



BANK ENTERPRISE AWARD PROGRAM

BASELINE ANALYSIS AND EVALUATION

FINAL REPORT

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Appendix A1. Pre-Test Cognitive Interview

Qualitative Interviews: Cognitive Pre-Test Template

Interviewer Instructions: *At the conclusion of the Qualitative Interview, do not hang up the call. Invite the respondent to complete a 5-10 minute debriefing. Remain neutral during the telephone conversation, do not positively or negatively influence the respondent's answers to the questions.*

Interviewer: Thank you for your participation on the interview. As we discussed initially, do you still have time for a five to 10 minute debriefing discussion?

Allow for participant response.

If the participant states they no longer have time, No problem. When are you available to complete the debriefing discussion? Record date and time below.

Date: _____ Time: _____

If the participant states this is still a good time, continue below.

Great. Let us get started.

1. Overall, did you feel as though the interview questions were easy to understand?
2. Did you find any of the interview questions difficult to answer due to the topic or the information we asked about?
3. Were there any questions that we did not ask that you think would be important in understanding the effectiveness of the BEA Program?
4. Were there any questions that we asked that you felt were not relevant to the interview?
5. How did you feel about the length of the interview?
6. Do you have any general feedback regarding the interview?

Interviewer: Thank you. That completes our debrief. Did you have any questions for me?

Allow respondent to answer before concluding the call.

We appreciate your time today. Your participation in the pretest was very helpful and your interview responses will be included in our overall results, and will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for completing the survey! Have a great day.

Appendix A2. BEA Program Evaluation Triangulation Interview Protocol: Indirect

BEA Program Evaluation Triangulation Interview Protocol: Indirect Activity

Interviewer Instructions: *Dial into the conference line [Insert Conference Line and Dial-in Information] to begin the interview. Wait for all participants to join the call before beginning the interview. Be sure to review the bank's Mission Statement prior to the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in capital or italicized letters are instructions, do not read during the interview. Probe each question as necessary.*

Stakeholder Name and Institution: _____

Interviewers: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or the CDFI Fund). On the call with me today, I have {NAME OF SUBJECT MATTER EXPERT} from the National Community Reinvestment Coalition (or NCRC)/{NAME OF SUBJECT MATTER EXPERT} from the Woodstock Institute. For quality assurance purposes, my colleague (s) ____ are on the line as well.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that received Bank Enterprise Award (BEA) Program awards during the last three years. The interviews are part of a full-scale evaluation designed to measure the effectiveness of the BEA Program.

Our interview today should last approximately 30 minutes. As indicated in the letter, your participation is voluntary. Your answers will remain confidential and will be presented in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: Core Questions

Interviewer: Our first set of questions will focus on the impact on your institution of two initiatives that are intended to encourage banks to make investments that benefit lower-income neighborhoods, the Bank Enterprise Award program and the Community Reinvestment Act.

- 1) Why did your institution apply/reapply for a BEA Program award?
- 2) Your institution received an award in 20XX [*Review public awards database for year institution received their first award*]. How did your institution first become aware of the Bank Enterprise Award Program?
- 3) *Review highlights of Bank's Mission Statement.* Your institution's mission statement indicates that your goal(s) is (are) to _____. How has the BEA Program supported your organization's mission?
- 4) Did the prospect of a potential BEA award affect the decision to make an investment? For example, did your institution make CDFI-related investments specifically to qualify for the BEA Program award? If so, how did they align with your institution's mission?

Potential Probes:

- How did the prospect of a BEA award affect your investment decisions?
- How did the investments specifically align with your institution's mission?

Interviewer: Now we will discuss the Community Reinvestment Act's influence on your institution. Before we ask the next set of questions, we would like to clarify two definitions, low-moderate income and distressed communities:

- *For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.*
- *For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5x the national average.*

5) To what extent does the Community Reinvestment Act affect your institution's lending and services in low-moderate income and distressed communities?

6) Are your institution's efforts to qualify as a BEA Awardee substantially different than your institution's efforts to meet CRA regulatory requirements? If so, how are they similar or different in terms of lending, investing and service activities and for which types of communities (e.g. as measured by income, poverty, etc.)?

- To what extent might they be complementary?

Section 2: Targeted Questions – Investment Decisions

Interviewer: During the next portion of our interview, we will ask a few questions regarding your institution's decisions to invest in CDFIs.

1) What is the relative importance in determining your institution's investment decisions in low-moderate income communities*; economic factors, regulatory mandates or your institution's mission? Please explain.

- Which would you rate first and why?
- Which would you rate second and why?
- You rated _____ as third, why?

**Repeat low-moderate income definition, if necessary.*

2) How did the factors that we just discussed, economic, regulatory, or mission, drive your institution's decision to invest in CDFIs that invest in distressed communities*?

**Repeat BEA Distressed Communities definition, if necessary.*

3) Does your institution currently invest directly in BEA distressed communities?

- *If yes, why does your institution currently invest directly in BEA distressed communities?*
- *If no, why did your institution choose not to invest directly in BEA distressed communities?*
- *If they invested in the past but no longer invest, please explain.*

4) Can you briefly describe the nature of your CDFI investments?

- How does the type of investment you make in a CDFI differ based on the type of CDFI you are investing in?

Section 3: Targeted Questions – Institutional Impact

Interviewer: Now we would like to ask you a few questions about the impact that the BEA Program had on your institution.

1) What impact has the BEA Program had on the following CDFI-related activities offered by your institution?

- [] Grants
- [] Equity Investments

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- ☐ Equity-like loans
- ☐ Loans
- ☐ Deposits
- ☐ Technical assistance

Section 4: Targeted Questions – Community Impact

Interviewer: For our final question, we would like to ask you about the impact of the BEA Program on your institution's ability to serve distressed communities.

1) Thinking about the activity types that we just discussed, can you think of a notable success story related to the BEA Program, or a particularly notable impact on the community? *REPEAT ABOVE ACTIVITIES IF NECESSARY.*

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A3. BEA Program Evaluation Triangulation Interview Protocol: Direct

BEA Program Evaluation Triangulation Interview Protocol: Direct Activity

Interviewer Instructions: *Dial into the conference line [Insert Conference Line and Dial-in Information] to begin the interview. Wait for all participants to join the call before beginning the interview. Be sure to review the bank's Mission Statement prior to the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in capital or italicized letters are instructions, do not read during the interview. Probe each question as necessary.*

Stakeholder Name and Institution: _____

Interviewers: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or the CDFI Fund). On the call with me today, I have {NAME OF SUBJECT MATTER EXPERT} from the National Community Reinvestment Coalition (or NCRC)/{NAME OF SUBJECT MATTER EXPERT} from the Woodstock Institute. For quality assurance purposes, my colleague (s) ____ are on the line as well.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that received Bank Enterprise Award (or BEA) Program awards during the last three years. The interviews are part of a full-scale evaluation designed to measure the effectiveness of the BEA Program.

