



**COMMUNITY FIRST FUND<sup>®</sup>**

**30 Years of Impact Through Innovation**

**2022 ANNUAL REPORT**

# 30 Years of Innovation and Growth

**On our 30th anniversary, we pause to reflect on decades of impact and innovation. Over the years, we have become a regional force as a driver of equitable economic and community development: we provide small business loans and services to entrepreneurs, we offer catalytic capital for projects that have the power to change neighborhoods, and through our newly launched credit union, we serve families on their journey to achieve sustainable financial prosperity.**

We strive to build vibrant communities and break down barriers to access to capital for people who have historically faced discrimination. Our \$487 million in loans and investments made across our eastern Pennsylvania market since our founding in 1992 have supported small businesses and created jobs. These financing activities have advanced our mission and created positive community change by improving access to affordable housing, increasing educational opportunities, creating access to healthy foods, and providing access to healthcare and other essential community services. We continue to look for innovative ways to serve our clients' changing needs and advance our mission.

At our heart, we are a civil rights organization. We were founded by visionaries like Jim Hyson, who led a coalition of African Americans and Latinos to advance equal opportunity in central Pennsylvania, and Luis Mora, founder of FINANTA, a loan fund providing capital to immigrant entrepreneurs in the greater Philadelphia region. These individuals, in partnership with other community leaders, understood the transformative power of access to responsible financial services for underserved populations. When our two organizations came together in 2020, our aligned mission and leveraged-strength transformed us into a formidable force against economic injustice.

As we look ahead to the next thirty years, our innovation and creativity will continue to drive our unwavering commitment to our mission and its service to our community.



*Conestoga Town Houses at Plaza Centro, affordable housing developed by Lancaster-based Spanish American Civic Association.*

## Dear Friends,

**We are pleased to present Community First Fund's 2022 Annual Report, highlighting the organization's growth and impact over the past year.**

As we celebrate our 30th anniversary, we acknowledge that the world has experienced significant changes since 1992. Through the years we relied on our passion to advance our mission and commitment to impact the communities we serve. From our expansion in Philadelphia, to our Covid-19 relief funding, and as we launch our new credit union, we continuously envision and build toward a more equitable and just future.

This year, as we reflect on our three decades of service, we are centered around our core value of innovation. Using creativity and ingenuity to solve complex community challenges is embedded in our legacy, and guides our future.

In 2022 we officially launched Community First Fund Credit Union – a pioneering and much needed financial services company which expands our ability to serve individuals and families along with the business owners we've worked with for so many years. Our credit union is rooted in our legacy and mission to create opportunities

to build economic sustainability for thousands of families, many of whom are not yet connected to responsible consumer financial products and services. As a proud Minority Depository Institution, we are building our capital resources to offer personal loans, home mortgages and beneficial deposit accounts particularly for populations who have not accessed traditional financial institutions.

Community First Fund's fiscal year ended June 30th and while we faced economic challenges and ongoing effects of the pandemic, over the past year we provided \$28 million in loans. Of the loans, 93% were made to African Americans, Latinos, and Asians, and 88% were provided to entrepreneurs and business owners with moderate to low income. The businesses we financed created and retained nearly 1,183 jobs and produced close to 379 units of affordable housing; we provided over \$3 million in mortgages to first-time homebuyers.

We are grateful for your support over the past thirty years and for your continued commitment that allows us to impact the lives of families and entrepreneurs that live and work in our communities. We look ahead to the next thirty years of continued impact and economic justice.

Thank you,

***Daniel Betancourt***

President and CEO, Community First Fund and Community First Fund Credit Union

***Jonathan Bowser***

Chair, Community First Fund

***Marilyn Brown***

Chair, Community First Fund Credit Union



# Impacting Our Community Since 1992

Community First Fund provides the financial resources and educational tools necessary to help low income communities and people, especially People of Color, create economic opportunity for themselves, their families and their communities. Community First Fund's commitment to supporting high impact projects in our region has resulted in the following 30 years of success.

