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COUNCIL OF THE CITY OF PHILADELPHIA

3

PUBLIC HEARING

4

COMMITTEE ON COMMERCE & ECONOMIC DEVELOPMENT

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Room 696, City Hall
Philadelphia, Pennsylvania
Thursday, March 25, 2004
2:00 p.m.

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9 RESOLUTION 040048 - authorizing the
Committee on Commerce and Economic
10 Development to hold hearings to review
annual community reinvestment goals
submitted by City depository banks...
11 RESOLUTION 040145 - authorizing the
Committee on Commerce and Economic
12 Development to hold hearings examining small
business lending in low and moderate income
13 and minority areas within the City of
Philadelphia...
14

15

PRESENT:

16

COUNCILMAN W. WILSON GOODE
17 COUNCILMAN FRANK DICICCO
COUNCILMAN FRANK RIZZO
18 COUNCILMAN JUAN RAMOS
COUNCILWOMAN DONNA REED MILLER
19 COUNCILMAN RICHARD MARIANO
COUNCILWOMAN MARIAN TASCO
20 COUNCILMAN DARRELL CLARKE
COUNCILWOMAN BLONDELL REYNOLDS BROWN
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1 03/25/04 - COMMERCE - RES. 040048, 040145

2 COUNCILMAN GOODE: Good afternoon.

3 This is a public hearing of the Commerce and
4 Economic Development Committee on Resolutions
5 040048 and 040145. My name is W. Wilson
6 Goode, Jr., Chair of the Committee.

7 I note other Committee Members
8 present include, to my right, Councilman Frank
9 DiCicco, Councilwoman Donna Reed Miller and
10 Councilwoman Blondell Reynolds Brown. We're
11 expecting actually all Members of the
12 Committee, other than the Vice Chair, who is
13 actually traveling to South Africa today.

14 At this time, I would ask the Clerk
15 to please read the title of both resolutions.

16 THE CLERK: Resolution 040048,
17 authorizing the Committee on Commerce and
18 Economic Development to hold hearings to
19 review annual community reinvestment goals
20 submitted by City depository banks and the
21 role of City depository banks in leveraging
22 private investment from the proposed
23 \$500 million Economic Development Capital
24 Fund, and further authorizing the Committee to
25 issue subpoenas to compel the attendance of

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2 witnesses and the production of documents and
3 other evidence.

4 And Resolution 040145, authorizing
5 the Committee on Commerce and Economic
6 Development to hold hearings examining small
7 business lending in low and moderate income
8 and minority areas within the City of
9 Philadelphia, and calling on the Small
10 Business Lending Task Force of the Community
11 and Economic Development Committee of the
12 Greater Philadelphia Urban Affairs Coalition
13 to present testimony on several potential
14 solutions to lending disparity, including a
15 loan guarantee fund, alternative loan programs
16 and an information and referral system for
17 small businesses.

18 COUNCILMAN GOODE: Thank you.

19 Our first witness today on
20 Resolution 040048 is John Nacchio from the
21 City Treasurer's Office.

22 Please state your name for the
23 record and proceed with your testimony.

24 Let me note for the record
25 Councilman Darrell Clarke is also present. We

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2 now have a quorum officially.

3 MR. NACCHIO: My name is John
4 Nacchio. I'm with the City Treasurer's
5 Office. What I'd like to do is read the
6 prepared testimony and basically read it as it
7 has been written.

8 Good day, Mr. Chairman, and Members
9 of the Committee on Commerce and Economic
10 Development. I am John Nacchio, the
11 Treasurer's Office, Operational Investment
12 Manager, and today I'm representing the Office
13 of the City Treasurer on behalf of the acting
14 City Treasurer.

15 Just to provide a little background
16 about the City Treasurer's Office, the City
17 Treasurer's Office, under the City Charter, is
18 the official custodian of City funds for the
19 purpose of sound financial management and the
20 disbursement of checks. It is, however, the
21 Revenue Department that collects the monies
22 and then it is turned over to the City
23 Treasurer and deposited with the depositories.
24 These depositories are and have been
25 legislated into the Philadelphia City Code by

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2 City Council in Chapter 19-200.

3 Also contained in Bill 030022,
4 approved on April 24th, 2003, was included a
5 new requirement, that a City depository
6 provide the City with an annual statement of
7 community reinvestment goals. This effort is
8 reflective of the Federal Community
9 Reinvestment Act and provides a monitoring
10 tool to affect the flow of credit and the
11 provision of banking services in
12 neighborhoods.

13 Then what followed was Bill 030023,
14 and this was a revision of The Philadelphia
15 Code for reinvestment goals. It was approved
16 on May 20, 2003, and it revised the long list
17 of City depositories and included banks and
18 financial institutions. At the current time,
19 including amendments, it is now a very
20 shortened list of seven banks that are City
21 depositories. They are Wachovia Bank, which
22 was formerly known as First Union bank, PNC,
23 Citizens, Commerce, United, Mellon and Fleet
24 Bank.

25 A request was sent to each of the

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2 depositories on December 31st to provide an
3 annual statement of community reinvestment
4 goals. All seven banks responded, completing
5 the requirement of Section 2 of Chapter
6 19-200. The responses were forwarded to the
7 Committee Chairman, Councilman Goode.

8 That concludes my testimony. And
9 I'm available for any questions or follow-up
10 that the Committee may have at this time.

11 COUNCILMAN GOODE: Thank you, Mr.
12 Nacchio, for your testimony. Members of the
13 Committee have received copies of the
14 reinvestment statements. They'll find them in
15 their packets.

16 I just have one question for the
17 record. You sent letters to the seven
18 depositories. Do you intend to send letters
19 to other banks in anticipation of their
20 wanting to become depositories?

21 MR. NACCHIO: There was no
22 indication to do that. The only bank that I
23 know that's under consideration currently was
24 Hudson Bank. So we did not send it to any of
25 the banks except those that were on the list.

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2 COUNCILMAN GOODE: I guess part of
3 the question was, are there other banks that
4 are looking to become City depositories?

5 You mentioned Hudson, and so Hudson
6 will have to comply with the Fair Lending Law
7 as well?

8 MR. NACCHIO: Yes. There are no
9 other banks at this time who have inquired to
10 become a City depository.

11 COUNCILMAN GOODE: Thank you.

12 Members of the Committee will have
13 time to review these statements.

14 Are there any Members that have
15 questions for the Treasurer's Office at this
16 time?

17 The Chair recognizes Councilman
18 Clarke.

19 COUNCILMAN CLARKE: Thank you, Mr.
20 Chairman.

21 Good afternoon. I'm just reviewing
22 this and I'm just getting to the first
23 response from Citizens Bank. I haven't had a
24 chance to go through the rest of them, but I'm
25 going to ask this question with the assumption

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2 that it may be a similar response.

3 In indicating the loan allocations,
4 the number of units per year for 2004, it
5 references residential mortgage loans, home
6 improvement loans, small business loans,
7 community development. Was there any other
8 data indicating the specific areas, like zip
9 code, census tract, any more level of detail?
10 Can you request any more level of detail?

11 MR. NACCHIO: There is no other
12 level of detail provided by the bank. Under
13 the legislation, it requires that they submit
14 their goals and does not have a format or a
15 detailed level request. But that is something
16 that we certainly would hope that the banks
17 could provide. But it has not been provided
18 to our office.

19 COUNCILMAN CLARKE: It would be a
20 lot easier for us to fully analyze the data if
21 you had some specific areas. Will they be
22 targeting 900 in the northern part of the City
23 or in the western? Will it be dispersed
24 geographically in an equitable manner? I just
25 kind of want to get a sense of --

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2 COUNCILMAN GOODE: All the goals are
3 set for low and moderate income areas.
4 Information is not reported by census tract,
5 but all the lending that is accounted for is
6 within low and moderate income census tracts.

7 COUNCILMAN CLARKE: I understand
8 that. I guess the data will be forthcoming at
9 some point in terms of what actually happened.
10 The question is, once we get that --

11 MR. NACCHIO: That's my
12 understanding, that these are the goals.

13 COUNCILMAN CLARKE: I would just be
14 interested to see where the money is being
15 dispersed to as we move forward. In terms of
16 targeting the City resources, we want to make
17 sure we can leverage whatever we do.