Our interview today should last approximately 30 minutes. As indicated in the letter, your participation is voluntary. Your answers will remain confidential and will be presented in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: Core Questions

Interviewer: Our first set of questions will focus on the impact on your institution of two initiatives that are intended to encourage banks to make investments that benefit lower-income neighborhoods, the Bank Enterprise Award program and the Community Reinvestment Act (or CRA).

- 1) Why did your institution apply/reapply for a BEA Program award?
- 2) Your institution received an award in 20XX [*Review public awards database for year bank received their first award*]. How did your institution first become aware of the Bank Enterprise Award Program?
- 3) *Review highlights of Bank's Mission Statement.* Your institution's mission statement indicates that your goal(s) is (are) to _____. How has the BEA Program supported your organization's mission?
- 4) Did the prospect of a potential BEA award affect the decision to make an investment? For example, did your institution make CDFI-related investments specifically to qualify for the BEA Program award? If so, how did they align with your institution's mission?

Potential Probes:

- How did the prospect of a BEA award affect your investment decisions?
- How did the investments specifically align with your institution's mission?

Interviewer: Now we will discuss the Community Reinvestment Act's influence on your institution. Before we ask the next set of questions, we would like to clarify two definitions, low-moderate income and distressed communities:

- *For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.*
- *For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5x the national average.*

5) To what extent does the Community Reinvestment Act affect your institution's lending and services in low-moderate income and distressed communities?

6) Are your institution's efforts to qualify as a BEA Awardee substantially different than your institution's efforts to meet CRA regulatory requirements? If so, how are they similar or different in terms of lending, investing and service activities and for which types of communities (e.g. as measured by income, poverty, etc.)?

- To what extent might they be complementary?

Section 2: Targeted Questions – Investment Decisions

Interviewer: During the next portion of our interview, we will ask a few questions regarding your institution's decisions to invest in CDFIs.

1) What is the relative importance in determining your institution's investment decisions in low-moderate income communities*; economic factors, regulatory mandates or your institution's mission? Please explain.

- Which would you rate first and why?
- Which would you rate second and why?
- You rated _____ as third, why?

**Repeat definition for low-moderate income communities, if necessary.*

2) How did the factors that we just discussed, economic, regulatory, or mission, drive your institution's decision to provide direct financing and/or financial activities to distressed communities*? Are these factors complementary with your decisions about investing in low-moderate income communities?

**Repeat BEA Distressed Communities definition, if necessary.*

3) How does providing direct financing or financial services in BEA-eligible census tracts or distressed communities fit within your institution's overall business strategy?

4) Does your institution receive CDFI-related investments from other financial institutions? If so, to what extent do those investments support your institution and/or its ability to provide financial products and services in BEA-eligible census tracts or distressed communities?

5) Has your institution made similar investments in BEA-eligible census tracts or distressed communities in years that you did not apply for a BEA Program award?

Section 3: Targeted Questions – Institutional Impact

Interviewer: Now we would like to ask you a few questions about the impact of the BEA Program on your institution.

1) What impact has the BEA Program had on the following Direct Financing and/or Financial Service activities offered by your institution?

- [] Affordable housing loans (mortgages)
- [] Financing affordable housing development
- [] Home improvement loans

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- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development
- ☐ Deposits
- ☐ Community Services
- ☐ Financial Services
- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products

2) Were there particular projects, products and/or services that your institution implemented specifically because of the availability of a BEA Program award? If so, can you describe them?

Section 4: Targeted Questions – Community Impact

Interviewer: For our last question, we would like to ask you about the impact of the BEA Program on your institution's ability to serve distressed communities.

1) Thinking about the activity types that we just discussed, can you think of a notable success story related to Direct Financing and/or Financial Service activities, or a particularly notable impact on the community? *REPEAT ABOVE ACTIVITIES IF NECESSARY.*

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A4. BEA Program Evaluation Triangulation Interview Protocol: Non-awardee

BEA Program Evaluation Triangulation Interview Protocol: Non-awardee Activity

Interviewer Instructions: *Dial into the conference line [Insert Conference Line and Dial-in Information] to begin the interview. Wait for all participants to join the call before beginning the interview. Be sure to review the bank's Mission Statement prior to the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in capital or italicized letters are instructions, do not read during the interview. Probe each question as necessary.*

Stakeholder Name and Institution: _____

Interviewers: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or the CDFI Fund). On the call with me today, I have {NAME OF SUBJECT MATTER EXPERT} from the National Community Reinvestment Coalition (or NCRC)/{NAME OF SUBJECT MATTER EXPERT} from the Woodstock Institute. For quality assurance purposes, my colleague (s) ____ are on the line as well.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that applied for Bank Enterprise Award (or BEA) Program awards during the last three years. The interviews are part of a full-scale evaluation designed to measure the effectiveness of the BEA Program.

Our interview today should last approximately 30 minutes. As indicated in the letter, your participation is voluntary. Your answers will remain confidential and will be presented in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: Core Questions

Interviewer: Our first set of questions will focus on the potential impact of the Bank Enterprise Award program on your institution.

- 1) Why did your institution apply for a BEA Program award?
- 2) How did your institution first become aware of the Bank Enterprise Award Program?
- 3) *Review highlights of Bank's Mission Statement.* Your institution's mission statement indicates that your goal(s) is (are) to _____. How would the BEA Program support your organization's core mission?
- 4) Did the prospect of a potential BEA award affect the decision to make specific investments? For example, did your institution make CDFI-related investments specifically to qualify for the BEA Program award? If so, how did they align with your institution's mission?

Potential Probes:

- How did the prospect of a BEA award affect your investment decisions?
- How did the investments specifically align with your institution's mission?

Interviewer: Now we will discuss the Community Reinvestment Act's influence on your institution. Before we ask the next set of questions, we would like to clarify two definitions, low-moderate income and distressed communities:

- *For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.*
- *For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5x the national average.*

- 5) To what extent does the Community Reinvestment Act affect your institution's lending and services in low-moderate income and distressed communities?
- 6) Are your institution's efforts to qualify as a BEA Awardee substantially different than your institution's efforts to meet CRA regulatory requirements? If so, how are they similar or different in terms of lending, investing, and service activities in low-moderate income or distressed communities?

- *Potential probe:* To what extent might they be complementary?

Section 2: Targeted Questions – Institutional Impact

Interviewer: During the next portion of our interview, we would like to ask you a few questions about the potential impact that receiving a BEA Program award would have on your institution.

1) What is the relative importance in determining your institution’s investment decisions in low-moderate income communities; economic factors, regulatory mandates, or your institution’s mission? Please explain.

- Which would you rate first and why?
- Which would you rate second and why?
- You rated _____ as third, why?

**Repeat low-moderate income definition, if necessary.*

2) How would receiving a BEA Program award impact the types of investments, products and services that your institution offers?

3) What, if anything, would you recommend to improve the BEA Program?

Section 3: Targeted Questions – Community Impact

Interviewer: In the final section of the interview, we would like to ask you about the potential impact of the BEA Program on your community.

1) What are some of the key impacts that a BEA Program award would have on your institution’s ability to serve distressed communities*?