<b>63%</b>	OF LOANS TO BUSINESS OWNED BY <b>PEOPLE OF COLOR</b>
<b>85%</b>	OF LOANS BENEFIT <b>LOW INCOME</b> PEOPLE AND COMMUNITIES
<b>42%</b>	OF LOANS TO <b>WOMEN OWNED BUSINESSES</b>

**11,097 BUSINESS AND COMMUNITY DEVELOPMENT**  
PROJECTS FINANCED

**\$92 MILLION IN FINANCING**  
TO COMMUNITY SERVICE ORGANIZATIONS

**9,968 CHILD CARE OPPORTUNITIES** FINANCED

**9,674 EDUCATIONAL OPPORTUNITIES** FINANCED

**\$24 MILLION IN FINANCING** TO HEALTHY FOOD PROVIDERS



**71,321**

**JOBS CREATED  
AND RETAINED**



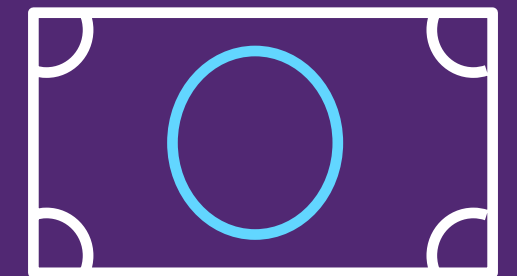
**464**

**FIRST TIME HOMEBUYERS  
SUPPORTED**



**3,255**

**AFFORDABLE HOUSING  
UNITS FINANCED**



**\$487 million**

**OF LOANS  
AND INVESTMENTS**

# Innovation Through Growth and Opportunity



**Since making our first loan three decades ago to a socially conscious thrift store - whose profits went to support a soup kitchen in the City of Lancaster - we continuously advocate for new and expanded capital resources to ensure that we are able to grow alongside organizations that align with our mission.**

Over the years we have worked closely with many groups that help to improve life in urban communities. For example, since 1992 we have supported the work of the Spanish American Civic Association (SACA) in Lancaster City as they built affordable homes, offered services for seniors, and helped recent immigrants connect with jobs. Creating new financing solutions allowed

us to support SACA with flexible capital as they expanded their network of services to the Latino community. As a federally certified community development financial institution, Community First Fund obtains creative capital sources that allow us to create favorable financing solutions for essential community initiatives. An example is the financing we provided to SACA to support the launch of Tec Centro, a bilingual workforce development training and job placement center for immigrants and Latinos in Lancaster. After seeing the success of Tec Centro, our board members and staff worked with key community leaders to develop another innovative training program, the Berks County Workforce Development Center, based in Reading.

*Dental hygiene students attending class at Tec Centro.*

**As Community First Fund strives to build vibrant communities, we understand that in order to truly achieve equitable economic development, we must offer a diverse array of products and services to meet the communities' emerging financial needs.**

We first began working with Aaron Camera, a Latino construction manager and owner of Monarch Development LLC, fifteen years ago when we provided him with a small business loan for early stage capital. Soon after, we helped Mr. Camera with a new line of credit to support Monarch's ability to bid on more extensive projects and hire new employees. Most recently we provided the company with a multi-million-

dollar financing package to support the construction of a new community facility in Lebanon, PA. For many months our team worked with Monarch and local community leaders to complete the project which includes a grocery store that provides healthy foods to local residents and a health clinic that offers vital health resources to the neighborhood.

Mr. Camera is one example of the thousands of entrepreneurs and community developers we have grown along with over the past 30 years who use their creativity and ingenuity to build vibrant communities through equitable economic development.



*Aaron Camera, owner of Monarch Development, LLC.*

# Impact Through Access to Capital



Manuel Calcano, Co-Owner of Watch Us Grow.