18 COUNCILMAN GOODE: Some of that data
19 will be available through our last panel. The
20 Greater Philadelphia Urban Affairs Coalition
21 actually has mapped it out in terms of where
22 the lending is taking place.

23 COUNCILMAN CLARKE: Great.

24 Thank you, Mr. Chairman.

25 COUNCILMAN GOODE: Let me

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2 acknowledge for the record that Councilman
3 Frank Rizzo, a Member of the Committee, has
4 also joined us.

5 The Chair recognizes Councilwoman
6 Miller.

7 COUNCILWOMAN MILLER: Thank you, Mr.
8 Chairman.

9 I too wanted additional information
10 in terms of data to compare the goals, with
11 the minority goals with the majority of what's
12 happening to the majority of borrowers. What
13 is the percentage of the goal? Do you know
14 what is the actual goal? Is there a 5 percent
15 or 10 percent goal? What's the goal, Wilson?

16 COUNCILMAN GOODE: It's just a
17 requirement that in order to hold City money
18 they have to set goals on an annual basis.

19 COUNCILWOMAN MILLER: Okay. But we
20 don't know what those annual goals are?

21 COUNCILMAN GOODE: The annual goals
22 are submitted on an annual basis. Those are
23 the 2004 goals. Within your packet are also
24 copies of the 2003 goals. And for both
25 Wachovia and for Commerce Bank, they actually

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2 submitted their performance in terms of how
3 they performed in terms of their 2003 goals.

4 COUNCILWOMAN MILLER: All right.
5 Thank you.

6 COUNCILMAN GOODE: Are there any
7 other questions from Members of the Committee?

8 (No response.)

9 COUNCILMAN GOODE: Thank you, Mr.
10 Nacchio.

11 Is there anyone else to testify
12 specifically on Resolution 040048?

13 (No response.)

14 COUNCILMAN GOODE: We will move to
15 Resolution 040145. Our first witness on that
16 resolution is Marisa Waxman from the City's
17 Controller's Office.

18 Please state your name for the
19 record.

20 MS. WAXMAN: My name is Marisa
21 Waxman. I work for the City Controller's
22 Office, and Controller Saidel has asked that I
23 read his remarks to you this afternoon.

24 "I would like to offer testimony
25 today on small business lending in

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2 Philadelphia. As Philadelphia continues to
3 lose jobs and residents, access to capital is
4 essential for small businesses to grow and
5 succeed. Equitable access is paramount. We
6 all must strive to create an environment where
7 firms and families can thrive. I applaud
8 Councilman Goode and all of City Council for
9 focusing attention on this important issue.

10 "Significant study has been
11 completed on this topic by Councilman Goode's
12 staff and numerous other groups, so I will
13 limit my comments to an analysis of small
14 business lending in Philadelphia released by
15 my office. This analysis considers only data
16 for Philadelphia. I am therefore not in a
17 position to comment on trends outside the
18 City.

19 "My office performed an analysis of
20 data available from the Federal Financial
21 Institutions Examination Council. Along with
22 other responsibilities, the Council monitors
23 the efforts of financial institutions to
24 comply with the Community Reinvestment Act of
25 1977. This Act seeks to encourage lending

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2 within the communities in which banks operate.

3 The analysis performed by my office
4 tracks the number of loans to small
5 businesses. These are loans to firms with
6 less than \$1 million in revenues. The report
7 also includes other lending statistics.
8 Currently the data are available for the years
9 1998 through 2002. Our analysis considers
10 only loans taking place in Philadelphia and
11 seeks to identify differences among
12 communities of varying income levels. For the
13 purpose of our analysis, low and moderate
14 income communities are those that are below 80
15 percent of the median income level for the
16 metropolitan area. Middle and upper income
17 communities are those with higher than 80
18 percent of the area's median income.

19 "From 1998 to 2002 the number of
20 loans to small businesses nearly doubled.
21 During that time period the inflation-adjusted
22 total amount loaned to small businesses
23 increased from \$163 million to \$272 million.
24 Despite this upward trend, the number of loans
25 made to small businesses fell by over 20

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2 percent between 2001 and 2002. At the same
3 time the average amount per loan increased
4 from \$37,000 in 2001 to \$49,000 in 2002.
5 Notwithstanding this increase, the average
6 loan amount in 2002 is almost 10 percent less
7 than the 1998 average loan made to small
8 businesses in Philadelphia.

9 The data demonstrates significant
10 changes in overall lending during this
11 five-year period, but the data did not
12 indicate major changes in the distribution of
13 lending between communities of different
14 income levels. During the five-year period,
15 between 39 and 42 percent of loans to small
16 businesses were made in low and moderate
17 income communities. When considering the
18 amount of loans, low and moderate income
19 communities received between 34 and 39 percent
20 of the loan funds. The share of loan funds
21 received by these communities fell to its
22 lowest level, 34 percent, in 2001. The share
23 rebounded to 38 percent in 2002.

24 "The City's tax structure has
25 contributed to an environment where individual

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2 firms ask for and receive incentives to stay
3 or relocate to Philadelphia. We all pay for
4 these incentives, and our taxes are higher so
5 that some firms can pay less. I believe we
6 must foster a business climate that allows
7 enterprises in every community an opportunity
8 for success. The nature and magnitude of our
9 taxes have harmed Philadelphia's economic
10 competitiveness over the last 50 years and
11 made it more difficult for small firms to grow
12 and prosper. In light of the high cost of
13 doing business in Philadelphia, access to
14 funding is particularly critical for many
15 small enterprises. While the total amount of
16 money loaned has increased, the average loan
17 amount has decreased since 1998. Without
18 access to capital, fewer and fewer
19 entrepreneurs will be able to pursue the dream
20 of owning their own business. It is my hope
21 this data will enhance this Council's ability
22 to consider how the City can ensure the hard
23 working people of every Philadelphia community
24 have access to the resources needed to pursue
25 and achieve their dreams."

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2 Thank you.

3 COUNCILMAN GOODE: Thank you, Ms.
4 Waxman, for your testimony. Members of the
5 Committee have received copies of the report.

6 I will note I believe this is the
7 third report that the Controller has done
8 based on actually my first resolution in City
9 Council calling for annual review of small
10 business lending. I'll just make the same
11 request I made last year, that we make sure
12 that this is actually done on an annual basis
13 so that we can keep track of the data.

14 Are there any questions from Members
15 of the Committee?

16 (No response.)

17 COUNCILMAN GOODE: I note for the
18 record that Councilman Juan Ramos is also in
19 attendance.

20 Thank you very much.

21 Our next witness is Josh Silver from
22 the National Community Reinvestment Coalition.

23 MR. SILVER: Good afternoon,
24 Councilmember Goode, and thank you so much for
25 asking NCRC to come and testify today.

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2 Good afternoon, Councilmembers.

3 COUNCILMAN GOODE: Mr. Silver, could
4 you please state your name for the record?

5 MR. SILVER: Sure. It's Joshua
6 Silver, and I am Vice President of Research
7 and Policy for the National Community
8 Reinvestment Coalition, and we are based in
9 Washington, D.C.

10 NCRC is the nation's CRA trade
11 association of 600 community organizations
12 across the country dedicated to increasing
13 access to credit and capital for traditionally
14 under-served communities. We fight for fair
15 lending laws on a national level. It's tough
16 these days. We also provide programs to our
17 member organizations and communities across
18 the country. We have a financial education
19 program and we also participate in an SBA
20 lending program called Community Express,
21 which I'll describe a little bit in my
22 testimony.

23 Councilmember Goode invited NCRC to
24 testify about a year and a half ago. And when
25 we came about a year and a half ago, we

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2 documented some troubling disparities in small
3 business lending. And I wish I could come
4 here today and say that things were getting
5 better, but, in fact, the disparities are the
6 same or worse as they were a year and a half
7 ago.

8 Attached to my written testimony
9 today is a chart showing small business
10 lending in the hundred largest metropolitan
11 areas across the country. And when I was
12 talking to Councilmember Goode's staff before
13 testifying, I was remarking that actually
14 Philadelphia is on the bottom of the list.
15 The disparities in small business lending is
16 the worst in Philadelphia of 100 large
17 metropolitan areas.