**Repeat BEA Distressed Communities definition, if necessary.*

Potential Probe: How would receiving the BEA Program award impact your institution’s ability to serve lower- income communities?

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program’s strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A5. BEA Program Evaluation Triangulation Interview Protocol: CDFI Partner

BEA Program Evaluation Triangulation Interview Protocol: CDFI Partner Activity

Interviewer Instructions: *Dial into the conference line [Insert Conference Line and Dial-in Information] to begin the interview. Wait for all participants to join the call before beginning the interview. Be sure to review the name) of the partnered institution and the CDFI's Mission Statement prior to the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in capital or italicized letters are instructions, do not read during the interview. Probe each question as necessary.*

Stakeholder Name and Institution: _____

Interviewers: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or the CDFI Fund). On the call with me today, I have {NAME OF SUBJECT MATTER EXPERT} from the National Community Reinvestment Coalition (or NCRC)/{NAME OF SUBJECT MATTER EXPERT} from the Woodstock Institute. For quality assurance purposes, my colleague (s) ____ are on the line as well.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with CDFI Partners, or CDFIs that received support from Bank Enterprise Award (or BEA) Program awardees. The interviews are part of a full-scale evaluation designed to measure the effectiveness of the BEA Program.

Our interview today should last approximately 30 minutes. As indicated in the letter, your participation is voluntary. Your answers will remain confidential and will be presented in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: Core Questions

Interviewer: The Bank Enterprise Award Program provides monetary awards to Federal Deposit Insurance Corporation (or FDIC)-insured financial institutions that provide capital or technical assistance to certified CDFIs. Your CDFI is listed as one receiving capital or technical assistance from a bank that applied for a BEA Program award. Our first set of questions will focus on the impact of the investment that your organization received from the partnership with [NAME OF INSTITUTION].

- 1) How did you first become aware of the Bank Enterprise Award Program?

Did you know that [NAME OF INSTITUTION] applied for and received a BEA Program award?

Potential Probes: How long have you known about the program? When did you first hear about the program?

- 2) How did your organization first establish a partnership with [NAME OF INSTITUTION]? How has this relationship been maintained over time?

Potential probes: Who typically initiated the contact regarding investments? Have you received more than one (1) investment from the bank? If so, who initiates the contact on a recurring basis? Do you have regularly scheduled meetings or other contacts with [NAME OF INSTITUTION]?

- 3) To the best of your knowledge, had your organization partnered with [NAME OF INSTITUTION], in years prior to [INSERT EARLIEST YEAR OF BEA APPLICATION/AWARD], the year in which they received a BEA Program award?

IF YES: Please describe the relationship and how it relates to the relationship you have with the bank now.

IF NO, CONTINUE BELOW.

- 4) What other benefits, if any, did your organization receive as a result of these investments? Please describe.

Potential probes: Please describe how this partnership with [NAME OF INSTITUTION] might result in future investments or partnerships. Please describe any other opportunities that arose from the partnership that allowed your organization to expand their services.

- 5) To the best of your knowledge, has your organization partnered with other FDIC-insured financial institutions that have not applied for or received a BEA Program award?

IF YES: In what way?

Potential Probes: Please explain and describe the extent to which your organization has received investments from other FDIC-insured financial institutions that have not applied for or received BEA

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Program awards. For example, please describe the approximate level of investment, number of institutions, etc.

IF NO, CONTINUE BELOW.

- 6) *Review highlights of Organization's Mission Statement.* Your organization's mission statement indicates that your goal(s) is (are) to _____. How has the partnership with [NAME OF INSTITUTION] supported or furthered your organization's mission?
- 7) To the best of your knowledge, was the prospect of potentially receiving a BEA Program award the primary reason that [NAME OF INSTITUTION] made the investment in your organization?

IF YES: Please explain.

IF NO: To the best of your knowledge, what do you believe the reasons were, in relative importance, for determining to invest in your organization: economic factors, regulatory mandates or your institution's mission? Please explain.

- a. Which would you rate first and why?
- b. Which would you rate second and why?
- c. You rated _____ as third, why?
- 8) What, in relative importance, are the reasons your organization invests in low-moderate income communities: economic factors, regulatory mandates or your institution's mission? Please explain why you chose each level of importance.
- a. Which would you rate first and why?
- b. Which would you rate second and why?
- c. You rated _____ as third, why?

Section 2: Targeted Questions – Investment Decisions

Interviewer: During the next portion of our interview, we will ask a few questions regarding your organization's investment decisions... Before we ask the next set of questions, we would like to clarify two definitions; low-moderate income and distressed communities:

- *For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.*

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- *For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5x the national average.*

- 1) Please describe the nature of your organization's existing efforts to lend or invest in low-moderate income and distressed communities.
- 2) How has partnering with the [NAME OF INSTITUTION] impacted your organization's ability to invest in low-moderate income* and distressed communities*?
 - a. To what extent did the partnership affect your organization's lending and services in these communities?

**Repeat definitions for low-moderate income and distressed communities, if necessary.*

- 3) To the best of your knowledge, to what extent did the Community Reinvestment Act affect the [NAME OF INSTITUTION] decision to invest in your organization?

Section 3: Targeted Questions – Institutional Impact

Interviewer: Now we would like to ask you about the impact of the support that your organization has received from [NAME OF INSTITUTION].

- 1) How would you describe the overall impact of the investments that your CDFI has received from the aforementioned institution?
 - a. In your opinion, what has been the greatest impact?

Section 4: Targeted Questions – Community Impact

Interviewer: For our last question, we would like to ask you about the impact on your community of the investment that you received from [NAME OF INSTITUTION].

- 1) Can you think of a notable success story related to the support that you received, or a particularly notable impact in low-moderate income* or distressed communities* that you service?

**Repeat definitions for low-moderate income and distressed communities, if necessary.*

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding

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more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A6. Online Survey Cognitive Interview

Cognitive Pre-Test Template - Online Survey

Interviewer Instructions: Review respondent's answers to the questions using the Word file survey prior to conducting the cognitive pre-test. Remain neutral during the telephone conversation, do not positively or negatively influence the respondent's answers to the questions.

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} calling from ARDX. May I please speak to [full name of stakeholder]?

WHEN RESPONDENT IS ON THE PHONE REPEAT THE ABOVE INTRODUCTION AS NECESSARY.

You recently completed the BEA Program Evaluation survey and we agreed to meet at this time to complete a debriefing interview. Is now still a good time? *IF YES, CONTINUE. IF NO, RESCHEDULE.*

Read questions below. Take detailed notes of respondent feedback to each question.

Section One

1. As indicated in the email, we requested that you to record your start and stop time for each section. What were your start and stop times for Section 1? *IF UNKNOWN, ASK FOR ESTIMATED DURATION.*

Record time here: Start: _____ Stop: _____
Total Duration: _____ Estimated: Y N

2. Section One, Question One asked you to indicate your level of agreement with several general statements regarding the BEA Program – did you find any of these statements ambiguous or unclear? *REPEAT STATEMENTS AS NECESSARY.*
3. Section One, Question Two asked about general information regarding the BEA Program and the Community Reinvestment Act (CRA). You were asked to express your opinion on whether the BEA or the CRA required lending or investment in more highly-distressed census tracts. You were also asked whether the BEA Program or CRA is more effective at encouraging lending or investments in more highly distressed census tracts. Did you find either of those sub-questions ambiguous or unclear?