**Community First Fund recognizes the critical role childcare and early education centers play in enriching and directing the trajectory of a child’s future.**

We understand how access to quality education centers is paramount for the stabilization of families who frequently hold several jobs to make ends meet. Over our 30-year history we have provided dozens of loans to childcare providers located in private homes and early education centers. As our communities rebound from the economic challenges caused by the pandemic, our advocacy for resources has enabled us to provide grants and forgivable loans to many of these centers that are still challenged with reduced cash flow. We’ve also

supported larger centers such as Watch Us Grow, based in the City of Allentown, and founded by Manual Calcano and Jeresky Martinez. Community First Fund became the center’s financial partner in 2017 when they initially developed plans for expansion. Since then, we supported their financing needs by providing a commercial mortgage to purchase and renovate a new building, allowing the center to double in capacity and offer 24-hour care. Centers like Watch Us Grow help build vibrant communities through their care of hundreds of children whose parents work alternate shift schedules. We will continue to work with providers of early childhood care and education as part of our commitment to creating innovative solutions for the community.



**Even as we grow and have the ability to make larger loans, we never lose sight of the needs of entrepreneurs looking to start their first business. Small businesses are the economic engines in the economy and help to create the unique identity and vibrancy in neighborhoods. Over the years, we have worked with thousands of restaurants, bodegas, beauty salons, and barbershops.**

For 30 years we have paired our peer lending and small business loans with one-on-one business and financial technical assistance, ensuring entrepreneurs have the information they need to create a business plan or help build their credit. An important component of these services is our Affinity Group Lending program, designed by the founder of FINANTA in Philadelphia. Working predominately with recent immigrants, we create

lending circles, which help entrepreneurs access capital and build their credit in the United States. We provide each group with robust business training and financial counseling.

One entrepreneur who utilizes this program is Mamie Sardnee, owner of Woodland Produce, a neighborhood grocery store which provides healthy foods and African specialty goods. Originally from Liberia, Ms. Sardnee received her first loan in 2014 to help start up her store. Since then, she has been part of ten circles which has allowed her business to grow and create new jobs. Most recently, Community First Fund provided her with a commercial mortgage to purchase a building that sits directly across the street from her store, supporting her expansion plans. That is true sustainable business growth.

Mamie Sardnee, owner of Woodland Produce.

# A New Credit Union for Our Community

**Chartered in 2021, Community First Fund Credit Union officially opened our first branch location in the City of Lancaster, on Martin Luther King Day, January 2022.**

The new credit union significantly expands our ability to serve our community. With the addition of this credit union we have become a full-service financial center. As a federally insured depository institution, can we create new opportunities for community residents to take financial control over their personal finances and build sustainable wealth for their families for generations to come. An important aspect of the credit union is that every member owns a "share" of the company. This model ensures that the credit union's mission is focused on continued support for the community.

Leo Rodriguez, who owns a hair salon in Lancaster City, has been a Community First Fund client since 1993 and recently became a member of the credit union. Over the years he has used our business loan services and technical support programs to create business plans, and worked on renovations to the salon. Leo stated that becoming a member of the credit union was an easy decision, as he believes in keeping his money local. He looks forward to continued collaboration with the organization that has helped him professionally for his entire career.

Our credit union provides access to affordable financial services from an institution people trust. In addition to our consumer and business savings and checking accounts, we offer personal loans, home equity loans, and residential home mortgages. As we move forward, we are creating a new bilingual financial education program to support our members. The education program will help to inform individuals and families about how they can make sound choices in managing their money.

With our first branch serving the Lancaster community, we plan to expand and open additional branches across the markets we serve in the years to come.