18 In 2001, only 16 percent of the
19 small businesses in minority tracts received
20 loans. Minority tracts is defined as tracts
21 where more than 50 percent of the residents
22 are minorities. On average across these 100
23 metropolitan areas, 33 percent of the small
24 businesses in minority tracts receive loans.
25 So in other words, about one half of the

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2 businesses in Philadelphia's minority
3 neighborhoods are receiving loans compared to
4 small businesses in a hundred other of the
5 largest metropolitan areas in the country.

6 When you look at low and moderate
7 income census tracts, the picture is not any
8 better. Only 17 percent of Philadelphia's
9 small businesses in low and moderate income
10 census tracts received loans. This was the
11 second worst among the 100 largest
12 metropolitan areas. Small businesses and low
13 and moderate income census tracts in
14 Harrisburg received fewer loans in percentage
15 terms.

16 When we did a quick update using the
17 2002 data, which is the most recent data
18 available, the picture did not improve. Only
19 16 percent of the businesses in Philadelphia's
20 minority census tracts received loans, whether
21 you're looking at the City or the larger
22 metropolitan area. And only 19 percent of the
23 businesses in low and moderate income census
24 tracts received loans.

25 In preparing for the testimony,

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2 Councilmember Goode's office shared with me
3 the Greater Philadelphia Urban Affairs
4 Coalition paper. The paper reviews the
5 literature on small business studies and says
6 that the literature suggests that after
7 controlling for credit worthiness and other
8 relevant factors, there is an unexplained
9 factor contributing to disparities in small
10 business lending. We will name that
11 unexplained factor, even though the GPUAC
12 paper did not name it. That unexplained
13 factor is the ugly word, discrimination.

14 A few years ago, Dan Immergluck, who
15 is a professor at Grand Valley State
16 University, did a paper for the City of
17 Philadelphia, and he found that after
18 controlling for credit worthiness -- he got
19 data from Dunn and Bradstreet -- the number of
20 loans decreased as the number of minorities in
21 a census tract increased. NCRC has found
22 similar findings when you look at home lending
23 across the country.

24 We released a study called the
25 Broken Credit System in the end of 2003, and

25 We strongly support the concept of a

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2 loan guarantee fund proposed by Councilmember
3 Goode, particularly in this environment where
4 the fate of the Small Business Administration
5 programs is very much in flux right now.
6 There is a huge debate between Congress and
7 the Bush Administration over what the size of
8 the loan guarantee will be, will it go down to
9 50 percent. Right now on most programs it's
10 higher than 50 percent. And the lenders
11 themselves say if the loan guarantees go down
12 to 50 percent, the programs will no longer be
13 viable. We urge the City to watch the debate
14 in Congress over the fate of the SBA programs
15 and to design a loan guarantee fund that
16 complements, but does not substitute, for SBA
17 lending programs. NCRC would be happy to help
18 the City research where the private sector
19 lenders and SBA programs are reaching
20 businesses and where they are not reaching
21 businesses by neighborhood, by census tract,
22 and design a loan guarantee fund targeted to
23 those census tracts that neither the
24 conventional lending programs nor the SBA
25 programs are reaching.

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2 NCRC participates in an SBA program
3 called the Community Express program. Under
4 that program the SBA loan guarantee is
5 actually higher than usual, and that is
6 because NCRC member organizations provide
7 technical assistance, both pre-loan and
8 post-loan. Because of these two innovations
9 working together, the loan guarantee fund and
10 the technical assistance, an extraordinarily
11 high level of minority and women-owned
12 businesses are being reached. In the first
13 quarter of 2004, 75 percent of the Community
14 Express loans went to minority-owned
15 businesses, and 55 percent of the loans went
16 to women-owned businesses. And we believe
17 that a City program with a City loan guarantee
18 fund could also have similar success in
19 reaching traditionally under-served
20 businesses.

21 I just want to mention a few other
22 recommendations quickly before taking
23 questions.

24 One thing that we think is very,
25 very important is more vigorous CRA

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2 enforcement. When banks have CRA exams,
3 anybody from the general public can comment to
4 a federal examiner looking at a bank's CRA
5 record, and we recommend to the City that you
6 either establish an advocacy office that's a
7 City agency that can comment on these things
8 or work with a non-profit that can comment on
9 CRA exams, perhaps making judgements about the
10 adequacy of the goals that the lenders have
11 submitted to the City.

12 One observation I'll make to that is
13 the goals talk about the number of loans, and
14 that's all well and good. But it doesn't have
15 bench marks, like there are 30 percent of the
16 small businesses in the City are in low and
17 moderate income census tracts. We will strive
18 to make 30 percent of the loans in low and
19 moderate income census tracts. Those are the
20 kind of bench marks that you need to add some
21 meat and some rigor to the goal statements
22 that you're getting from the banks.

23 Also, when banks merge, that's also
24 a very important time to engage in advocacy
25 and to comment, and the federal agencies are

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2 required to consider a bank's CRA performance
3 in ruling on a bank's merger applications.
4 And actually, Fleet will soon be called Bank
5 of America, for example. The second largest
6 bank merger in history just occurred, and NCRC
7 member organizations in Philadelphia are
8 involved in that. So pursuing CRA enforcement
9 is, we believe, very, very important.

10 One thing I want to mention on the
11 federal level, in this climate the federal
12 regulatory agencies are actually proposing
13 changes to CRA, which will be harmful, which
14 will decrease the amount of bank investments
15 and services and branches to low and moderate
16 income communities by giving about 1,000 banks
17 with assets between \$250 million and
18 \$500 million easier tests. Banks actually
19 have tests that they have to pass to
20 demonstrate compliance with the Community
21 Reinvestment Act. And the easier the test,
22 the less investments and services and loans
23 that you're holding banks accountable for.

24 Another proposal is proposing a weak
25 anti-predatory lending standard. I can talk

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2 in more detail if any Councilmember wants to
3 do that.

4 Last but not least, perhaps the only
5 good thing in this proposal is reporting small
6 business lending by individual census tracts.
7 Right now the publicly available data on small
8 business lending that are submitted by each
9 bank gives you categories, how many loans they
10 made to low income tracts and moderate income
11 tracts, but we don't know the specific census
12 tract. And the federal regulators are
13 actually proposing to release to the general
14 public data on how many loans are in each
15 census tract, so some of the questions that we
16 had earlier from some of the City
17 Councilmembers of how we can track the
18 performance of banks in reaching
19 neighborhoods, hopefully the federal agencies
20 will require this additional data. And if the
21 federal government doesn't require this
22 additional data, actually nothing stops the
23 City. The existing federal law does not stop
24 the City from requesting this data.

25 Last but not least, we do agree with

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2 the GPUAC that more financial education is
3 critically important. NCRC has a financial
4 education program that we operate on a
5 national level, as well as our Community
6 Express Small Business Lending Program, and we
7 would be delighted to help and assist in
8 financial education initiatives in the City of
9 Philadelphia.

10 Thank you so much for this
11 opportunity to testify. I'll be happy to
12 answer any questions.

13 COUNCILMAN GOODE: Thank you, Mr.
14 Silver, for your testimony. And thank you for
15 traveling from D.C. to be with us today.

16 Actually, I'm going to withhold
17 questions right now so we can allow GPUAC to
18 testify. If you could stay with us for just a
19 little while, I would like to hear their
20 testimony before asking people to respond to
21 yours.

22 MR. SILVER: Okay. Thank you.

23 COUNCILMAN GOODE: Our next panel
24 will be the Greater Philadelphia Urban Affairs
25 Coalition, Small Business Lending Task Force.

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2 Good afternoon.

3 MS. MATLOCK-TURNER: Please excuse
4 us for being a little late, Mr. Chairman, and
5 the rest of the Councilmembers. GPUAC's Board
6 met this afternoon at 12:00 and we just
7 finished up.

8 COUNCILMAN GOODE: I understand
9 you're going to testify in the order, Don
10 Kelley, then Sharmain Matlock-Turner, Gerri
11 Walker, then Leslie Benoliel?

12 MS. MATLOCK-TURNER: I think I'm
13 going first and then I think next is Don and
14 then Gerri and then finally Leslie, if that's
15 okay with you and the Committee.

16 COUNCILMAN GOODE: Please state your
17 name.

18 MS. MATLOCK-TURNER: Certainly. I'm
19 Sharmain Matlock-Turner. I'm the President of
20 the Greater Philadelphia Urban Affairs
21 Coalition. I want to thank Chairman Goode and
22 the other Members of City Council who are here
23 today, Councilwoman Blondell Reynolds-Brown,
24 Councilman Ramos, Councilman Clarke,
25 Councilman Rizzo, to be here to offer from the

1 03/25/04 - COMMERCE - RES. 040048, 040145
2 Greater Philadelphia Urban Affairs Coalition
3 an opportunity to present testimony to you on
4 the subject of small business lending in low
5 and moderate income and minority communities
6 within our City.

