

# **City of Philadelphia Office of the City Treasurer**



## **Authorized Depository Compliance Reporting: Philadelphia City Code Chapter 19-200 City Funds--Deposits, Investments, & Disbursements**

**Response From:**



**Annual Request for Information  
Questionnaire  
For Calendar Year 2018**

#### **D. COMMUNITY REINVESTMENT GOALS**

*Financial institution's annual Community Reinvestment Goals should include information on the number of small business loans, home mortgages, home improvement loans, and community development investments to be made within low and moderate-income neighborhoods within the City of Philadelphia.*

**1. Provide an overview of the financial institution's annual Community Reinvestment Goals.**

Citizens Bank uses a comprehensive approach to developing its annual CRA goals. Goals are reviewed against performance on a monthly basis and quarterly meetings held with a CRA State Market Leadership Team.

**2. Provide the number of small business loans, home mortgages, home improvement loans, and community development investments to be made within low and moderate-income neighborhoods within the City of Philadelphia.**

Type	2018 Goals	2018 Results	2019 Goals
Small Business Loans	205	186	190
Home Mortgages	130	130	155
Home Improvement Loans	N/A	N/A	N/A
Home Equity Line of Credit	428	414	420
Community Development Investments**	68	57	60

\*\*Community Development Investments in dollars for the 12 months ended 12/31/2018 were \$ 1,133,745.66 compared to \$975,000 in FY 2017.

**If applicable, explain why previous year results did not meet the stated goal.**

The 2018 Small Business goal was based on 2017 performance. However, overall loan volume in 2018 was down to 451 in FY 2018 compared to 553 in FY 2017 (or 18%). Although Small Business Loans are down from 205 in FY 2017 to 186 in FY 2018, loans are in line with prior year results from a value perspective at \$7,343M in FY 2018 to \$7,942M in FY 2017.

LMI Mortgages in FY 2018 of 130 exceeded 2017 results of 104.

Because of changes in the Home Mortgage Disclosure Act (HMDA) reporting requirements, Home Improvement loans are no longer tracked and consistent with HMDA reporting. We are sharing information about HELOC originations beginning in 2018.

**3. Provide the actual number and dollar amounts of small business loans, residential mortgages, home improvement loans, community development investments, consumer loans, and other commercial loans made in neighborhoods within the City of Philadelphia.**

**Calendar Year 2018**

*Number of Loans by Income*

Type	Low	Mod	Mid	Upp	Total
Residential Mortgage	22	108	81	156	367

Home Equity Line of Credit	50	364	371	443	1,228
Small Business Loans	40	146	103	162	451
Community Development	1	4	0	2	7
Consumer Loans	N/A	N/A	N/A	N/A	N/A
Other Commercial Loans	0	0	0	0	0
<b>Total:</b>	113	622	555	763	2,053
How many business loans were originated?	40	146	103	162	451

*Value of Loans (\$) by Income (000's)*

<b>Type</b>	<b>Low</b>	<b>Mod</b>	<b>Mid</b>	<b>Upp</b>	<b>Total</b>
Residential Mortgage	4,454	24,320	16,965	58,511	104,250
Home Equity Line of Credit	2,473	29,206	34,829	64,566	131,074
Small Business Loans	2,139	5,204	3,001	12,703	23,047
Community Development	16,800	28,169	0	22,300	67,269
Consumer Loans	N/A	N/A	N/A	N/A	N/A
Other Commercial Loans	0	0	0	0	0
<b>Total:</b>	25,866	86,899	54,795	158,080	325,640
% of Consumer Loans made through Credit Cards	N/A	N/A	N/A	N/A	N/A

- Provide information on other types of community development investments made in neighborhoods within the City of Philadelphia (for example: Grants, Education, Public or related Commercial Development).**

## **COMMUNITY INVOLVEMENT AND INVESTMENT**

Citizens Bank's strong commitment to servicing the critical needs of the neighborhoods where the Bank conducts business is reflected in its community development investments and charitable contributions. Citizens Helping Citizens is the bank's comprehensive community engagement effort that leverages the strengths of the company and the skills of its colleagues to enhance the communities where it does business.