*Leo Rodriguez, entrepreneur, client and new credit union member.*



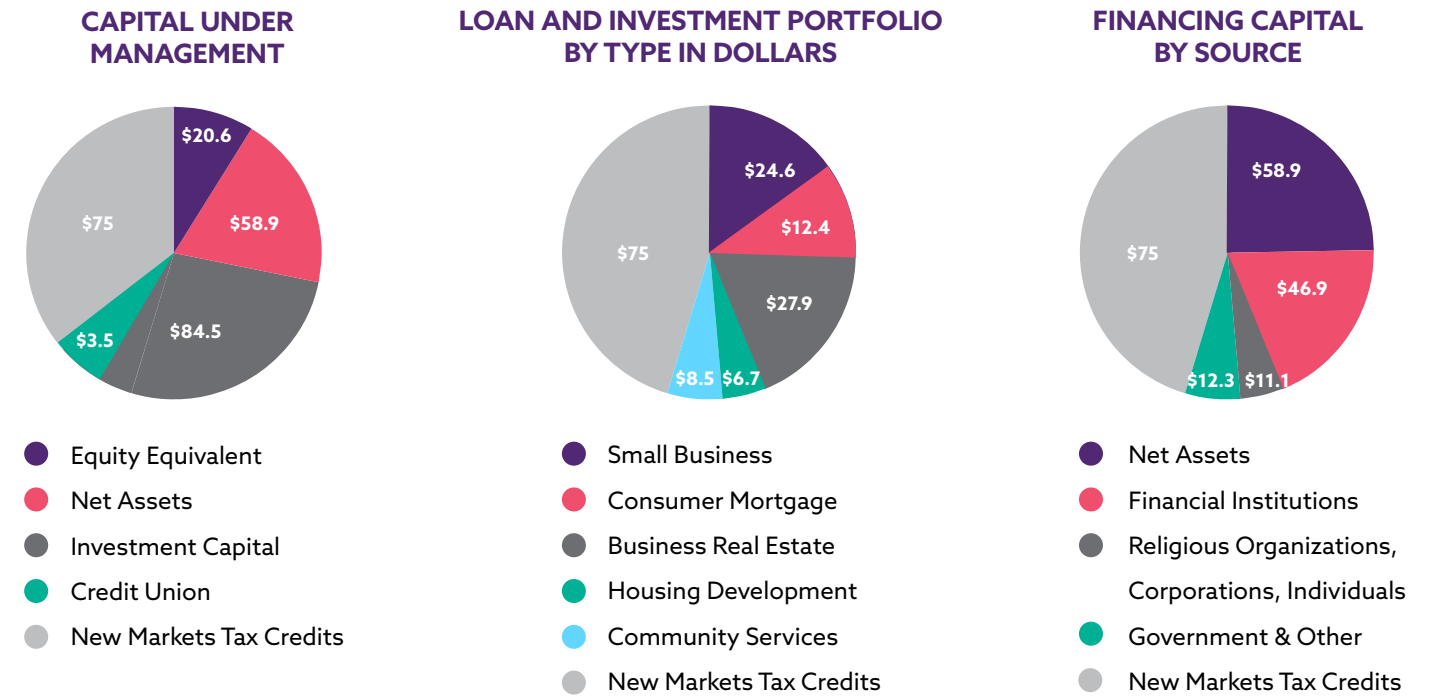
# Transformative Growth

During fiscal year 2022, Community First Fund maintained strong performance and financial health. The core loan fund increased 16% in the fiscal year, rising to \$130 million in loan capital.

Our overall portfolio performance has remained strong with net loan losses of -0.3% during the fiscal year. This performance is a direct result of our solid underwriting processes and the strong communication and one-on-one business technical assistance that our lending team provides our borrowers. Our net asset position rose to \$59 million, a 21% increase from last fiscal year. Our net asset ratio of 41% ensures that we have resources for

continued growth and reserves for the protection of our investors. Trends in income and expense are returning to pre-pandemic levels. During Covid-19, Community First Fund disbursed hundreds of millions of dollars in emergency funding that provided relief to thousands of small businesses across our market. Our current financial and portfolio position ensures that Community First Fund is able to continue to deliver our lending products and services to our customers for years to come. In January 2022, Community First Fund Credit Union opened its doors with assets totaling almost \$3.5 million.