7 I'm going to talk briefly about what
8 you already know about the disparities and the
9 distribution of loans to small businesses in
10 lower income and minority communities, and
11 then with my colleagues we will introduce a
12 set of solutions and a new pilot initiative.

13 This is an issue about which there
14 is broad consensus on at least one point. We
15 all agree that the vitality of our small
16 business sector is crucial to the economic
17 health of our City and the quality of life in
18 our neighborhoods.

19 Studies by the National Community
20 Reinvestment Coalition, which I think you just
21 heard from, and the Office of the Controller
22 of the City of Philadelphia have identified
23 disparities in the distribution of loans to
24 small businesses in lower income and minority
25 areas compared to other areas in the City.

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2 Unfortunately, the data is not sufficient to
3 identify all of the precise causes of these
4 disparities.

5 Studies conducted in other parts of
6 the country and reported in the federal
7 reserve research in 1999 isolated a number of
8 factors such as firm size, credit histories
9 and personal wealth, and have found them to
10 account for much, but certainly not all, of
11 the disparities.

12 Regardless of whether the reasons
13 for the disparities reside in the nature of
14 the market or in the policies of the lending
15 industry, the fact remains that less than
16 proportionate distribution of loans to small
17 businesses in lower income and minority
18 communities in our City is not a good thing.
19 It is, therefore, incumbent upon us as civic
20 leaders to figure out how to close the gap
21 between credit readiness of the small business
22 owner and lending willingness of the bank.

23 Toward this end, GPUAC's Committee
24 on Community and Economic Development,
25 co-chaired by Ray Desiderio of PNC Bank and

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2 Rick Sauer of the Philadelphia Association of
3 Community Development Corporations, recruited
4 a diverse and dedicated group of experts to
5 form a small business lending task force.
6 Leslie Benoliel, Executive Director of the
7 Philadelphia Development Partnership was
8 appointed Chair. Don Kelley, Director of
9 GPUAC's Department of Community and Economic
10 development, was assigned to the project to
11 provide staff support.

12 Following my comments, Don will
13 describe the Task Force and its deliberations
14 in more detail. Then, as I said before, the
15 next speaker will be Gerri Walker, who is the
16 Chairperson of the North Philadelphia Chamber
17 of the Commerce and a member of the Task
18 Force. She will summarize the key
19 observations made by the committee. And then
20 finally we will hear from Leslie Benoliel,
21 Executive Director of the Philadelphia
22 Development Partnership, who will outline
23 specific programmatic and policy
24 recommendations accompanied by what we believe
25 might be estimated cost and a suggestion

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2 around public investment in these proposals.

3 Allow me to conclude by setting
4 forth a vision. We believe that the ideas
5 that you will hear can lead to a new
6 three-year pilot initiative based on a
7 partnership between the private and public
8 sectors that will demonstrate that the amount
9 of lending to small businesses in lower income
10 and minority communities can be doubled by
11 approximately \$100 million a year to
12 \$200 million.

13 As President of GPUAC, I offer the
14 services of my organization to convene the
15 Task Force together with banking and public
16 sector leaders to build this new partnership.

17 Thank you very much for your
18 attention.

19 COUNCILMAN GOODE: Thank you.

20 Mr. Kelley.

21 MR. KELLEY: Good afternoon,
22 Chairman Goode, and Members of City Council.
23 Thanks for the opportunity for representatives
24 of the Small Business Lending Task Force of
25 the Greater Philadelphia Urban Affairs

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2 Coalition to share its insights and
3 understanding about this important issue.

4 As GPUAC's staff person to the Task
5 Force, I would like to explain to you how the
6 Task Force was formed and how it deliberated
7 over the course of a year. Ms. Gerri Walker
8 will follow my remarks with a presentation of
9 the observations of the Task Force and about
10 the nature of the problem. The Task Force
11 Chairperson, Leslie Benoliel, will conclude
12 with the recommendations of the Task Force.

13 Following the Council hearings held
14 in the autumn of 2002, the Community and
15 Economic Development Committee of GPUAC made
16 the small business lending issue a priority
17 for the upcoming year, which was 2003.
18 Committee Co-Chair, Ray Desiderio of PNC Bank,
19 directed the Community and Economic
20 Development Department of GPUAC to create a
21 Task Force to guide the committee in
22 understanding the issue and identifying
23 potential solutions. He urged the Committee
24 and the Task Force to undertake this challenge
25 with the same determination and collaborative

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2 spirit that led to the massively successful
3 Philadelphia Mortgage Plan, through which
4 65,000 households became first-time homeowners
5 over the course of 20 years. CED Committee
6 member Leslie Benoliel, who's executive
7 director of the Philadelphia Development
8 Partnership, agreed to chair the Task Force,
9 and the CED department director, myself, was
10 assigned to provide staff support.

11 The Task Force began with a meeting
12 on March 7th, 2003 of interested GPUAC-related
13 members in order to establish the leadership
14 and direction of the Task Force and its work.
15 This meeting included Leslie Benoliel from
16 PDP, Amy Lempert from PNC Bank, Chris Lewis
17 from Blank, Rome, Comisky & McCauley, Cindy
18 Romero from the People's Emergency Center,
19 Rick Sauer from PACDC, Bill Smith from
20 Citizens Bank, Alan Watson from the
21 Reinvestment Fund, and Cecilia Moy-Yep from
22 the Chinatown Development Corporation. This
23 group decided to expand to include a broad
24 cross section of experts who had first-hand
25 knowledge of the business community that the

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2 City Council and the Task Force were seeking
3 to serve, including representatives of small
4 business development centers, community
5 development corporations, intermediaries,
6 other lending institutions and chambers of
7 commerce.

8 The following additional Task Force
9 members then participated in one or more of
10 the subsequent meetings which were held on
11 September 30th, December 10th and, more
12 recently, February 11th of this year. Those
13 people included Shelly Anthony from Wachovia
14 Bank, Mark Barnes from the Empowerment Zone,
15 Iola Carter, formerly of Mount Airy USA CDC,
16 Andrew Friskoff from the Empowerment Zone,
17 Jeanne Fields from PDP, Eva Gladstein from the
18 Empowerment Zone, Vandell Hampton, Junior,
19 from the Enterprise Center, Dennis Harris from
20 Beneficial Savings Bank, Patricia Hasson from
21 the Consumer Credit Counseling Service of the
22 Delaware Valley, John McDonald from Impact
23 Services Corporation, Dede Myers from the
24 Federal Reserve Bank of Philadelphia, Charles
25 Solomon from GPUAC, Shirlyn Swann from PNC

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2 Bank, John Wackes from the Federal Reserve
3 Bank of Philadelphia, Gerri Walker from the
4 North Philadelphia Chamber of Commerce, and
5 D.L. Wormley from the University City
6 District.

7 The Task Force took the approach of
8 the collecting and organizing the collective
9 wisdom of its highly experienced and
10 knowledgeable participants. Over the course
11 of the year, the discussions became
12 increasingly insightful and stimulating.

13 While some original research was
14 conducted as a result of the Task Force
15 deliberations, the Task Force did not have the
16 time or resources to conduct extensive
17 original research. Consequently, the report
18 recognizes that more and ongoing research is
19 needed to help refine our understanding of why
20 more bank loans are not made in lower income
21 and minority areas and what can be done to
22 change the pattern of the disparity and
23 distribution.

24 It should be noted that the Task
25 Force did not limit itself to deliberations

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2 only. Implementation is already under way for
3 several of the actions recommended in the
4 report as immediate steps, including the
5 following:

6 The Federal Reserve Bank of
7 Philadelphia has begun a study to determine if
8 there is correlation between the presence of
9 bank branches and small business lending.

10 The Consumer Credit Counseling
11 Services of the Delaware Valley has begun to
12 develop a training module on the importance of
13 good credit, specifically for small business
14 owners.

15 The Federal Reserve Bank of
16 Philadelphia, with GPUAC, organized a meeting
17 of small and medium-sized banks on March 11th
18 and introduced them to key small business
19 lending intermediaries, including the
20 Reinvestment Fund and the Philadelphia
21 Development Partnership.