In 2017, Citizens Bank contributed \$14 million to support community activities and events across its footprint. Citizens Bank colleagues contributed more than 114,000 volunteer hours and executives provided leadership by serving on community boards and championing efforts to raise awareness and funds for key causes. In 2018, the bank exceeded investments (in dollars) and exceeded volunteer hours.

Funding priorities for 2018 consist of program support in four specific areas that fortify the economic vitality of our neighborhoods: fighting hunger; teaching money management, strengthening communities and volunteerism. Signature initiatives include:

- **Champions in Action** – Since 2004, Citizens has awarded over \$1.2 million to 45 organizations in the Greater Philadelphia area through Champions in Action, a unique initiative designed to provide financial, volunteer, and promotional support for nonprofit organizations that are addressing the needs and social challenges of our diverse neighborhoods. In Philadelphia, we've partnered with NBC10/Telemundo62 and Philadelphia Media Network on the program. In 2018, the first award was made to Village of Arts and Humanities in the category of Community Arts and the second award was made to Career Wardrobe in the category of Social Entrepreneurship & Social Enterprise.
- **Citizens Helping Citizens Manage Money** – In 2018, Citizens Bank awarded \$220,000 to 11 nonprofits in Pennsylvania, New Jersey and Delaware as part of the Citizens Helping Citizens Manage Money initiative. Citizens' multi-faceted financial education program leverages the financial planning expertise of its bankers and its partnerships with local nonprofits focused on financial education. These organizations received a contribution in recognition of and to further support their commitments to teaching youth and adults about financial literacy and the importance of managing money effectively.
- **Phans Feeding Families** – Citizens Bank has partnered with The Philadelphia Phillies in the Phans Feeding Families program since 2010. This initiative raises money and collects food to feed the nearly one million people in the Delaware Valley that are at risk of hunger. In 2018, Citizens Bank donated \$40,000 to the cause, with proceeds benefiting Philabundance, the region's largest hunger relief organization.
- In December 2018, Citizens Bank announced a \$100,000 contribution to strengthen job training and development for the Philadelphia maritime industry. The **Citizens Bank Maritime Training Center** is a collaboration with Citizens Bank, the Collegiate Consortium of Workforce Development, Philadelphia Works and PhilaPort. The center is a first-of-its-kind workforce development initiative that will provide formal, enhanced training opportunities such as forklift certification and recertification, yard jockey training and OSHA safety training.

Other contributions were made to Childrens Hospital of Pennsylvania for the South Philadelphia Community Center, Free Library of Philadelphia Foundation Neighborhood Job Fairs, the Urban Affairs Coalition FAN Clubs, Philadelphia Youth Network Work Ready Program, University City District's West Philadelphia Skills Initiative, the Project Home Adult Learning and Workforce Development, Philadelphia OIC's Bankworks program, Klein Life JCC's Senior Meals Program, Culture Works of Greater Philadelphia, David McCullough Prize for American History, Wistar, the Barnes Foundation and the National Constitution Center. Citizens Bank also provides funding to The African American Museum in Philadelphia to support subsidized admission throughout the Martin Luther King, Jr. Day weekend and is a member of the Chamber of Commerce of Greater Philadelphia and the Philadelphia Conventions and Visitors Bureau.

In June 2003, Citizens Bank and the Phillies announced a 25-year partnership that included naming rights to the team's new, world-class ballpark and a broad-based, innovative media package. Since Citizens

Bank Park opened in 2004, Citizens Bank has worked with the Phillies to expand and enhance community outreach, including:

- Citizens Bank developed the Helping Hand Glove donation program for children who play in the Phillies Jr. RBI League. Each year more than 6,000 inner city children under the age of 12 participate in a program that teaches them about baseball, sportsmanship and teamwork. Since developing the program, Citizens Bank has purchased, collected and donated more than 10,000 baseball gloves to children who play in the Phillies Jr. RBI League.
- Since 2004, Citizens Bank has donated 1,500 game tickets each year to community groups throughout Greater Philadelphia.