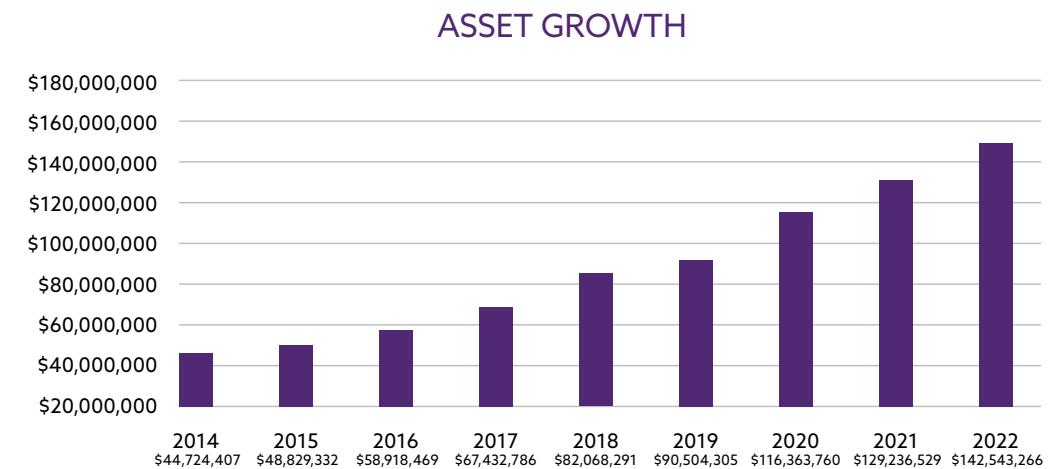
## THE CHARTS BELOW REPRESENT FISCAL YEAR 2022 DATA (IN MILLIONS)



## COMMUNITY FIRST FUND FINANCIAL DATA (AS OF JUNE 30, 2022)

FINANCIAL POSITION DATA			
	2020	2021	2022
Total Assets	\$116,338,760	\$129,236,529	\$142,543,266
Total Liabilities	\$77,902,964	\$80,678,923	\$83,575,391
Total Net Assets	\$38,435,796	\$48,557,606	\$58,967,875
<b>Total Liabilities and Net Assets</b>	<b>\$116,338,760</b>	<b>\$129,236,529</b>	<b>\$142,543,266</b>
STATEMENT OF ACTIVITIES DATA			
	2020	2021	2022
Total Income	\$17,334,075	\$44,982,456	\$17,791,068
Total Expenses	\$13,218,899	\$34,860,383	\$7,832,071
<b>Change in Net Assets</b>	<b>\$4,115,176</b>	<b>\$10,122,073</b>	<b>\$9,958,997</b>
TOTAL CAPITAL UNDER MANAGEMENT			
	2020	2021	2022
Loan Capital	\$103,575,093	\$112,639,057	\$130,330,286
New Markets Tax Credits	\$90,000,000	\$90,000,000	\$75,000,000
Credit Union	—	—	\$3,499,430
<b>Total Capital Under Management</b>	<b>\$193,575,093</b>	<b>\$202,639,057</b>	<b>\$208,829,716</b>

## THE GRAPH BELOW REPRESENTS NINE YEARS OF TRANSFORMATIONAL GROWTH



Community First Fund holds an outstanding Aeris rating of Four Star AA Policy Plus. This is an indication that our impact alignment is among the best in the industry, our financial performance is strong, and our policy and advocacy efforts are being recognized.

# Investing in Our Growth

## Investors

(Cumulative as of 6/30/2022)