22 In addition, there are indications
23 that the heightened awareness of the lending
24 disparity problem has already brought about
25 some positive changes in bank policies that we

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2 expect will start improving the lending
3 patterns. At least one bank has lowered its
4 minimum loan size requirement dramatically and
5 instituted a more aggressive marketing plan.

6 The report of the Task Force dated
7 March 22nd, 2004 summarizes the Task Force's
8 observations about the nature of the problem,
9 key challenges, as yet unanswered questions,
10 immediate recommended actions and proposed
11 long-term solutions.

12 Ms. Walker will now share with you
13 the experiential observations of Task Force
14 members.

15 Thank you.

16 COUNCILMAN GOODE: Thank you, Mr.
17 Kelley.

18 Ms. Walker.

19 MS. WALKER: Good afternoon,
20 Chairman Goode, and to the other Members of
21 the Committee. You've heard, I'm Gerri
22 Walker. I am Chairperson Emeritus of the
23 North Philadelphia Business Chamber of
24 Commerce and Chairman of the Board of the
25 Philadelphia Commercial Development

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2 Corporation. I'm also a member of the GPUAC
3 Small Business Lending Task Force.

4 My purpose in providing testimony to
5 you today is to summarize the observations of
6 the Task Force regarding the nature of the
7 problem that has resulted in a disparity of
8 loans to small businesses in lower income and
9 minority areas of the City, and also key
10 challenges that we face if we are to change
11 this pattern.

12 The main observation of the Task
13 Force is to make a significant difference in
14 the capitalization of small businesses in low
15 income and minority areas. There needs to be
16 a transformation in the relationship between
17 small business owners and the sources of
18 capital. This will require changes at both
19 ends of the relationship and must address the
20 following issues:

21 A. Improvement of business owner
22 readiness to obtain credit and manage capital.

23 B. Modification of bank policies
24 and practices.

25 C. Expansion of alternative and

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2 special loan programs.

3 D. Improvements to the information
4 and communications systems.

5 E. Improvements of marketing and
6 outreach programs.

7 Following are the specific
8 observations for each of these five issues.

9 A. Observations regarding
10 readiness.

11 One, a lot of small businesses have
12 issues that make them unready for traditional
13 bank financing, including tax problems, poor
14 credit history, inadequate or nonexistent
15 financial records and lack of collateral.

16 Two, many target area small business
17 owners fear debt and simply do not want to
18 take on credit obligations.

19 Three, many small business owners
20 don't appreciate the importance of good credit
21 history and the appropriate circumstances for
22 using credit, and consequently do not
23 understand how capital can be managed properly
24 for growth.

25 Four, some target area small

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2 business owners fear being turned down by a
3 lender, and therefore do not even try to
4 obtain a loan from a traditional lender.

5 Five, among certain ethnic groups,
6 such as Asian Americans, there are the
7 additional obstacles of language and lack of
8 education.

9 Six, when very small businesses need
10 money, it is usually an immediate need
11 reflecting a weak business condition.

12 Seven, there are numerous and
13 complex cultural chasms between the target
14 small business borrowers and traditional
15 lenders.

16 Eight, many small business owners do
17 not realize how complicated managing a
18 mainstream business is. And when a bank asks
19 for a business plan and tax returns, the
20 business owners are unprepared and
21 overwhelmed.

22 Nine, a technology gap also
23 contributes to the relative uncompetitiveness
24 of target area small businesses.

25 Ten, it takes a lot of one-on-one

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2 training and counseling to get most small
3 business borrowers ready to apply to a bank.

4 While resources exist for these
5 services, the need and demand far exceed the
6 present capacity of the resources providers.

7 Key challenges regarding readiness.

8 One, how do get businesses prepared
9 to successfully obtain loans from banks? And
10 two, how do we develop a credit counseling
11 strategy specifically for target area small
12 business owners?

13 B. Observations regarding bank
14 policies and practices.

15 One, large banks are structured to
16 either make large loans in a customized way or
17 small loans in a cost effective automated way,
18 but not small loans in a customized way as
19 many small businesses need.

20 Two, for small business loans up to
21 \$50,000, many banks don't rely on a business
22 plan, but instead rely on collateral and an
23 automated personal credit score. The problems
24 are that target area businesses do not have
25 much collateral. And target area business

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2 owners often have credit history problems.

3 One bank reported that 85 percent of all small
4 business loans are declined because of poor
5 credit scores.

6 Three, some, but not most,
7 traditional and intermediary lenders have
8 policies that establish minimum loan sizes,
9 i.e., \$25,000, that are higher than the size
10 loans that target area small businesses
11 typically seek.

12 Four, one of the reasons that
13 traditional bank experience with target area
14 small business loans is not very good is that
15 the large banks do not have loan work-out
16 groups for troubled small business loans like
17 they have for large loans, nor do they have
18 relationships with counseling agencies that
19 permit remedial intervention when a loan first
20 becomes delinquent.

21 Key challenges regarding bank
22 policies and practices.

23 How do we change the mindset of
24 small business underwriters to place greater
25 emphasis on alternative strengths, such as

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2 having certification of counseling, recent
3 credit repair, a business plan and recent good
4 payment history?

5 C. Observations regarding
6 alternative and special loan programs.

7 One, when normal market mechanisms
8 fail to meet a social need, a partnership
9 between the public and private sectors may be
10 able to fill the gap.

11 Two, while small banks are more
12 appropriately structured to make small
13 business loans, they are not as likely to have
14 the staffing infrastructure to reach small
15 business borrowers or have relationships with
16 a network of intermediaries and community
17 development agencies that offer a support
18 system to small businesses. It is the support
19 system with its technical assistance and
20 credit enhancements that make lending to risky
21 borrowers feasible.

22 Key challenges regarding alternative
23 and special loan programs.

24 How can we make small business
25 lending in low income and minority areas by

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2 traditional banks more feasible for banks than
3 it presently is?

4 D. Observations regarding
5 information and communication systems.

6 While there are many resources to
7 assist small businesses, there is no
8 adequately funded central place through which
9 to route people to the right resource. And
10 the key challenge regarding this information
11 and community system, how do we develop a
12 support system so that all of those who wish
13 to help small business people are informed
14 about where to point people for assistance?

15 E. Observations regarding marketing
16 and outreach systems.

17 One, potentially eligible small
18 business borrowers do not fully utilize
19 existing support services and credit
20 resources.

21 Two, the few traditional lenders
22 that specialize in making very small business
23 loans are usually small institutions
24 themselves and do not have the marketing
25 resources to compete with the credit card and

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2 consumer finance companies.

3 Three, preliminary analyses do not
4 identify a correlation between the
5 distribution of small business loans and the
6 presence of traditional bank branches.

7 And the key challenge regarding
8 marketing and outreach systems is, how do we
9 build a system in which there is face-to-face
10 contact with someone who is trusted by the
11 target area small business owner?

12 Thank you very much for the
13 opportunity to share these observations.
14 After Leslie speaks with you, my colleagues
15 will join us in answering any questions you
16 might have.

17 COUNCILMAN GOODE: Thank you for
18 your testimony, Ms. Walker. You did, however,
19 leave out part of your credentials. You're
20 also the former Commerce Director of this
21 City.

22 Let me note for the record that
23 Councilwoman Marian Tasco, a Member of this
24 Committee, is also present, and ask Ms.
25 Benoliel to identify herself for the record

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2 and please proceed with her testimony.

3 MS. BENOLIEL: Good afternoon,
4 Councilman and Chairman Wilson Goode, and
5 distinguished Members of the Commerce and
6 Economic Development Committee of City
7 Council. My name is Leslie Benoliel. I'm the
8 Executive Director of the Philadelphia
9 Development Partnership. We're a micro
10 enterprise development and finance
11 organization serving the Philadelphia area.
12 I'm also Chair of this Small Business Lending
13 Task Force of the Greater Philadelphia Urban
14 Affairs Coalition.

15 My colleagues who preceded me,
16 Sharmain, Don and Gerri, did an excellent job
17 of framing the challenges that we must address
18 as civic and corporate leaders to mitigate the
19 disparity of loans to small businesses in low
20 and moderate income and minority areas and
21 encourage small business growth in our City.