## **COMMUNITY DEVELOPMENT**

### **COMMUNITY DEVELOPMENT ACTIVITIES IN PHILADELPHIA**

Citizens Bank understands that a good bank is at the heart of a community, and that investing in our communities enriches us all. That's why we partner with local non-profit organizations to build vital connections to help communities prosper. Organizations that we work with participate in a variety of community building activities including: helping individuals find affordable housing, workforce development, financial education, neighborhood revitalization and small business technical assistance.

One of the ways in which we implement our Community Development initiatives is through strong ongoing relationships with Community Partners. These are visible, known, respected and accomplished nonprofit organizations that work to improve the lives of low to moderate income households and/or small businesses.

We partner with these organizations in several ways including: Board or Committee representation; volunteer financial education instructors; colleague engagement in their programs as panelists, subject matter experts and financial coaches.

For well over 10 years we have had a robust financial literacy program in Philadelphia where colleagues have conducted financial education workshops throughout the City. Citizens Bank colleagues support and participate in a variety of Financial Education initiatives in Philadelphia, including but not limited to: Philadelphia Works, School District of Philadelphia and First Time Home Buyer Workshops with various organizations. Activities that have occurred in FY 2018 include the following:

#### **Campaign for Working Families**

Vita site assistance was provided to Campaign for Working Families.

#### **Career Wardrobe**

Assisted Career Wardrobe clients with job interview skills.

#### **Ceiba**

Vita site assistance was provided to Ceiba.

#### **Coatesville Towers**

A credit workshop was provided to elderly adults at Coatesville Towers in partnership with the Urban Affairs Coalition.

#### **City of Philadelphia**

Small business support was provided at the Philadelphia International Airport.

**Community Integrated Services**

Citizens Bank colleagues provided financial education to special education students participating in CIS School to Work Transition programs.

**Community Learning Center**

Citizens Bank colleagues provided interviewing skills assistance and financial education to Community Learning Center.

**Community Solutions CDC**

Citizens Bank provided technical and resource assistance at a Community Resource Fair at the Shepard Recreation Center.

**Diversified Community Services**

Citizens Bank provided financial education assistance at Dixon House.

**Enterprise Center**

Citizens Bank provided small business expertise at an Access to Capital event at the Enterprise Center.

**Free Library of Philadelphia**

Financial education was provided to employees of the Free Library of Philadelphia on their annual employee appreciation day.

**Gomper Elementary School**

Small Business financial education assistance was provided at Gomper Elementary School in partnership with the Urban Affairs Coalition.

**Head Start Pratt Center**

A Financial Goal Setting (SMART Goals) workshop was provided to parents of Head Start children in partnership with the Urban Affairs Coalition.

**HIAS Council and Migration Service of Philadelphia**

Financial education was provided to the HIAS Council and Migration Service of Philadelphia.

**Junior Achievement of Southeastern Pennsylvania**

Financial education using the Junior Achievement curriculum was conducted in partnership with Junior Achievement of Southeastern Pennsylvania.

**Mastery Charter School**

A financial education workshop was conducted for parents at Mastery Charter School.

**Mount Airy USA**

Financial education assistance was provided in partnership with Mount Airy USA to members of the community at the Martin Luther King Recreation Center.

**Oxford Circle Christian Community Development Association (OCCDA)**

Financial education was provided to Oxford Circle Christian Community Development Association in partnership with the Urban Affairs Coalition.

**Philadelphia FIGHT**

Financial education on credit was provided to Philadelphia FIGHT in partnership with the Urban Affairs Coalition.

**Tech Impact**

A financial education workshop was conducted for students in the IT Works program of Tech Impact at Peirce College.

**PA House of Representatives**

Citizens Bank participated in an Economic and Empowerment and Entrepreneurship Seminar, providing small business expertise at Ezekiel Baptist Church.

**Philadelphia Opportunities Industrialization Center (OIC)**

Citizens Bank provided recruitment assistance to Philadelphia OIC and financial education in support of their Re-entry Program.

**Philadelphia Works CareerLinks**

Citizens Bank colleagues provided ongoing financial education throughout the year to Philadelphia Works' Esperanza CareerLink and Germantown CareerLink to participants interested in finding employment or transitioning into another career.