Adina Abramowitz  
ACNB Bank  
The Annie E. Casey Foundation  
ASSETS  
Bank of America  
Bank of Bird-In-Hand  
Daniel Betancourt  
Black Vision Fund  
Margaret B. and David T. Bradley  
Bryn Mawr Presbyterian Church  
Foundation  
Bryn Mawr Trust  
James E. and Linda J. Buerger  
Catholic Worker House  
Joseph Centeno  
Citizens Bank  
City of Lancaster  
Commonwealth Cornerstone Group  
Credit Builders Alliance Fund  
Customers Bank  
Episcopal Diocese of Central PA  
Faith United Church of Christ  
Ferree Foundation  
Fulton Bank  
Alexander, III and Molly S. Henderson  
Institute for Leadership Education  
Jonestown Bank and Trust Company  
Noel Karasin  
Cynthia M. Kettering  
Christina Kind  
Lancaster County Community  
Foundation  
Erika E. Lauffer  
M&T Bank  
Malvern Federal Savings Bank  
Mercy Partnership Fund  
John A. Moore  
National Association for Latino  
Community Asset Builders  
Noah Bank  
Opportunity Finance Network  
PA Department of Community and  
Economic Development  
Patricia Kind Family Foundation  
Penn National Holding Company  
Peoples Bank  
PNC Bank  
Pamela and Andrew Porter  
QNB Bank  
Reinvestment Fund  
Santander Bank  
Sisters of St. Francis of Philadelphia  
Jonathan and Marsha Stanley  
James and Janet Stauffer  
TD Bank  
Traditions Bank  
Truist Bank  
U.S. Department of Agriculture  
U.S. Department of the Treasury,  
CDFI Fund

U.S. Small Business Administration  
U.S. Bank  
Wells Fargo  
Wells Fargo Foundation  
D. Douglas Whiting  
Woodforest National Bank  
WSFS Bank

## Donors

(As of 6/30/2022)

ACNB Bank  
William and Susan Adams  
Lenin Agudo  
The Annie E. Casey Foundation  
Anonymous  
Armstrong World Industries, Inc.  
Sara Baker  
John Balassis  
The Bancorp  
Link Bank  
Bank of America  
Bank of Bird-In-Hand  
Peter Barber  
Barley Snyder  
Barra Foundation  
Dylan Bauer  
Daniel and Karen Beck  
Gladys Benjamin  
Leslie Benoliel  
Berks Alliance  
Berks County Community  
Foundation  
Bertz, Hess & Co., LLP  
Daniel Betancourt  
Eli Betancourt  
Eliseo Betancourt  
Elizabeth Betancourt  
Enelly Betancourt  
Esther Betancourt  
Pablo Betancourt  
Nancy Bieber  
Jill and Roy Bollinger, III  
Catherine Bonser  
Jacqueline Bortner  
Stuart Brooks  
Amber Brotzman  
Marilyn Brown  
Denise Browning  
James E. and Linda J. Buerger  
Chad Bumbaugh  
Calvin and Janet High Family  
Foundation  
Max and Tina Campbell  
Capital One  
Cargas Systems  
Chip, Jr. and Rebecca Cargas  
Michael R. Carper  
Christe Casciano  
Citizens Bank  
City of Philadelphia  
City of York  
City Limits Realty

Cocina Mexicana  
Richard Clemmer  
Kassandra Colon  
Samuel T. Cooper, III  
Lucy Cortez  
Hugh Cowdin  
John Cox  
Annalisa Crannell and Neil Gussman  
Credit Builders Alliance  
Tracy Daniels  
Rachel Davis  
Peggy Dawson  
Christopher Derrickson  
Danielle Derrickson  
Patrick Derrickson  
Paul and Elizabeth Derrickson  
Jim and Ruth Devenney  
Natalia Dominguez Buckley  
James Eby  
Reverend Dr. Gregory Edwards  
Pete Egan  
Jonathan Encarnacion  
Roxanna Encarnacion  
George and Alexandra Escalera  
Theresa Eutsey  
Expanding Black Business Credit  
Kenneth and Diane Falk  
Alba Fernandez  
Ferree Foundation  
The Food Trust  
Amanda Foster  
Jamie Frey  
Phil and Pati Frey  
Fulton Forward  
Gregory Furman  
Claudia Galdamez  
Gates Foundation  
Lynne Geib  
F. Edward, III and Natalie Geiger  
Richard Genzer  
Hazel Geracimos  
Judy Gitomer  
Give Local York  
Glenmede Trust  
Charlene Glenn  
Gerard Glenn  
Goldman Sachs  
Josefina Gomez  
Lucila Gomez  
Sahri Gonzalez  
Iolanthe Good  
Ed and Jean Gordon  
John and Fran Gouveia  
Steve and Jill Graham  
Felicia Green  
GRIT Marketing Group  
Wayne Groff  
Suzanne Grounard  
Kenneth and Katie Hammaker  
Antonio Hammond, II and Danielle  
Betancourt-Hammond  
Vondol Hammond  
Dana Hanchin

