English"
"English "
"English"

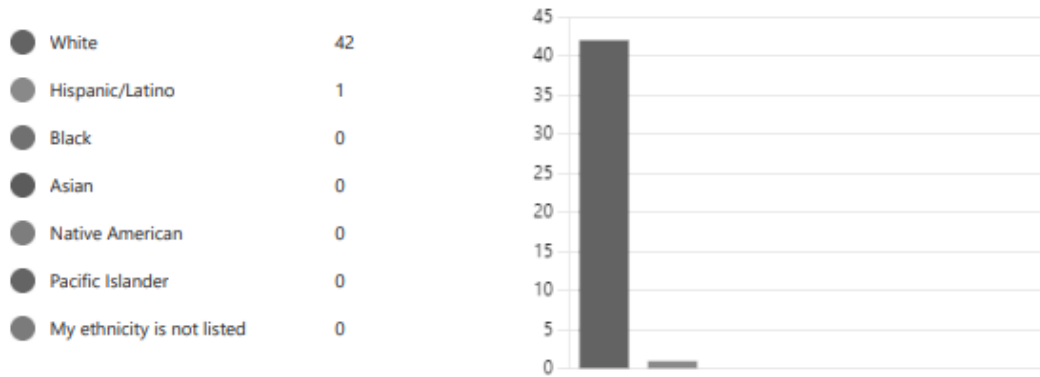
19. What is your immigration status?

● US Citizen	43
● Permanent Resident	0
● Non-Immigrant Visa	0
● Undocumented	0
● Prefer not to say	0



Figure

20. What is your ethnicity? Your response will help us better design our product.



21. If you have additional comments or ideas about how financial institutions can better serve you, please add your thoughts below.

43
Responses

Latest Responses

"n/a"

"N/A"

"Offer advice about investing for our future/retirement."

Figure 6 How Credit Unions Can Prepare to Serve Hispanic Immigrants:

A 7-Year Toolkit

Credit unions have a great opportunity to serve the Hispanic community by offering accessible and affordable financial services. However, it's important for credit unions to understand the unique needs and challenges of this community in order to provide effective services. Below is a 7-year toolkit to help credit unions prepare to serve Hispanic immigrants.

Year 1: Language and Translation Services

One of the first steps credit unions should take is to offer language services to their members. This includes providing bilingual team member within every department of the credit union. The credit union should also have their mobile application and website available in Spanish. The marketing team will provide marketing materials and documents, and tuition reimbursement for team members to include fluency in a second language (Spanish). By doing so, credit unions can improve communication with Hispanic members and build trust with the community.

Year 2: Diversity, Equity and Inclusion (DEI) Training

Credit union team members should receive training on multiculturalism to better understand the Hispanic community and to be able to provide more effective services. This training can include information on cultural norms, values, and communication styles. By being more culturally aware, credit union team members can build stronger relationships with Hispanic members and provide better service.

Year 3: Community Partnerships

Credit unions should partner with Hispanic organizations and businesses in their communities to build relationships and trust with the Hispanic community. This can include sponsoring community events, volunteering at local organizations, and participating in outreach programs. By building strong partnerships, credit unions can better understand the needs of the community and tailor their services accordingly.

Year 4: Accessible Account Services and Tailored Financial Products

Credit unions should make their account services accessible to Hispanic members by offering low-cost accounts, fee waivers, remittance services, prepaid debit cards, and flexible loan options, such as secured loans, small-dollar loans, and credit building loans. Credit unions must comply with all relevant regulations related to lending, including the Equal Credit Opportunity Act (ECOA) and the Fair Credit Reporting Act (FCRA). This means that credit unions cannot discriminate on the basis of race, ethnicity, or national origin, and must provide equal access to credit for all qualified applicants.

By offering cosigner loans, this allows individuals without an SSN to apply for a loan with a cosigner who does have an SSN. The cosigner acts as a guarantor for the loan and takes responsibility for the loan if the borrower defaults. To mitigate risk, credit unions can require additional documentation to verify income and repayment ability, such as bank statements, proof of employment, or other forms of documentation.

Credit unions should consider developing financial products tailored to the needs of Hispanics by offering free tax preparation services, for example.

Hispanics are more likely to send money to family members in other countries, so credit unions could offer affordable international money transfer services. By offering products that meet the unique needs of the Hispanic community, credit unions can differentiate themselves from other financial institutions and build a loyal customer base.

Year 5: Inclusive policies

Credit unions should have inclusive policies in place to ensure that all members feel welcome and supported, regardless of their cultural background.

Year 6: Financial Education

Credit unions should implement initiatives to build trust with the Hispanic community, such as financial counseling, credit building programs, and financial wellness workshops. Credit unions should also have a strong social media presence to engage with Hispanic members, including providing relevant content, answering questions, and offering special promotions.

Year 7: Credit Unions will be ready for Designations and Expanded Offering

In conclusion, credit unions have a tremendous opportunity to serve the Hispanic community by offering accessible and affordable financial services. By following this 7-year toolkit, credit unions can better understand the unique needs and challenges of the Hispanic community and provide effective services. By doing so, credit unions will be ready to benefit from Pasos De Dinero and position themselves as a trusted financial partner for Hispanic immigrants.

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ABOUT FILENE

Filene Research Institute is an independent, consumer finance think and do tank. We are dedicated to scientific and thoughtful analysis about issues affecting the future of credit unions, retail banking, and cooperative finance.

Deeply embedded in the credit union tradition is an ongoing search for better ways to understand and serve credit union members. Open inquiry, the free flow of ideas, and debate are essential parts of the true democratic process. Since 1989, through Filene, leading scholars and thinkers have analyzed managerial problems, public policy questions, and consumer needs for the benefit of the credit union system. We work to strengthen organizations through cutting-edge research, incubation opportunities to test and scale solutions, advisory services to help organizations implement innovation, and host communities and events to connect a community of leaders to improve financial well-being.

We live by the famous words of our namesake, credit union and retail pioneer Edward A. Filene: “Progress is the constant replacing of the best there is with something still better.” Together, Filene and our supporters seek progress for credit unions by challenging the status quo, thinking differently, looking outside, asking and answering tough questions, and collaborating with like-minded organizations.

Filene is a 501(c)(3) nonprofit organization. Nearly 1,000 members make our body of work possible. Learn more at filene.org.

ABOUT THE LEAGUE

Founded in 1934, **The Wisconsin Credit Union League** is the dues-supported trade association for Wisconsin's credit unions--not-for-profit financial institutions that are cooperatively owned by their more than 3.6 million members.

The League is dedicated to serving Wisconsin's credit unions and promoting The Credit Union Difference through advocacy, education, and public service. We are a proud member of the Credit Union National Association (CUNA) and of a worldwide credit union system centered on credit union members.

Leadership: [League Staff](#) | [League Board of Directors](#)

Data: [Wisconsin Credit Union Profile](#)