**School District of Philadelphia**

A series of financial education workshops were conducted at Philadelphia high schools in partnership with the School District of Philadelphia in celebration of Financial Literacy Month.

**Score Association Chapter 46**

Small business support was provided to Score Association Chapter 46 throughout the year.

**Uplift Solutions**

Financial education workshops were conducted throughout the year in partnership with Uplift Solutions at Enon Tabernacle Church.

5. **Briefly describe any lending outreach programs geared toward minorities, low-income persons, immigrants, or women. This description should include the targeted community, the type of product (i.e. commercial, home lending, unsecured consumer) and any program outcomes.**

Please see Exhibit A that outlines our products for LMI Individuals and communities.



## **EXHIBIT A**

### **HMDA Lending Programs**

Citizens Bank offers innovative, affordable and flexible lending programs to assist individuals in attaining their financial goals. Given below are examples of these programs:

- Destination Home Loan Program– This program offers eligible, prospective homeowners with an opportunity to buy and sustain a home with a very minimal down payment and an affordable, low-monthly mortgage payment. The flexible terms, absence of mortgage insurance (PMI) and subsidized pricing has allowed various borrowers to qualify for a mortgage when they otherwise may not have been able to. This product is considered innovative because it offers eligible borrowers above market loan-to-value financing at a low, long-term fixed interest rate. The flexible combination of higher loan-to-values and low, long-term fixed interest rate allows us to keep down-payment requirements low for homebuyers' while keeping their monthly mortgage payments affordable. Eligible borrowers whose income does not exceed 80% of median income or, borrowers who purchase their homes in low or moderate-income census tracts, could receive between 95% and 97%, 30-year, low fixed rate financing for home purchases and limited-cash out refinances of 1-4 unit homes with loan amounts up to \$931,600. Moreover, a higher loan-to-value of 105% is permitted where borrowers leverage community second programs structured as deferred and/or forgivable loans that lowered overall home purchase prices. Finally, the absence of PMI allows these loans to be more affordable to LMI borrowers. To help ensure responsible homeownership, we require home buyer education for first-time home buyers. Citizens Bank partners with HUD approved housing counseling agencies to provide this service.
- The Citizens Bank Closing Cost/Down Payment Assistance Program- Provides first time homebuyers, specifically low and moderate-income borrowers and/or property located in a low or moderate-income census tract, with grant funds of 3% up to a maximum of \$2,500 (no lien on property or repayment required) to be used towards down payment and/or closing costs.
- Fannie Mae HomeReady- This program is designed for low-to-moderate income borrowers, with expanded eligibility (up to 97% LTV) for financing homes in low-income communities. HomeReady loans provide affordable conventional financing with low down payments, flexible source of funds and innovative underwriting flexibilities that expand access to credit, including interested third party contributions up to 3% for properties with LTV greater than 90%. Additionally, a 25% reduction in mortgage insurance coverage applies to loans between 90% and 97% LTV. This product can be used in conjunction with the Citizens Bank Closing Cost/Down Payment Assistance Program.
- Pennsylvania Housing Finance Agency (PHFA)- This program feature a below market interest rate and low down payment requirements. Borrowers are required to be first time homebuyers as defined by PHFA Sellers Guide, except in those cases where PHFA will waive such a requirement if borrower is purchasing in a targeted area as further defined by PHFA. This versatile product offering has terms ranging from 5 to 30 years and can assume the first or second lien position.
- The K424 Keystone Home Loan FHA- features below market interest rate, maximum 96.5% LTV plus financed UFMIP (the total of which must not exceed 100% of appraised value) on plan 424 and ability to submit loan through Desktop Underwriting.
- Fannie Mae Loan Product- This program is used to support ongoing efforts to expand access to credit and support sustainable homeownership, Fannie Mae offered > 95% to 97% LTV/CLTV/HCLTV financing to help home buyers who would otherwise qualify for a mortgage

but may not have the resources for a larger down payment, and to support refinance of existing Fannie Mae mortgage loans.