Michael Harter  
David Hendricks  
Suzanne M. High  
High Foundation  
Mariana Hinojosa  
Vinh Ho  
Henry Hor  
HSBC Bank USA  
D. Page Huey  
Maira Hunter  
Sarah Hunter  
Carolin Jimenez  
Gary Johnson  
Debora Joyce  
JPMorgan Chase Foundation  
Stacey Karshin  
Lawrence Keating and Jan Masland  
Diane Koken  
Loren Kroh  
Paula Krosky  
Nancy Kurland  
Lancaster Chamber  
Lancaster County Community  
Foundation  
Lancaster County Housing and  
Redevelopment Authority  
Erika E. Lauffer  
Michelle Leguisamon  
Peter Leone  
LISC  
Carlos and Carol Ann Lopez  
Oscar and Kiara Lopez  
David and Jill Loughery  
M&T Bank  
Brett Marcy  
Nathan McCann  
Lawrence McComy  
Harold McMurtry  
Laura Miesl  
Brenden Mixson  
James R. Mog, Jr. and Joan M.  
Brodhead  
Linda Morales  
Arthur Morris  
Amanda Mosso  
Don and Becky Murphy  
Heidi Nafis  
Vanessa Neri  
Network for Good  
Ethiopia Nigatu  
Indah Nuritasari  
Opportunity Finance Network - Grow  
with Google Small Business Fund  
George Pabon  
Anthony Pappion  
Benjamin Parra  
Andrew Pauls-Thomas  
Antonio Pelosi  
Pennsylvania Council of the Arts  
Pennsylvania Housing Finance  
Agency  
Sonny Phan  
The Philadelphia Foundation  
Philadelphia Industrial Development  
Corporation  
Dr. Carl and Mrs. Ellen Pike  
Mark Pinsky  
PNC Bank

Pamela and Andrew Porter  
The Regional Foundation  
Frederick Rivera  
Craig and Dianne Roda  
Rodgers Family Charitable Fund  
Meralis Rodriguez  
Lisa Rohde  
Timothy Roseboro  
S&T Bank  
Michelle Salazar  
Karl Salvatore  
Santander Bank  
Charlie Santiago  
Peter Santiago  
Steven Santoni  
David and Donna Schankweiler  
John and Mercedes Scott  
Nate Scott  
Phaedra Scott  
Sarah Shearer  
Victor and Elias Sheronas  
Lloyd and Donna Shields  
Belkis Shindell  
David and Jennifer Silbert  
Melissa Siwiec  
Spring Point Partners  
Najee Spruill  
MacDonald Stacks  
David and Colleen Stameshkin  
Jonathan and Marsha Stanley  
Steel Works Construction  
George and Deborah Stern  
Cynthia Stewart  
Stoesz Family Fund  
Deborah Stuart  
Suzanne M. High Family Fund  
TD Charitable Foundation  
Tides Foundation  
Tory Burch and Bank of America  
Capital Program  
Robert Totaro  
Truist Bank  
Truist Foundation  
Vince Tseng  
Katherine Tyler  
U.S. Department of the Treasury,  
CDFI Fund  
U.S. Small Business Administration  
Univest Bank and Trust  
Semra Uysal  
Nancy Val Kambourglos  
Lisa VillaMil  
Larry Wagner  
Lydia Walker and Cristian Ardon  
Malcolm Weaver  
Jim Weber  
WellSpan Health  
Wanda Whare  
Peder Wiegner  
William Penn Bank Foundation  
John and Pam Woodell  
Woodforest National Bank  
WSFS  
Wyomissing Foundation  
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Samuel T. Cooper, III, Esq.  
Rev. Dr. Gregory J. Edwards  
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Carlos Lopez  
R. Eric Menzer  
Antonio R. Pelosi  
David A. Schankweiler  
Vincent Tseng