Sections Two, Three, and Four

Prior to completing the cognitive pretest, review whether the respondent answered questions for Sections Two, Three and Four. If the respondent did not answer questions for a certain section, do not ask their stop/start time or questions pertaining to the respective sections below.

1. What were your start and stop times for Section 2? *(Only ask if respondent completed Section.) IF UNKNOWN, ASK FOR ESTIMATED DURATION.*

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Record time here: Start: _____ Stop: _____
Total Duration: _____ Estimated: Y N

2. What were your start and stop times for Section 3? *(Only ask if respondent completed Section.) IF UNKNOWN, ASK FOR ESTIMATED DURATION.*

Record time here: Start: _____ Stop: _____
Total Duration: _____ Estimated: Y N

3. What were your start and stop times for Section 4? *(Only ask if respondent completed Section.) IF UNKNOWN, ASK FOR ESTIMATED DURATION.*

Record time here: Start: _____ Stop: _____
Total Duration: _____ Estimated: Y N

4. In three sections of the questionnaire, we asked the extent to which several factors influenced your institution's decision to engage in BEA Program Qualified Activities. We asked about factors such as the prospect of receiving an award, potential for profitable business and diversification of business or service area. One of the factors that we asked about was "already serving the population or area", for which the response choices were; to a large extent, to a moderate extent, to little extent, and not at all. What factor or factors guided your response to this particular item?
5. When considering the extent to which these factors influenced your institution's decision to engage in BEA Program Qualified Activities, did you consider each factor independently or do you feel that your response to a particular factor influenced your answers regarding other factors?

IF YES: Please explain.

IF THE RESPONDENT IS UNSURE, PROVIDE AN EXAMPLE.

6. In Sections Two, Three, and Four, we provided several pop-up definitions to answer choice selections.
- Were these definitions easy to understand?
 - Did you find the definitions useful?

Section 5 and Conclusion

1. What were your start and stop times for Section 5? *(Only ask if respondent completed Section)*

IF UNKNOWN, ASK FOR ESTIMATED DURATION.

Record time here: Start: _____ Stop: _____
Total Duration: _____ Estimated Y N

General

Interviewer: Finally, I am going to ask a couple of general questions.

1. Do you think we effectively differentiated the answer choices for our closed-ended items (e.g., “to a great extent,” “to a moderate extent,” “to a little extent” and “not at all”)?
2. Were there any questions that we did not ask that you think would be important in understanding the effectiveness of the BEA Program?
3. Do you have any general feedback regarding the online survey?

Interviewer: Thank you. That completes our interview. Did you have any questions for me?

Allow respondent to answer before concluding the call.

We appreciate your time today. Your participation in the pretest was very helpful and your survey responses will be included in our overall results, and will greatly assist the CDFI Fund in understanding more about the program’s strengths and areas for potential enhancements. Thank you for completing the survey! Have a great day.

RESPONSES TO QUESTIONS AND OBJECTIONS

What is the purpose of the evaluation?

The program evaluation is designed to assess the effectiveness of the BEA Program in meeting the goals of financial institutions and the needs of distressed communities.

How do I know that the survey is legitimate?

Should you have any concerns about participating in the evaluation, please do not hesitate to contact Greg Bischak, the CDFI Fund’s Manager for Financial Strategies and Research, at (202) 653-0315 or bischakg@cdfi.treas.gov.

Also feel free to contact the Director of Research and Evaluation at ARDX. She can be reached at Survey@BEAProgramEvaluation.com.

When is the actual survey going to happen?

The survey is expected to occur in September or October of 2015, following OMB clearance.

Appendix A7. Survey of Opinions of the Community Development Financial Institutions Fund Bank Enterprise Award Program Applicants

OMB No: 1559-0047
Expiration Date: 02/28/2018



Survey of Opinions of the Community Development Financial Institutions Fund Bank Enterprise Award Program Applicants

The U.S. Department of the Treasury contracted with ARDX to conduct an evaluation of the Community Development Financial Institutions Fund's (CDFI Fund) Bank Enterprise Award Program (BEA Program). As part of this effort, ARDX is conducting an opinion survey of FDIC-insured financial institutions that applied for BEA Program awards during calendar years 2012, 2013 or 2014. The survey should take approximately 30 minutes to complete, and includes general questions about your organization's BEA Program qualified activities. ***If your institution received more than one BEA Program award during calendar years 2012, 2013 and 2014, please respond based on the most recent award only.***

Participation in the survey is strictly voluntary. However, your feedback will assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. If you do not believe you are the best person in your organization to respond to the questions, please contact Sadie Bennett at survey@BEAProgramEvaluation.com, or 800-775-9320).

It is the CDFI Fund's intention to receive and use the information collected only in the aggregate form and only for research purposes, unless we are required by law to release more detailed information. Your privacy is protected by both the Privacy act and by the Freedom of Information Act. All requests for information from the public through the Freedom of Information Act (FOIA) will be examined by the CDFI Fund on a case-by-case basis to determine whether the information may be protected from release due to personal or business privacy confidentiality concerns.

Questions or concerns. If you experience technical or other difficulties in responding to this survey, please contact {DIRECTOR OF RESEARCH AND EVALUATION} at survey@BEAProgramEvaluation.com or 800-775-9320. You may also contact {DIRECTOR OF RESEARCH AND EVALUATION} if you have general questions about the evaluation or concerns about your organization's inclusion in the survey.

Thank you very much for participation in this important evaluation.

This survey has been approved by the Office of Management and Budget, as required by the Paperwork Reduction Act of 1995, under OMB control number 1559-0047, which expires on 02/28/2018. The time to complete this information collection is estimated to average 30 minutes per response, including the time to review instructions, search existing data resources, gather the data needed and complete and review information collection. If you have any comments concerning the accuracy of the time estimate or suggestions for improving this form, please write to U.S. Department of the Treasury, Community Development Financial Institutions Fund, 1500 Pennsylvania Ave. NW, Washington, DC 20220.

ORGANIZATIONAL PROFILE (PRE-POPULATED DATA)

- Respondent Name
- Respondent Email
- Institution Name
- Institution Location
- Respondent Type (Applicant; Awardee)
- Institution Type (MDI-CDFI; CDFI-non-MDI; MDI-non-CDFI; Other)
- CRA Asset Size (Small, Intermediate-Small, or Large from the most recent application)
- Number of Awards and Dollar Amount
 - 2012 Awardee (Yes, No)
 - 2012 Award Amount
 - 2013 Awardee (Yes, No)
 - 2013 Award Amount
 - 2014 Awardee (Yes, No)
 - 2014 Award Amount
- Multiple Award Years
 - Number of Awards
 - Received Multiple Year Awards
- Most Recent Award Year (if applicable) (2012, 2013, 2014)
- Assessment Period (2011, 2012, 2013)

NOTE: The pre-populated variables will not appear on the survey instrument. Each respondent will receive a personalized survey link containing a unique identifier including the above variables. Upon submission of the survey responses, the unique identifier will be linked to the responses for purposes of data analysis.