- Citizens Bank of Pennsylvania- participated in the Federal Housing Administration (FHA) Fixed Rate Plans – 214, 216 and 296 and the Veterans Administration (VA) Fixed Rate Loan Program – 215, 217 and 219:
  - 15 Year Term (only) FHA Fixed Rate Conforming “Standard” Loan
  - 20 to 30 Year Term FHA Fixed Rate Conforming “Standard” Loan
  - 30 Year Term (only) FHA Fixed Rate High Balance Loan
- The VA Loan- is designed to offer long-term financing to eligible American veterans or their surviving spouses. VA Loans are often made without any upfront payment(s) and frequently offer lower interest rates than typically available with other types of loans.

### **Community Development Lending Programs**

Given below are examples of Citizens Bank programs available to meet the needs of the community:

- Construction and Permanent Financing for Commercial and Multifamily Developments- loans to finance construction and re-development of commercial and multifamily properties. Citizens Bank can also extend letters of credit providing credit enhancement for municipal bond financing used to fund property development.
- Low Income Housing Tax Credit (LIHTC) Loans- construction financing made in conjunction with project receiving federal and/or state LIHTC's. Citizens Bank also provides construction-bridge financing which enables the construction and rehabilitation of affordable housing developments. Various terms and options are available.
- New Market Tax Credit Leveraged Loans- Construction and seven-year permanent financing for project which are being developed using the federal New Market Tax Credits program.
- Tax Credit Bridge Loan- Construction financing providing bridge financing for commercial and multifamily projects being developed using federal and state LIHTC and historic tax credits. Loans are typically secure by a pledge of future equity investments from the tax credits rather than a 1st mortgage on the property. Tax Credit Bridge Loans may be made at the property level or may bridge the Bank's equity commitment to upper tier syndicator partnership entities. Loans to Qualified Community Development Financial Institutions (CDFI)- Loans to community development financial institutions that provide credit and financial services to underserved markets and populations. Bank credit facilities to CDFI's may be direct lines of credit or participation in loan pools.
- Historic Tax Credits- A federal program which gives financial incentives to developers of historic rehabilitation properties.
- Small Business Investment Corporations (SBIC's)- A federally sponsored program which provides financing for qualified small businesses.

# Aiming for Excellence

ANNUAL REPORT 2018

To access the Annual Report, please go to:  
<https://investor.citizensbank.com>

**APPENDIX II  
CITIZENS BANK  
COMMUNITY DEVELOPMENT  
LONG TERM STRATEGIC PLAN**

Citizens is pleased to submit its Long Term Strategic Plan as requested by the city Treasurer's Office, commissioned by the City of Philadelphia examining the Lending Practices of Depository Banks.

As Required by Chapter 19-200 of the Philadelphia City Code as referenced:

"Each depository shall also provide the City with a long term strategic plan to address disparities in its lending and investment activities. The strategic plan shall address how the depository will match or exceed peer lending performance in targeting capital access and credit needs disclosed in disparity studies commissioned by the City."

**OUR IMPACT**

Citizens understands that a good bank is at the heart of a community, and that investing in our communities enriches us all. That's why we partner with local non-profit organizations to build vital connections to help communities prosper. Our programs assist those in need so they may receive food and clothing, find affordable housing, develop their skills for better jobs, and expand their financial literacy. In 2018, we deepened our commitment to our communities, launching partnerships with Feeding America, Junior Achievement, and the Local Initiatives Support Corporation to broaden and magnify the impact of our corporate giving in the areas of financial literacy, fighting hunger and strengthening communities. Additionally, we consistently strive to achieve an Outstanding CRA rating from the Office of the Comptroller of the Currency (OCC) who monitors and evaluates the Bank's compliance with the Community Reinvestment Act.