22 Through my work at the Philadelphia
23 Development Partnership providing micro loans
24 and business support services for over the
25 last five years, I know firsthand how critical

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2 small businesses are to the quality of life
3 and economic health of our neighborhoods.
4 Small businesses are the life blood of our
5 neighborhood economies, especially our low
6 income and minority communities. They provide
7 accessible, affordable goods and services.
8 They keep dollars circulating in the
9 community. They create jobs for local
10 residents, and they generate income for their
11 households and families.

12 With limited resources and support
13 systems in place, these hard-working
14 entrepreneurs struggle day in and day out to
15 keep their businesses up and running.
16 Therefore, it is imperative that we as civic
17 leaders look for ways to support and indeed
18 strengthen this all important, but often
19 overlooked, sector of our local economy.

20 As my colleagues indicated earlier,
21 the Small Business Lending Task Force was
22 charged with the task of further examining the
23 possible reasons behind lending disparities to
24 small businesses in minority and low income
25 areas in Philadelphia. And in our effort to

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2 look beyond the numbers, we gathered input for
3 a broad range of people and organizations.
4 Don listed them earlier. The Task Force was
5 additionally charged to submit recommendations
6 that would ultimately lead to increasing loans
7 to small businesses and promote business
8 growth in these target areas.

9 During our investigation, the Task
10 Force learned that the barriers that prevent
11 small businesses' ability to access loans are
12 many and varied. As you just heard from
13 Gerri, there's quite a few. They are also
14 complex and intertwined and will require
15 coordinated responses and investment from both
16 the public and private sectors.

17 My testimony represents a summary of
18 the Task Force's recommendations based on our
19 deliberations and analysis over the past 18
20 months. These recommendations reflect the
21 multifaceted short and long term approaches
22 that are designed to close the gap between
23 borrower readiness and lender willingness,
24 thus increasing the flow of capital to small
25 businesses in these target areas with the

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2 ultimate goal of building strong and
3 sustainable businesses in our neighborhoods.

4 I will now present you a summary of
5 our recommendations.

6 To address a barrier that business
7 owners are not prepared or ready to obtain
8 credit and manage capital. That includes poor
9 credit histories and inadequate financial
10 records, lack of equity, lack of collateral.
11 The Task Force recommends, one, expanding the
12 business education training and technical
13 assistance services needed to prepare
14 businesses to apply for loans and to manage
15 their operations and finances effectively for
16 stabilization and growth.

17 Two, establishing a credit
18 education, repair and counseling program that
19 is designed specifically for small business
20 owners.

21 To address a barrier that most bank
22 loan products and policies are not structured
23 to accommodate the financing needs of small
24 businesses including high minimum loan sizes
25 and a standardized review process, the Task

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2 Force has the following recommendations:

3 One, banks should lower their
4 minimum loan size to small businesses.

5 Two, banks should establish a second
6 review process for small business loans that
7 are turned down.

8 Three, banks should establish and
9 invest in a referral process to alternative
10 lenders and technical assistance providers for
11 those small businesses that may not qualify
12 for a bank loan.

13 Number four, banks should develop
14 and market new loan products designed
15 specifically for target area small businesses.

16 To address the issue that loans to
17 small businesses are too risky and costly for
18 banks and even some alternative lenders to
19 make, while meeting safety and soundness
20 requirements as well as earning a return, the
21 Task Force offers the following
22 recommendations:

23 One, establishing credit enhancement
24 programs that mitigate the risk enabling banks
25 and alternative lenders to make such loans.

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2 One such credit enhancement would be to
3 establish a City-funded loan guarantee fund,
4 similar to that that was created for the PHIL
5 Plus Home Improvement Loan Program.

6 Two, expansion of alternative loan
7 products through existing Community
8 Development Financial Institutions, CDFIs, and
9 similar lenders. These products would be
10 designed to be affordable and accommodate the
11 special needs of small businesses. The
12 Philadelphia Development Partnership's Pure
13 Loan product is an example of one such
14 product.

15 Three, strengthen the relationships
16 among banks, alternative lenders, business
17 service providers and the community
18 organizations to better coordinate and
19 integrate business support services with
20 loans.

21 Lastly, to address the issue that
22 most target area small businesses don't know
23 about or have a lot of difficulty finding
24 information about what lending business
25 education and training programs are out there.

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2 To assist them, the Task Force offers the
3 following recommendations:

4 One, establish a coordinated
5 information and referral system that is
6 comprehensive and accessible.

7 Two, create a public outreach
8 campaign using mass media to inform business
9 owners about and direct them to resources that
10 are available to them.

11 Implicit in our recommendations is
12 that for this effort to be successful and
13 sustainable, it will require focus,
14 collaboration and investment from the private,
15 public and the non-profit sectors. That
16 includes banks, the City of Philadelphia,
17 alternative lending organizations, business
18 service providers and the community
19 organizations to effectively carry out these
20 recommendations and improve the likelihood
21 that small businesses in target areas not only
22 survive, but also prosper.

23 The Task Force proposes that the
24 City of Philadelphia invest \$47 million in
25 economic development funding over a three-year

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2 period as follows. This represents less than
3 10 percent of the Mayor's proposed
4 \$500 million Economic Capital Fund;
5 \$25 million to establish a loan
6 guarantee fund;
7 \$10 million in a community
8 development financial institution fund that
9 would capitalize local CDFIs and other lenders
10 to fund alternative loan and equity products;
11 \$5 million in a business education
12 fund for small businesses to support the
13 provision of training, technical assistance,
14 credit counseling and repair services. This
15 is 1 percent of that capital fund;
16 \$5 million in a capacity building
17 fund to underwrite the research and
18 development and support the delivery of new
19 alternative loan and equity products;
20 And lastly, \$2 million to establish
21 a coordinated information and referral system
22 for small businesses and launch a major
23 marketing and public outreach effort.
24 We believe that this investment of
25 public subsidy will leverage additional

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2 private sector resources about six to one,
3 effectively doubling the amount of loans to
4 small businesses in these target areas from
5 \$100 million a year to \$200 million a year.

6 I commend the Commerce and Economic
7 Development Committee of City Council for
8 taking the initiative to make small businesses
9 a priority in the City's economic development
10 policy. We can no longer afford to overlook
11 this vital segment of our City's economy. By
12 making the investment in small business goes
13 to the heart of improving the economic health
14 of not only our City's neighborhoods, but our
15 region.

16 Thank you very much for your time.

17 COUNCILMAN GOODE: Thank you, Ms.
18 Benoliel, for your testimony. Let me thank
19 the Task Force for all the testimony they
20 presented.

21 I have a few questions. To start
22 off, your proposals, you believe, will lead to
23 the increase in small business lending within
24 target areas from \$100 million to
25 \$200 million. Is that increase in terms of

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2 the \$100 million a result of lending by
3 banking members of the Task Force, by banking
4 members of GPUAC's committee, or is there a
5 broader array of lending institution that you
6 believe will contribute to this increase?

7 MS. BENOLIEL: Mr. Chairman, we
8 believe that it's the broader array of lending
9 institutions. According to the Controller's
10 recent report, loans to small businesses in
11 these target areas, there was about
12 \$100 million lent to these businesses in 2002.
13 So our goal is to double that amount.

14 I think the important thing is we
15 want the monies to go to the businesses. I
16 think it's also important to point out that
17 it's absolutely critical that loans are linked
18 with the support services that these
19 businesses need to grow.

20 COUNCILMAN GOODE: How do you plan
21 on engaging those financial institutions that
22 are not members of the Task Force or GPUAC's
23 committee?

24 MR. KELLEY: Well, we have eight
25 banks that are actively involved with the CED

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2 Committee of GPUAC to start with. And when we
3 do initiate a program, we don't limit it to
4 the members of the organization. We reach
5 out, and if other institutions would like to
6 participate, the door is open for that. So it
7 would not be an exclusive initiative, but it
8 would start with the core institutions that
9 are actively involved with GPUAC.

10 COUNCILMAN GOODE: Will you be
11 asking those financial institutions and other
12 financial institutions to set lending goals
13 and/or make lending commitments to this
14 three-year initiative?

15 MR. KELLEY: That would be one way
16 to approach it. We haven't carried the
17 planning through to that point where we've
18 asked the banks whether they would be willing
19 to do that. That could be an approach that we
20 could take.