INSTRUCTIONS

The survey consists of single-response, multiple response and open-ended questions. Multiple-response items include an instruction to “select all that apply.” Please note that the brief survey is designed to be completed in a single session. Closing the survey prior to completion and submission will result in incomplete data. In addition, selecting the “back” button on your web navigation panel will erase any previously selected responses.

SECTION 1: Overall Impressions of BEA Program

1) Please indicate your level of agreement with **each of the following statements** regarding the BEA Program. The BEA Program encourages my organization to:

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Serve markets or areas that I would be less likely to serve without the support of the program.					
Strengthen existing relationships with CDFIs.					
Build new relationships with CDFIs.					
Increase investments in CDFIs.					
Develop new products or services to serve new customers.					
Improve my Community Reinvestment Act (CRA) performance.					
Engage in BEA Program-defined Qualified Activities (i.e. CDFI-related activities, distressed community financing activities, or service activities as defined in the BEA Program regulations/ 2009 Interim Rule).					

2) The CDFI Fund is interested in some general information regarding the BEA Program and the Community Reinvestment Act (CRA).

In your opinion...	BEA	CRA	Virtually the Same	Don't Know
Which requires lending or investment in more highly distressed census tracts?				
Which does your institution consider most regarding decisions on lending or investment in census tracts that are <u>more</u> highly distressed than would otherwise be targeted?				

SECTION 2: BEA Program Qualified Activities: CDFI-related Activities include grants, equity investments, equity-like loans, loans, deposits and technical assistance to CDFIs.

Definitions:

Baseline Period: The baseline period is the calendar year reporting period, two years prior to the application date.

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Assessment Period: The assessment period is the following calendar year reporting period, which is compared to the baseline period to determine changes in investment.

1) Did your institution engage in CDFI-related Activities with any CDFIs during the **[INSERT ASSESSMENT PERIOD]** Assessment Period, regardless of whether the activity was reported on your institution's BEA Program Award Application?

☐ Yes

☐ No----- (SKIP TO QUESTION 4)

2) In your opinion, to what extent did **each of the following factors** influence your institution's decision to engage in CDFI-related Activities during the **[INSERT ASSESSMENT PERIOD]** Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					
Diversification of business or service area					
Other (specify):					

3) Which of the following CDFI-related Activities did your institution engage in during the **[INSERT ASSESSMENT PERIOD]** Assessment Period? (Select all that apply.)

☐ Grants

☐ Equity Investments

☐ Equity-like loans

☐ Loans

☐ Deposits

☐ Technical assistance

4) Did your financial institution **increase** its investment in CDFI-related Activities between the Baseline Period and the Assessment Period, regardless of whether the increase was reported on your institution's BEA Award Application?

☐ Yes

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- ☐ No----- (SKIP TO QUESTION 5)
☐ Not Sure----- (SKIP TO QUESTION 5)

5) Did your financial institution report the increase in investment in CDFI-related Activities between the Baseline Period and the Assessment Period on its BEA Program Award Application?

- ☐ Yes
☐ No----- (SKIP TO SECTION 3)
☐ Not Sure ----- (SKIP TO SECTION 3)

6) For which of the following CDFI-related Activities did your institution report an increase? (Select all that apply.) [NOTE: ONLY ACTIVITIES SELECTED IN Q3 WILL APPEAR IN THE LIST.]

- ☐ Grants
☐ Equity Investments
☐ Equity-like loans
☐ Loans
☐ Deposits*
☐ Technical assistance

**Note Regarding Limitations on Deposits Made to Certain CDFI Partners (pop-up): A CDFI Applicant cannot receive credit for any financial assistance or Qualified Activities provided to a CDFI Partner that is also an FDIC-insured depository institution or depository institution holding company.*

7) In your opinion, to what extent did **each of the following factors** influence your institution's decision to **increase its investment** in CDFI-related Activities between the Baseline Period and the Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					
Diversification of business or service area					
Other (specify):					

8) In your opinion, how likely is it that your institution would have done each of the following **without the prospect of receiving a BEA Program Award?**

Item	Very Likely	Somewhat Likely	Not Very Likely	Not at All Likely	Not Sure
Increased its investment in CDFI-related Activities <i>at all</i> between the Baseline Period and the Assessment Period					
Increased its investment in CDFI-related Activities <i>by as much as it did</i> between the Baseline Period and the Assessment Period					

9) In your opinion, to what extent does your institution regard the BEA Program award as a source of continuing support for its engagement in CDFI-related Activities?

- ☐ To a great extent
☐ To a moderate extent
☐ To little extent
☐ Not at all

SECTION 3: BEA Program Qualified Activities: Distressed Community Financing Activities includes loans and investments to businesses and residents of distressed communities as defined for the BEA Program for a variety of purposes, including affordable housing loans, affordable housing development, home improvement, education, small businesses and commercial real estate development.

1) Did your institution engage in any Distressed Community Financing Activities during the **[INSERT ASSESSMENT PERIOD]** Assessment Period, regardless of whether the activity was reported on your institution's BEA Program Application?

- ☐ Yes
☐ No----- (SKIP TO QUESTION 4)

BEA Distressed Communities are census tracts that individually or collectively meet each of the following requirements:

- *Economic Requirement*
 - *At least 30% of population living in poverty; **and***
 - *Unemployment rate at least 1.5 times the national average.*
- *Geographic requirement:*

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- A total population of at least 4,000, if near a MSA with a population of 50,000 or greater;
- A population of at least 1,000 if no portion is located near a MSA; or
- Located within an Indian Reservation

2) In your opinion, to what extent did **each of the following factors** influence your institution's decision to **engage** in Distressed Community Financing Activities during the **[INSERT ASSESSMENT PERIOD]** Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					
Diversification of business or service area					
Other (specify):					

3) Which of the following Distressed Community Financing Activities did your institution engage in during the **[INSERT ASSESSMENT PERIOD]** Assessment Period? (Select all that apply.)

- ☐ Affordable housing loans (mortgages)
- ☐ Financing affordable housing development
- ☐ Home improvement loans
- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development

4) Did your financial institution **increase** its investment in Distressed Community Financing Activities between the Baseline Period and the Assessment Period, regardless of whether the increase was reported on your institution's BEA Program Application?

- ☐ Yes
- ☐ No - (SKIP TO QUESTION 5)
- ☐ Not sure - (SKIP TO QUESTION 5)

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5) Did your financial institution report the increase in investment in Distressed Community Financing Activities between the Baseline Period and the Assessment Period on its BEA Program Application?

- ☐ Yes
☐ No - (SKIP TO SECTION 4)
☐ Not sure - (SKIP TO SECTION 4)

6) For which of the following Distressed Community Financing Activities did your institution report an increase? (Select all that apply.) [NOTE: ONLY ACTIVITIES SELECTED IN Q3 WILL APPEAR IN THE LIST.]