**LENDING RESULTS**

**HOME PURCHASE**

- Per the 2017 Econsult Lending Study Citizens Bank received the second highest home purchase lending composite score among all of the ranked depositories for the second year in a row.
- Citizens, per the lending study (page 209), issued 270 home purchase loans, a decrease of 10.9 percent from 2016 to 2017.
- There was a 4.1 percent decrease in applications and a 16.0 percent decrease in denials between 2016 and 2017.
- Citizens Outperformed City average for the percent of loans issued to borrowers in minority tracts (44.4 percent compared to 43.6 percent). Also outperformed the City average for percent of loans issued to Asian borrowers (13.3 percent compared to 8.7 percent).
- Lowest denial ratio of African-American applicants to White applicants for home purchase loan denials, with 1.57 denials to African-American applications for every one denial to a White application. The Citywide average in 2017 was 2.56.
- Citizens had the lowest denial ratio across all categories. The denial ratio was 0.92 for Asian applicants while the City average was 1.49.

<b>Home Purchase Loans, Philadelphia</b>	<b>2016 Citizens %</b>	<b>2016 All Depositories %</b>	<b>2016 All Lenders %</b>	<b>2017 Citizens %</b>	<b>2017 All Depositories %</b>	<b>2017 All Lenders %</b>
Loans to African Americans	11.9	13.3	15.3	11.9	13.6	18.8
Loans to Hispanics	2.6	5.3	9.4	4.1	6.5	9.5
Loans Minority Tracts	40.3	38.8	39.3	44.4	40.3	43.6
Loans LMI Borrowers	38.3	37.6	47.3	39.6	32.9	48.4
Loans LMI Tracts	32.3	27.4	28.1	32.6	29.1	32.6

<b>Home Purchase Loans, Philadelphia</b>	<b>2016 Citizens</b>	<b>2016 All Depositories</b>	<b>2016 All Lenders</b>	<b>2017 Citizens</b>	<b>2017 All Depositories</b>	<b>2017 All Lenders</b>
African American to White Denial Ratio	1.81	2.4	2.5	1.57	2.11	2.56
Hispanic to White Denial Ratio	1.99	2.5	2.26	0.00	2.07	1.86
Asian to White Denial Ratio	1.66	1.7	1.61	0.92	2.23	1.49

\*Information in the chart above is from the 2017 (page 205) and 2016 (page 125) Econsult Lending Studies

As reflected in the chart above Citizens lending percentages for Loans to African American and Hispanics was lower than all depositories. During the period, 26.7% of loans originated had race selected as N/A. As a result, this could potentially have a negative impact on the percentages above. We continue to partner with housing counseling agencies, minority realtor groups and participate in lending fairs to identify opportunities.

## HOME REFINANCE

Per the Econsult Lending Study (page 209), Citizens issued 174 home refinance loans, a 12.3 percent increase from 2016.

- In 2017, the number of applications increased by 15.6 percent and the number of denials increased by 38.2 percent.
- Ranked last (6th) in percent of loans to female borrowers.
- Ranked 2nd in percent of loans to LMI borrowers.
- Ranked 4th for percent of loans to African-American borrowers (17.2 percent) and 5th for percent of loans to Hispanic borrowers (2.9 percent) in 2017.
- Ranked last for the number of home refinance loan denials to African-American applicants compared to White applicants (at 2.54), and ranked 3rd for the number of denials to Hispanic applicants compared to White applicants (at 1.91).

Although Citizens ranked last in the percent of loans to female borrowers, during the period, 22% of loans originated had Gender selected as N/A. As a result, this could potentially have a negative impact on the percentage referenced above.

## **HOME PURCHASE AND REFINANCE STRATEGY**

Citizens Bank is dedicated to serving the mortgage financing needs of its community, including low- and moderate-income (“LMI”) borrowers and families residing in LMI areas as well as traditionally underserved communities. Citizens Bank has the largest branch network in the Philadelphia market with 46 branch locations. Twenty Five (25) of the 46 branches are within close proximity to the low- and moderate-income communities in the city. The bank has developed a multi-pronged program to serve LMI residents in Philadelphia. The program includes:

- 1) A broad set of mortgage loan programs, including portfolio and government-guaranteed loan programs, that benefit LMI homebuyers by addressing key factors that hinder the ability of LMI and first-time homebuyers to achieve homeownership. Features and benefits of these programs include lower down-payment requirements, higher debt to income ratios, and our portfolio product also eliminates the need for private mortgage insurance.
- 2) Closing cost and down-payment assistance to borrowers who have low or moderate income or are purchasing homes in LMI communities.
- 3) Participating in and supporting local home-ownership programs.
- 4) Participating in and supporting non-profit organizations serving the needs of LMI and first-time homebuyers through homeownership education initiatives.