21 COUNCILMAN GOODE: You anticipate
22 beyond the commitment from banks in terms of
23 lending activity that there will be other
24 private financial commitments that will arise
25 from this three-year initiative?

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2 MR. KELLEY: I'm sorry. Other
3 financial commitments of what?

4 COUNCILMAN GOODE: That will arise
5 as part of the three-year initiative.

6 MR. KELLEY: You mean lending, or --

7 COUNCILMAN GOODE: Beyond the
8 lending, will there be other private financial
9 commitments to the technical systems and
10 capacity building and those other areas?

11 MR. KELLEY: Like grants and
12 whatnot? That usually follows a bank's more
13 aggressive position in a certain area. If a
14 bank wants to increase small business lending,
15 not only will their lending goals be elevated,
16 but their amount of contributions to
17 organizations that will help them to do that
18 will also usually follow.

19 COUNCILMAN GOODE: And lastly, you
20 envision all this activity being primarily
21 coordinated by GPUAC?

22 MR. KELLEY: I think we're in the
23 position to initiate it and lead it. What I
24 think what we would like to see happen is when
25 a significant percentage of the players in a

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2 market make a move in a certain direction,
3 other institutions have to move in that same
4 direction to remain competitive. So we would
5 hope that we can lead the whole market in the
6 directions that we want to go.

7 COUNCILMAN GOODE: Thank you. Once
8 again, I thank you for the work that you've
9 done. This is the first of many hearings on
10 this issue. One of the central points we
11 wanted to be your recommendations, which we
12 actually will probably put in the form of a
13 legislative resolution to be decided by
14 Council and ask Council to approve those
15 recommendations.

16 At this time I will ask if there are
17 other Members of the Committee that have
18 questions?

19 The Chair recognizes Councilman
20 Ramos.

21 COUNCILMAN RAMOS: Thank you all for
22 joining us this afternoon.

23 This question is directed at the
24 testimony of Madam Executive Director. How
25 are you?

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2 MS. MATLOCK-TURNER: Hello,
3 Councilman.

4 COUNCILMAN RAMOS: You mentioned in
5 the second to the last paragraph in your
6 testimony about a three-year pilot initiative
7 based on the partnership between the private
8 and public sector that would demonstrate that
9 the amount of lending to small businesses in
10 lower income and minority areas could be
11 doubled from approximately \$100 million to
12 \$200 million. Can you explain just a little
13 bit how this three-year pilot initiative would
14 look like?

15 Also, given the economic financial
16 circumstances of the City government and our
17 very large deficit, how do you see the public
18 sector playing a role in this initiative? Can
19 you answer those questions first?

20 MS. MATLOCK-TURNER: Sure. I will
21 certainly try. And I will ask the other
22 experts on this to also chime in to add to my
23 comments.

24 COUNCILMAN GOODE: One second. Let
25 me just state for the record that I actually

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2 asked the Task Force to make recommendations
3 in the context of the Mayor's proposal for a
4 \$500 million Capital Fund. This is not
5 anticipated to be part of the operating budget
6 or any other regular sources. But surely, if
7 the Mayor plans on investing up to
8 \$500 million in economic development over the
9 next four years, this would represent
10 actually, I think, \$15.7 million a year over
11 three years, and that would be \$15.7 million
12 out of what he's proposed as a \$125 million a
13 year budget for economic development. So as
14 long as the Mayor does not believe that
15 there's any pressure in terms of making that
16 type of economic development investment,
17 surely an overall amount of \$47 million out of
18 \$500 million is less than 10 percent. And
19 also, we're talking about a three-year
20 initiative that amounts to only a
21 \$15.7 million investment over three years.

22 MS. MATLOCK-TURNER: Right. Also,
23 all the dollars, again, are dollars that are
24 not actually going out of the door. They are
25 guaranteed dollars.

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2 As you know, we helped to develop a
3 program with the City and with NTI and the
4 banks to put together a home improvement loan
5 initiative for those who have less than
6 perfect credit. And the idea was to make sure
7 there were dollars available that were serving
8 as insurance for taking that level of risk.
9 So also included in this package too are
10 insurance-type dollars that we believe will
11 help to guarantee that the community and the
12 lending community will take some additional
13 risk.

14 COUNCILMAN RAMOS: Thank you. So
15 the answer to it is that your public sector
16 money is within the proposal of the Mayor?

17 MS. MATLOCK-TURNER: Yes, it is
18 within the \$500 million proposal.

19 COUNCILMAN GOODE: It's
20 \$500 million. The Mayor says he plans on
21 doing it \$125 million a year, so the \$125
22 million, this would actually only be
23 \$15.7 million out of a \$125 million budget.

24 MS. MATLOCK-TURNER: That is
25 correct.

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2 MR. KELLEY: I'd like to add
3 something. I think part of your question was
4 how that money would -- what would be the
5 sources of this money, \$100 million going into
6 these communities. There are four ways that
7 this extra \$100 million will be generated.

8 One is the banks, under this
9 initiative, would be opening the door wider
10 than they have in the past and they'll be
11 reaching out more aggressively. So that's one
12 source. Bank loans that are in the normal
13 course of their business, only done more
14 aggressively and more generously.

15 Secondly, more small business owners
16 will be eligible for loans because of the
17 support system and the training that we'll be
18 providing them.

19 Thirdly, the CDFIs will have more
20 funds to lend out.

21 Fourthly, with the loan guarantee
22 fund, banks will be willing to make loans to a
23 riskier class of borrowers than they would
24 normally have lent to. So those are four
25 forces that will direct more capital into

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2 these communities under this framework.

3 COUNCILMAN RAMOS: That latter part

4 would only work, if in fact we have some

5 dollars that are -- I suspect that in the

6 latter part of your testimony, Leslie, that

7 you mention the specific dollar figures. It

8 might be in what I'm getting ready to ask.

9 For this growth to happen of small business

10 participation, among other things we will have

11 to address, there will have to be a support

12 mechanism that was going to require funding to

13 handle this 85 percent -- I believe it was 85

14 percent poor credit of the solicitors for

15 small business loans. And that is in there?

16 MS. BENOLIEL: Yes, it is. I want

17 to correct Sharmain. Part of the investment

18 is going to be in terms of an investment in

19 training and technical assistance and credit

20 repair programs to prepare these businesses to

21 be able to apply for loans.

22 COUNCILMAN RAMOS: I think it's a

23 very thought-out proposal or set of proposals

24 that you have presented here on how to use

25 well the \$500 million that the Mayor has

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2 somewhere. But, yes, I think these are things
3 that are very much needed and I'm in full
4 support of the efforts of my colleague and the
5 Chair of this Committee, Councilman Goode, and
6 the work that needs to be done with economic
7 development. And he and I also agree, and you
8 probably will agree with me, that this has to
9 be done also in conjunction with work force
10 development. And these are areas that are of
11 vital concerns to the City. Thank you.

12 That's all, Mr. Chairman.

13 COUNCILMAN GOODE: Thank you,
14 Councilman.

15 Are there other Members of Committee
16 with questions?

17 (No response.)

18 COUNCILMAN GOODE: Is there anyone
19 else to testify on this resolution?

20 (No response.)

21 COUNCILMAN GOODE: Seeing none, as I
22 mentioned, we will continue these hearings on
23 an ongoing basis.

24 COUNCILWOMAN TASC0: First, I want
25 to thank you, the Greater Philadelphia Urban

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2 Affairs Coalition, for their testimony and
3 their action.

4 I was just at a luncheon today with
5 the Coalition to talk about what it was then
6 many years ago, and as a task force
7 coordinator with Urban Coalition 30 years ago,
8 we dealt with the same issues. And I showed
9 Councilwoman Brown. I said, they're talking
10 about the same things we talked about 30 years
11 ago. But what is so nice and exciting about
12 it now is that we have a Councilmember who has
13 taken this on as an issue that he really is
14 concerned about. And with those of us on
15 Council, hopefully we'll have some influence
16 in helping to make a change. And so maybe the
17 dialog will now go into action, which is what
18 the Coalition was dealing with in keeping with
19 their mission to keep the issues in the
20 forefront.

21 If I go back and found some of my
22 old files I could probably see the same
23 testimony about the lack of small businesses
24 having access to capital and what could be
25 done. I heard the message. It caught my ear.

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2 And I just wanted to say that I applaud the
3 efforts of my colleague to bring this issue to
4 the forefront and hopefully that we are
5 successful in making a difference.