- ☐ Affordable housing loans* (mortgages)
☐ Financing affordable housing development
☐ Home improvement loans
☐ Education loans
☐ Small business loans
☐ Financing for commercial real estate development

**Affordable Housing Loans Definition (pop-up): The origination of a loan or investment to finance the acquisition, construction, and/or development of single- or multi-family residential real property located in a BEA-qualifying Distressed Community where at least 60 percent of the units in such property are affordable. Affordable is defined as a unit that is or will be sold or rented to a Low- and Moderate-Income Resident. A loan for, or Project Investment in, single-family housing or multifamily housing development projects should be reported as Affordable Housing Development Loans and Project Investments, rather than as Commercial Real Estate transactions.*

7) In your opinion, to what extent did **each of the following factors** influence your institution's decision to **increase its investment** in Distressed Community Financing Activities between the Baseline Period and the Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					
Diversification of business or service area					
Other (specify):					

8) In your opinion, how likely is it that your institution would have done each of the following **without the prospect of receiving a BEA Program Award?**

Item	Very Likely	Somewhat Likely	Not Very Likely	Not at All Likely
Increased its investment in Distressed Community Financing Activities <i>at all</i> between the Baseline Period and the Assessment Period				
Increased its investment in Distressed Community Financing Activities <i>by as much as it did</i> between the Baseline Period and the Assessment Period				

9) In your opinion, to what extent does your institution regard the BEA Program award as a source of continuing support for its investment in Distressed Community Financing Activities?

- ☐ To a great extent
☐ To a moderate extent
☐ To little extent
☐ Not at all

SECTION 4: BEA Program Qualified Activities: Service Activities includes financial products and services, such as checking and/or savings accounts, check cashing, financial counseling, and other financial products or services to the residents of BEA Program-defined distressed communities.

1) Did your institution invest in any Service Activities during the **[INSERT ASSESSMENT PERIOD]** Assessment Period, regardless of whether the activity was reported on your institution's BEA Program Application?

- ☐ Yes
☐ No (SKIP TO QUESTION 4)

BEA Distressed Communities are census tracts that individually or collectively meet each of the following requirements:

- *Economic Requirement*
 - *At least 30% of population living in poverty; and*
 - *Unemployment rate at least 1.5 times the national average.*
- *Geographic requirement:*
 - *A total population of at least 4,000, if near a MSA with a population of 50,000 or greater;*
 - *A population of at least 1,000 if no portion is located near a MSA; or*
 - *Located within an Indian Reservation*

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2) In your opinion, to what extent did **each of the following factors** influence your institution's decision to **engage** in Service Activities during the **[INSERT ASSESSMENT PERIOD]** Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					
Diversification of business or service area					
Other (specify):					

3) Which of the following Service Activities did your institution engage in during the **[INSERT ASSESSMENT PERIOD]** Assessment Period? (Select all that apply.)

- ☐ Deposits*
- ☐ Community Services*
- ☐ Financial Services*
- ☐ Targeted Financial Services*
- ☐ Targeted Retail Savings/Investment Products*

*Detailed Definitions (pop-ups):

Deposits: Time or savings deposits or demand deposits, accepted from Residents at offices of the Applicant, or a Subsidiary of the Applicant, located within the Distressed Community. Deposit Liabilities may only include deposits held by individuals in transaction accounts (i.e., demand deposits, NOW accounts, automated transfer service accounts and telephone or preauthorized transfer accounts) or non-transaction accounts (i.e., money market deposit accounts, other savings deposits and all time deposits), as defined by the Appropriate Federal Banking Agency.

Community Services: Assistance provided by officers, employees, or agents (contractual or otherwise) of the Applicant including: (1) provision of technical assistance and financial education to Eligible Residents on managing their personal finances through consumer education programs; (2) provision of technical assistance and consulting services to newly formed small businesses located in the Distressed Community; (3) provision of technical assistance and financial education to, or servicing the loans of, Low- or Moderate-Income homeowners that are Eligible Residents homeowners located in the Distressed

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Community; and (4) other similar services provided for Low- or Moderate-Income persons that are Eligible Residents in a Distressed Community or enterprises integrally involved in a Distressed Community deemed appropriate by the CDFI Fund.

Financial Services: Check-cashing, providing money orders and certified checks, automated teller machines, safe deposit boxes, new branches including school-based bank branches, youth accounts, and other comparable services as may be specified by the CDFI Fund in the applicable NOFA, that are provided by the Applicant to Low-and Moderate-Income individuals in the Distressed Community or enterprises Integrally Involved in the Distressed Community.

Targeted Financial Services: Electronic Transfer Accounts, Individual Development Accounts, and such other similar banking products as may be specified by the CDFI Fund in the applicable NOFA.

Targeted Retail Savings/Investment Products: Certificates of deposit, mutual funds, life insurance and other similar savings or investment vehicles targeted to Low- and Moderate-Income Eligible Residents, as may be specified by the CDFI Fund in the applicable NOFA.

4) Did your financial institution **increase** its investment in Service Activities between the Baseline Period and the Assessment Period, regardless of whether the increase was reported on your institution's BEA Program Application?

- ☐ Yes
- ☐ No (SKIP TO QUESTION 5)
- ☐ Not sure (SKIP TO QUESTION 5)

5) Did your financial institution report the increase in investment in Service Activities between the Baseline Period and the Assessment Period on its BEA Program Application?

- ☐ Yes
- ☐ No (SKIP TO SECTION 5)
- ☐ Not sure (SKIP TO SECTION 5)

6) For which of the following Service Activities did your institution report an increase? (Select all that apply.) [NOTE: ONLY ACTIVITIES SELECTED IN Q3 WILL APPEAR IN THE LIST.]

- ☐ Deposits*
- ☐ Community Services*
- ☐ Financial Services*
- ☐ Targeted Financial Services*
- ☐ Targeted Retail Savings/Investment Products*

*Detailed Definitions (pop-ups):

Deposits: Time or savings deposits or demand deposits, accepted from Residents at offices of the Applicant, or a Subsidiary of the Applicant, located within the Distressed Community. Deposit Liabilities

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may only include deposits held by individuals in transaction accounts (i.e., demand deposits, NOW accounts, automated transfer service accounts and telephone or preauthorized transfer accounts) or non-transaction accounts (i.e., money market deposit accounts, other savings deposits and all time deposits), as defined by the Appropriate Federal Banking Agency.

Community Services: Assistance provided by officers, employees, or agents (contractual or otherwise) of the Applicant including: (1) provision of technical assistance and financial education to Eligible Residents on managing their personal finances through consumer education programs; (2) provision of technical assistance and consulting services to newly formed small businesses located in the Distressed Community; (3) provision of technical assistance and financial education to, or servicing the loans of, Low- or Moderate-Income homeowners that are Eligible Residents homeowners located in the Distressed Community; and (4) other similar services provided for Low- or Moderate-Income persons that are Eligible Residents in a Distressed Community or enterprises integrally involved in a Distressed Community deemed appropriate by the CDFI Fund.