## **SMALL BUSINESS LENDING**

In 2017 (page 239 of report) Citizens lending to small business ranking declined to fifth from fourth in 2016. In recent years, Citizens has fluctuated between 4 and 5 in its Small Business Lending.

## **SMALL BUSINESS LENDING STRATEGY**

Citizens Bank is committed to meeting the needs of our business banking customers at every stage of their company’s life cycle. Our goal is to simplify the way businesses get funding so they can focus on operating their business. Listed below are outlines of our recent initiatives to expand our small business lending reach and capabilities:

### Partnership with new lending platform

In 2018 we extended our lending capabilities to a digital small business lending platform which enables small businesses to quickly and easily apply online for loans, lines of credit and credit cards.

The new service enables small businesses to apply for loans and lines of credit up to \$150,000 through a simple online application. In most cases customers are notified of approval decisions the same business day, and loans are funded within three business days.

### SBA Expansion

In 2018 Citizens focused on expanding and enhancing our SBA Lending capabilities to better serve the community. We have dedicated underwriters, portfolio managers, sales support specialists and business development officers.

### Small Business Community Partnership and Engagement

Citizens actively partners with several organizations that work with small businesses and is an active participant in several small business initiatives. Examples include (but aren't limited to):

- Partner with Finanta, The Enterprise Center, Local Initiatives Support Corporation and other community development financial institutions (CDFI's) and small business organizations to deliver Business Technical Assistance.
- Member of the Philadelphia Capital Consortium that is managed by the City of Philadelphia's Commerce Department
- Developed the Galvanizing Germantown Event Series that is hosted at the Germantown Branch located at 550 Germantown Avenue in Philadelphia. Event attendees include a mix of small businesses and non profit organizations. Information has been provided to attendees on a variety of topics including grant management and funding resources for non profits, how small business can submit to RFP opportunities for projects at institutions like University of Pennsylvania and LaSalle and separating business credit from personal credit. The goals for the events are:
  - a. Creating Alliances with other Companies in Germantown
  - b. Collaborating to increase business sales/service outcomes
  - c. Utilizing Unity to Increase Revenue and Fundraising
  - d. Advocating for Business and Growth in Germantown
- Partner with the Walnut Hill Community Association (WHCA) that serves the neighborhood of Walnut Hill. Our 52<sup>nd</sup> Street Branch Manager is engaged with this organization and is a resource for the businesses in the important 52<sup>nd</sup> Street Commercial Corridor.

## **COMMUNITY ENGAGEMENT**

### **Board Memberships**

Citizens Bank employees have served as members on boards and committees for the following nonprofit organizations that are involved promoting community development, small business and affordable housing in the Philadelphia area. Some of these boards include the following:

- *City of Philadelphia Housing Advisory Board:* In 2015, Philadelphia's voters created the Housing Advisory Board. The board includes members of the housing, real estate, and lending industries. It also includes relevant government agencies. The board suggests ways to maintain and increase the supply of housing for all income levels. The board also reviews and provides advice on the Department of Planning and Development's strategic housing plans.
- *The Enterprise Center Capital Corporation:* Loan Review Committee: Organization helps finance small businesses that have difficulty obtaining loans for start-up capital and business growth, whether that is due to poor credit history or a lack of collateral. With a focus on women- and minority-owned businesses, TEC-CC originates loans between \$2,500 and \$200,000 to entrepreneurs through its status as a CDFI (Community Development Financial Institution) and a U.S. Small Business Administration Microloan Intermediary.
- *FINANTA:* FINANTA, Short for Financing and Technical Assistance, is a mission driven non-profit lending institution facilitating access to capital and technical assistance in the Philadelphia Region.

The organization serves 8 counties in the Philadelphia region in collaboration with local organizations seeking to facilitate access to capital and credit building to those who need it the most.