6 Thank you for your leadership.

7 COUNCILMAN GOODE: Thank you,
8 Councilwoman.

9 Let me note for the record that
10 Wachovia and PNC were present today, and we
11 invite them to testify at future hearings if
12 they so choose or if the Committee desires.

13 Representatives from the Commerce
14 Department are also present here today. We
15 invite them and other members of the
16 Administration to testify at future hearings.

17 This panel is actually excused.

18 We're actually going to ask Josh
19 Silver to please approach the witness table
20 again for questions from Councilman Clarke.

21 MS. MATLOCK-TURNER: I just want to
22 thank you again very much to the Committee for
23 giving us an opportunity to share with you and
24 also to continue to challenge us on this
25 issue. We look forward to continued

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2 discussion. Thank you.

3 COUNCILMAN GOODE: Mr. Silver.

4 Councilman Clarke.

5 COUNCILMAN CLARKE: Thank you, Mr.
6 Chairman.

7 I just have a couple of brief
8 questions with respect to your testimony.

9 On Page 2 of your testimony, you
10 talked about the percentages in terms of
11 minority loans -- actually throughout the
12 first portion of your testimony and how it had
13 decreased. Can you be a little more specific
14 in terms of that decrease?

15 I guess the question I want to ask
16 is, is there a higher denial rate or is there
17 a lack of outreach from the banks?

18 Tell me about the things that factor
19 into that decrease.

20 Is it like the unemployment rate
21 where people are saying that it's dropping,
22 but the reality is that people just aren't
23 seeking jobs anymore, so it's an artificial
24 dip in the unemployment rate? Could it be a
25 situation where the lack of capital from

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2 lending institutions as been such that
3 minority businesses just simply aren't seeking
4 resources for expansion or start-ups?

5 Tell me how you get to that number,
6 please.

7 MR. SILVER: Sure. Well, actually,
8 right now there's a veil of secrecy
9 surrounding small business lending data. We
10 do not have data on denials and applications
11 like we have for the Home Mortgage Disclosure
12 Act, the home loan data that's publicly
13 available.

14 Actually, about a year and a half
15 ago when the president and CEO of NCRC, John
16 Taylor, appeared before the Committee, we were
17 delighted when the City of Philadelphia, led
18 by Councilmember Goode, endorsed a bill in
19 Congress that was proposed by Representative
20 Jim McGovern that would enhance the data to
21 include applications, denials, and the race
22 and the gender of the borrower receiving small
23 business loans. That is still pending in
24 Congress.

25 And so one thing I was saying is

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2 that right now, there are proposed changes to
3 CRA which are mostly bad, but the one good
4 thing is a little more detail on the small
5 business data where we can get it down to a
6 census tract. So we know where banks are
7 making loans in each census tract, census
8 tract by census tract, rather than by income
9 category census tract. We actually encourage
10 any City Councilmembers to make comments on
11 the proposed CRA changes by April 6th to the
12 federal regulators, and I provided
13 Councilmember Goode's office with information
14 on how to do that.

15 I don't have trend analysis going
16 back five years, but I have analysis for two
17 years. And what it shows is of the 100
18 largest metropolitan areas, the disparities
19 are the worst in the City of Philadelphia, in
20 the metropolitan area of Philadelphia. And
21 that's puzzling because Philadelphia is not
22 the most depressed metropolitan area of these
23 100 metropolitan areas. It just isn't. All
24 these issues that we've been talking about,
25 problems with credit and other barriers making

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2 small business loans are also present in the
3 other metropolitan areas, of course to varying
4 degrees. But it just doesn't make sense to
5 me, given all the resources Philadelphia has
6 as a large City, that when you do the data,
7 Philadelphia is last in terms of the percent
8 of small businesses that lenders reach in
9 minority census tracts.

10 When a study done previously for
11 the City that demonstrated -- it had data on
12 credit worthiness that demonstrated after
13 controlling for credit worthiness, lending
14 still decreased as the number of minority
15 residents increased in a census tract. The
16 only conclusion that I can come to as an
17 advocate is we need seriously more vigorous
18 enforcement of the Community Reinvestment Act.

19 There are lenders who are passing
20 their CRA exams with flying colors in the
21 State of Pennsylvania in the metropolitan area
22 of Philadelphia who shouldn't be passing with
23 flying colors. If not failing, they should at
24 least be barely passing. And NCRC would be
25 delighted -- we do have member organizations

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2 that work in Philadelphia who have commented
3 on CRA exams and merger applications, but I
4 think the data clearly calls for more advocacy
5 and more enforcement of the Community
6 Reinvestment Act.

7 COUNCILMAN CLARKE: I agree with you
8 100 percent in that respect.

9 I, like Councilwoman Tasco, would
10 like to applaud my colleague for focusing on
11 this particular issue. He's been focusing on
12 it prior to him becoming a Councilmember and
13 continuing to do that, and he makes my job a
14 lot easier. I must honestly tell you.

15 So essentially, you are telling me
16 that unless we get the McGovern bill passed,
17 our ability to talk about specifics,
18 particularly around denial rates, will be
19 extremely difficult?

20 MR. SILVER: That's right. We have
21 to pass the McGovern bill to get two things;
22 data on the race and gender of the small
23 business owner, and what action the bank took,
24 whether there was a denial or a loan approval.
25 There's even some other categories of possible

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2 actions in the publicly available home loan
3 data.

4 The thing that's in play right now,
5 as I said, the one good thing that the federal
6 agencies are proposing on CRA is publicly
7 releasing the data for each census tract on a
8 bank, publicly releasing what each bank has,
9 how many loans they have made in each census
10 tract. Right now that data is collected by
11 the federal agencies, but is not reported on
12 the census tract by census tract basis. It's
13 only reported on how many loans are going to
14 low income census tracts or moderate income
15 census tracts.

16 We definitely encourage people in
17 City Council to make comments to the federal
18 agencies saying we need this data critically
19 on a neighborhood level. And if the federal
20 government decides not to do that -- I think
21 there's a good chance that they will do it --
22 but if they decide not to do it, there's
23 actually nothing stopping the City government
24 from asking banks for this data. I've
25 actually checked that with the federal

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2 agencies, that the federal law does not stop a
3 City law from passing a law to get the data
4 down to a census tract level if the feds don't
5 do it.

6 COUNCILMAN CLARKE: Okay. You also
7 indicated further on in your testimony that
8 your organization participates in an SBA
9 Community Express Program. Where is that
10 located?

11 MR. SILVER: That is a nationwide
12 program. What happens is, of course, you have
13 an SBA loan guarantee and NCRC members provide
14 technical assistance pre- and post-loan to get
15 the small businesses ready. And what my part
16 of NCRC does, the research shop, is we get the
17 data on a quarterly basis from the SBA and we
18 crunch the numbers, and that's how I was able
19 to tell you that three quarters of loans were
20 made to minority-owned businesses. It's only
21 for special programs, like the Community
22 Express Program, that we have lending by
23 minority and gender of the owner. We don't
24 have it for all small business loans, only
25 for, quote/unquote, special programs.

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2 So anyway, NCRC will be delighted to
3 hook you more into the Community Express
4 Program and to expand the number of technical
5 assistance providers involved in Philadelphia
6 in that program. And we'd be happy to assist
7 you with that.

8 COUNCILMAN CLARKE: Thank you.

9 Thank you, Mr. Chairman.

10 COUNCILMAN GOODE: Thank you,
11 Councilman.

12 Thank you, Mr. Silver.

13 Are there any other questions from
14 Members of the Committee?

15 (No response.)

16 COUNCILMAN GOODE: Thank you again.

17 MR. SILVER: Thank you so much.

18 COUNCILMAN GOODE: Is there anyone
19 else to testify on either of these
20 resolutions?

21 (No response.)

22 COUNCILMAN GOODE: This hearing is
23 recessed to the call of the Chair. Thank you
24 all for coming.

25 (Council adjourned at 3:20 p.m.)

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C E R T I F I C A T I O N

I HEREBY CERTIFY that the foregoing
proceedings of the Council of the City of
Philadelphia of Thursday, March 25, 2004, were
reported fully and accurately by me, and that
this is a correct transcript of the same.

RE: COMMITTEE ON COMMERCE AND ECONOMIC
DEVELOPMENT

Lisa C. Bradley, RPR