Financial Services: Check-cashing, providing money orders and certified checks, automated teller machines, safe deposit boxes, new branches including school-based bank branches, youth accounts, and other comparable services as may be specified by the CDFI Fund in the applicable NOFA, that are provided by the Applicant to Low-and Moderate-Income individuals in the Distressed Community or enterprises Integrally Involved in the Distressed Community.

Targeted Financial Services: Electronic Transfer Accounts, Individual Development Accounts, and such other similar banking products as may be specified by the CDFI Fund in the applicable NOFA.

Targeted Retail Savings/Investment Products: Certificates of deposit, mutual funds, life insurance and other similar savings or investment vehicles targeted to Low- and Moderate-Income Eligible Residents, as may be specified by the CDFI Fund in the applicable NOFA.

7) In your opinion, to what extent did **each of the following factors** influence your institution’s decision to **increase its investment** in Service Activities between the Baseline Period and the Assessment Period?

Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Prospect of receiving a BEA Program award					
The Community Reinvestment Act					
Other regulatory requirements					
Potential for profitable business					
Potential for positive public relations					
Consistency with corporate mission					
Invested in CDFI-related Activities the year before					
Already serving this population or area					

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Factor	To a Large Extent	To a Moderate Extent	To Little Extent	Not at All	Not Sure
Diversification of business or service area					
Other (specify):					

8) In your opinion, how likely is it that your institution would have done each of the following **without** the prospect of receiving a BEA Program Award?

Item	Very Likely	Somewhat Likely	Not Very Likely	Not at All Likely
Increased its investment in Service Activities <i>at all</i> between the Baseline Period and the Assessment Period				
Increased its investment in Service Activities <i>by as much as it did</i> between the Baseline Period and the Assessment Period				

9) In your opinion, to what extent does your institution regard the BEA Program award as a source of continuing support for engaging in Service Activities?

- ☐ To a great extent
☐ To a moderate extent
☐ To little extent
☐ Not at all

SECTION 5: General Feedback

1) **AWARDEES ONLY (PROGRAM SKIP PATTERN):** In your opinion, what is the greatest impact of the BEA Program **on your institution**? Where does the program make the biggest difference to your institution?

2) **AWARDEES ONLY (PROGRAM SKIP PATTERN):** In your opinion, what is the greatest impact of the BEA Program **on businesses and residents in Distressed Communities**?

1) **UNSUCCESSFUL APPLICANTS ONLY (PROGRAM SKIP PATTERN):** In your opinion, what would be the greatest impact of the BEA Program **on your institution**? Where would the program make the biggest difference to your institution?

2) **UNSUCCESSFUL APPLICANTS ONLY (PROGRAM SKIP PATTERN):** In your opinion, what would be the greatest impact of the BEA Program **on businesses and residents in Distressed Communities**?

3) In your opinion, how would not receiving a future BEA Program award impact your institution's ability to continue to lend to or invest in CDFIs and/or in Distressed Communities?

4) What would you recommend to improve the BEA Program?

SUBMIT

Thank you again for your valuable feedback. Your input will greatly assist the CDFI Fund in evaluating the effectiveness of the BEA Program.

Appendix A8. BEA Program Evaluation Complementary Interview Protocol: Indirect

BEA Program Evaluation Complementary Interview Protocol: Indirect Activity

Interviewer Instructions: *Dial into the conference line [INSERT CONFERENCE LINE AND DIAL-IN INFORMATION] to begin the interview. Wait for all participants to join the call before beginning the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in uppercase, bold, or italicized letters is instructions; do not read during the interview. Probe each question as necessary.*

Date of interview: _____

Stakeholder Name and Institution: _____

Interviewer: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER} calling from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or CDFI Fund).

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that received Bank Enterprise Award (BEA) Program awards during the years 2012, 2013 and 2014. The interviews are part of an evaluation designed to measure the effectiveness of the BEA Program. You may have participated in the online survey that was also part of this evaluation. **{If participant indicates having completed the survey: Thank you. We really appreciate your completing the survey.}**

Our interview today should last approximately 25 minutes. Your participation is voluntary. Further, your answers are confidential and the final report will present the findings in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: BEA Program Qualified Activities: CDFI-related activities

Interviewer: We want to begin today by talking about your institution’s investments in Community Development Financial Institutions (CDFIs). Before we do that, we want to clarify the definition of BEA Program census tracts for distressed communities.

For BEA, Distressed Communities are communities where at least 30% of the area’s population has incomes under the national poverty level, and the unemployment rate is 1.5 times the national average. The BEA Program CDFI-related activities we want to learn more about include:

- Grants
- Equity Investments
- Equity-like loans
- Loans
- Deposits
- Technical Assistance

{IF SURVEY RESPONDENT, GO TO Q2}

Q1) {FOR SURVEY NON-RESPONDENTS ONLY}

Did your institution invest in CDFIs during the {INSERT ASSESSMENT YEAR} assessment period, regardless of whether the activity was reported on your institution’s BEA Program Award Application?

{IF NO: GO TO Q7}

{IF YES PROCEED TO 1a (non-responders)}

1a (non-responders)

To the best of your knowledge, which of the following CDFI-related Activities did your institution engage in during the {INSERT ASSESSMENT YEAR} assessment period?

- ☐ Grants
- ☐ Equity Investments
- ☐ Equity-like loans
- ☐ Loans
- ☐ Deposits
- ☐ Technical Assistance

{GO TO Q3}

Q2) {FOR SURVEY RESPONDENTS ONLY; IF NO INVESTMENT IN CDFI-RELATED ACTIVITIES PROCEED TO SECTION 2}:

We noticed that according to the survey responses for [NAME INSTITUTION], your institution engaged in the following CDFI-related activities: [LIST SERVICES CHOSEN ON SURVEY ONLY]

- ☐ Grants
- ☐ Equity Investments
- ☐ Equity-like loans
- ☐ Loans
- ☐ Deposits
- ☐ Technical Assistance

Q3) {ALL}:

Can you please tell us why you chose to make this type/these types of investments in a CDFI?

Q4) {ALL}:

- a. How did you first establish a relationship with the CDFI(s)?
- b. About when did you begin investing in the CDFI(s)?
- c. Have you made additional investments in the CDFI(s) since {INSERT ASSESSMENT YEAR} assessment period?

IF YES: What kinds of investments and when?

Q5) {ALL}:

What do you see as the key benefits of investing in the CDFI(s)? How does the partnership benefit your institution?

Q6) {ALL}:

- a. How did the CDFI use the investment/ loan/ deposit/ technical assistance that your bank provided?
- b. Did the CDFI report that information to you? If so, what kind of information did the CDFI give you regarding how it is utilized the funds that your institution invested in the CDFI?

Q7) {ALL}:

Please describe how your institution tracks its investment(s) in CDFI-related activities.

Q8) {ALL}:

Did your institution invest in any other types of BEA qualified activities during the assessment period?