- *Local Initiatives Support Corporation (LISC):* A convener, an investor, and a capacity builder, Philadelphia LISC is a bridge between capital and communities. As a local office of the largest community development organization in the United States, their reach is national, and their impact is local. Philadelphia LISC is a bold and creative leader in community revitalization and a strong advocate for equitable development in diverse low-income communities.
- *People's Emergency Center:* The People's Emergency Center's mission is to nurture families, strengthen neighborhoods and drive change in West Philadelphia. PEC offers affordable housing, job training, parenting and early childhood education, financial education and planning, life skills and technology coursework. PEC seeks to change the life trajectory for the women and children who seek its services and inspire them to aspire to new heights.
- *Philadelphia Works:* Philadelphia Works serves employers and career seekers in Philadelphia. As a non-profit organization, the organization funds and oversees employment and training services to help Philadelphia employers access the talent they need to be competitive.
- *Urban Affairs Coalition:* The Urban Affairs Coalition unites government, business, neighborhoods, and individual initiative to improve the quality of life in the region, build wealth in urban communities, and solve emerging issues.

#### Financial Education

For well over 10 years we have had a robust financial literacy program in Philadelphia where colleagues have conducted financial education workshops throughout the City. Citizens Bank colleagues support and participate in a variety of Financial Education initiatives in Philadelphia, including but not limited to the following:

- *Affordable Housing Centers of Pennsylvania:* AHCOPA's mission is to increase and preserve homeownership opportunities for low to moderate income and minority residents of Pennsylvania. The organization provides resources and information on the home buying process and options to prevent foreclosure.
- *Back On My Feet:* Back on My Feet, a national organization operating in 12 major cities coast to coast, combats homelessness through the power of running, community support and essential employment and housing resources.
- *CEIBA:* Ceiba promotes the economic development and financial inclusion of Philadelphia's Latino community through collaborations and advocacy aimed at ensuring their access to quality housing.
- *Clarifi:* Clarifi, a nonprofit resource dedicated to lifelong financial literacy, has assisted 700,000 local residents in improving financial literacy, capability and stability. Their mission is to create hope by helping people identify and secure the most important assets in their lives. Based in Center City Philadelphia, Clarifi has 20 branch offices covering Philadelphia, Bucks, Chester, Delaware and Montgomery Counties in Pennsylvania; Burlington, Camden, Cumberland, Gloucester and Atlantic Counties in New Jersey; and New Castle County in Delaware.
- *Enterprise Center:* Founded in 1989 by the Wharton Small Business Development Center, The Enterprise Center provides access to capital, capacity building, business education and economic



development opportunities to high-potential, minority entrepreneurs. Through our portfolio of business-acceleration initiatives, TEC seeks to better position minority enterprises to compete in the local, regional, and global economies.

- *Esperanza*: Esperanza is a faith-based nonprofit organization driven by the biblical mandate to "serve the least of these." The organization strengthens Hispanic communities through education, economic development, and advocacy.
- *Diversified Community Services*: It is the mission of Diversified Community Services to provide leadership and services that strengthens and coordinates the Point Breeze and surrounding communities' efforts on behalf of children, youth and families, especially those that are most vulnerable.
- *Junior Achievement of Southeastern PA*: JA of South Eastern PA's mission is to inspire and prepare young people in grades K-12 to succeed in a global economy through real world relationships with business, government, and education partners that can help them develop the employability and financial literacy skills needed to succeed in the 21st century.
- *Mt. Airy USA*: The mission of Mt. Airy USA is to preserve, empower and advance a vibrant and diverse Mt. Airy by stimulating development responsive to the community's needs. The Housing Counseling program delivers high-quality services to low and moderate-income first time homebuyers and existing homeowners.
- *Phillies RBI League*: The Phillies RBI League was created in 1989 to target children from inner city areas that have not been traditionally involved with baseball.
- *School District of Philadelphia*: The School District of Philadelphia is the eighth largest school district in the nation, by enrollment. Located in a historic and culturally rich setting, the district is a racially and ethnically diverse community committed to education.