## Credit Union Board of Directors

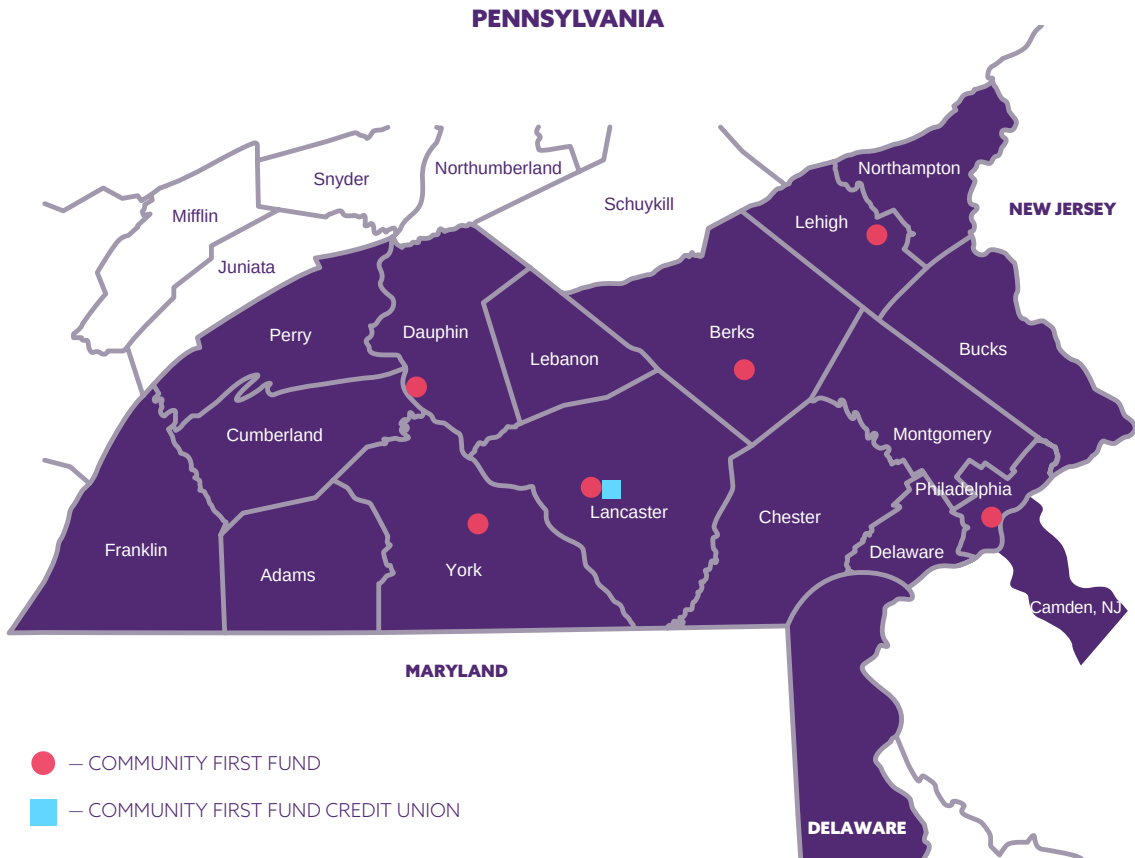
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Initiatives Officer  
Michael R. Carper, Chief Credit Officer  
Dragan Dodik, Senior Vice President,  
Chief Lending Officer  
Anthony Pappion, Senior Vice  
President, Chief Financial Officer  
Cindy Stewart, Chief Human  
Resources Officer



# OUR REGION OF IMPACT



**Offices in Philadelphia, Lancaster, York,  
Harrisburg, Reading, Allentown**

**30** YEARS of IMPACT  
THROUGH INNOVATION



**COMMUNITY FIRST FUND®**  
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CREDIT UNION  
communityfirst.com