Section 2: Administrative Costs

Interviewer: The next couple of questions focus on the effect of the BEA Program award on your institution's administrative costs.

Q1) {ALL}:

- a. Can you please describe how the BEA Program award has affected your institution's cost recovery strategy associated with making BEA eligible investments or providing services?

Probe: That is, for what kinds of administrative costs or services do you use the BEA Program award to recover expenses?

- b. How would not receiving a BEA Program award affect your institution's financial ability to provide BEA eligible investments or services?

Section 3: Community Reinvestment Act (CRA)

Interviewer: Now we have a question about Community Reinvestment Act or CRA reporting. For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.

Q1) {ALL}:

- a. About what proportion of your bank's BEA Program indirect investments to CDFIs are in more highly distressed communities than your institution would make (or that would be required) in order to meet CRA requirements alone?
- b. How did you develop that estimate?

Section 4: Final Comments

Interviewer: For our final questions, we would like to ask about your overall impressions of the BEA Program.

Q1) {ALL}:

In your opinion, do you think financial products and services in distressed communities have increased in your area as a result of the BEA Program? If so, how?

Q2){ALL}:

In general, how does the BEA Program funding affect the distressed community you serve?

Q3){ALL}:

Finally, do you have anything else related to the BEA Program or your BEA investments that you would like share? Do you have any further feedback?

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A9. BEA Program Evaluation Complementary Interview Protocol: Direct

BEA Program Evaluation Complementary Interview Protocol: Direct Activity

Interviewer Instructions: *Dial into the conference line [INSERT CONFERENCE LINE AND DIAL-IN INFORMATION] to begin the interview. Wait for all participants to join the call before beginning the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in uppercase, bold, or italicized letters are instructions; do not read during the interview. Probe each question as necessary.*

Date of interview: _____

Stakeholder Name and Institution: _____

Interviewer: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER calling from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or CDFI Fund)}.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that received Bank Enterprise Award (BEA) Program awards during the years 2012, 2013 and 2014. The interviews are part of an evaluation designed to measure the effectiveness of the BEA Program. You may have participated in the online survey that was also part of this evaluation. **{If participant indicates having completed the survey: Thank you. We really appreciate your completing the survey.}**

Our interview today should last approximately 25 minutes. Your participation is voluntary. Further, your answers are confidential and the final report will present the findings in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: BEA Program Qualified Activities: Distressed Community Financing Activities (DCFA)

Interviewer: We want to begin today by talking about direct investments your institution may have made in BEA Program census tracts for distressed communities. Before we do that, we want to clarify the definition of BEA distressed communities.

For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5 times the national average.

We will be asking you today about your institution's investments in BEA Program qualified distressed community financing activities. BEA Program Qualified Distressed Community Financing Activities include loans and investments to businesses and residents of distressed communities as defined for the BEA Program for a variety of purposes, including affordable housing loans, affordable housing development, home improvement, education, small businesses and commercial real estate development.

{IF SURVEY RESPONDENT, GO TO Q2.}

Q1){FOR SURVEY NON-RESPONDENTS ONLY}:

Did your institution engage in any Distressed Community Financing Activities during the [INSERT ASSESSMENT PERIOD] Assessment Period, regardless of whether the activity was reported on your institution's BEA Program Application?

{IF NO: GO TO SECTION 2}

{IF YES PROCEED TO 1a (non-responders)}

1a (non-responders)

To the best of your knowledge, which of the following Distressed Community Financing Activities did your institution engage in during the [INSERT ASSESSMENT PERIOD] Assessment Period?

- ☐ Affordable housing loans / Financing affordable housing development
- ☐ Mortgage loans
- ☐ Home improvement loans
- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development

{GO TO Q3}

Q2){FOR SURVEY RESPONDENTS ONLY}:

We noticed that according to the survey responses for [NAME INSTITUTION], your institution engaged in the following direct investments: [LIST SERVICES CHOSEN ON SURVEY ONLY]

- ☐ Affordable housing loans / Financing affordable housing development
- ☐ Mortgage loans
- ☐ Home improvement loans
- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development

Q3) {ALL}:

Can you please tell us why you chose to make this type/these types of direct community investment activities?

Section 2: BEA Program Qualified Activities: Service Activities

Interviewer: Next, we would like to talk about your institution's BEA Program Qualified Service Activities. These activities include financial products and services, such as checking and/or savings accounts, check cashing, financial counseling, and other financial products or services to the residents of BEA Program-defined distressed communities.

{IF SURVEY RESPONDENT INDICATED INSTITUTION OFFERED SERVICE ACTIVITIES, GO TO Q2.}

IF BANK INDICATED IN ONLINE SURVEY, SERVICE ACTIVITIES NOT OFFERED: GO TO SECTION 4}

Q1) {FOR SURVEY NON-RESPONDENTS ONLY}

Did your institution invest in any Service Activities during the [INSERT ASSESSMENT PERIOD] Assessment Period, regardless of whether the activity was reported on your institution's BEA Program Application?

{IF NO: GO TO SECTION 3}

{IF YES PROCEED TO 1a (non-responders)}

1a (non-responders)

Which of the following Service Activities did your institution engage in during the [INSERT ASSESSMENT PERIOD] Assessment Period?

- ☐ Community Services
- ☐ Financial Services

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- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products

{GO TO Q3}

Q2) {FOR SURVEY RESPONDENTS ONLY; IF NO INVESTMENT IN SERVICE ACTIVITIES PROCEED TO SECTION 3}:

We also noticed that according to the survey responses for [NAME INSTITUTION], your institution engaged in the following service activities in BEA Program census tracts for distressed communities: [LIST SERVICES CHOSEN ON SURVEY ONLY]

- ☐ Community Services
- ☐ Financial Services
- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products

Q2) {ALL}:

Can you please tell us why you chose to offer these types of Service Activities?

Section 3: Tracking Activities

Interviewer: Next, we would like to ask you some general questions about your institutions direct investments.

{IF NO DIRECT FINANCING OR SERVICE ACTIVITIES OFFERED, GO TO Q2}

Q1) {ALL}:

Please describe how your institution tracks its investment(s) in Direct Financing or Service Activities.

Q2) {ALL}:

Did your institution invest in any other types of BEA qualified activities during the assessment period?

Section 4: Administrative Costs

Interviewer: The next question focusses on the effect of the BEA Program award on your institution's administrative costs.

Q1) {ALL}:

- a. Can you please describe how the BEA Program award has affected your institution's cost recovery strategy associated with making BEA eligible investments or providing services?

Probe: That is, for what kinds of administrative costs or services do you use the BEA Program award to recover expenses?

- b. How would not receiving a BEA Program award affect your institution's financial ability to provide BEA eligible investments or services?

Section 5: Community Reinvestment Act (CRA)

Interviewer: Now we have a question about Community Reinvestment Act or CRA reporting. For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.

Q1) {ALL}:

- a. About what proportion of your bank's BEA Program Direct Investments (financial products and services) are in more highly distressed communities than your institution would make (or that would be required) in order to meet CRA requirements alone?
- b. How did you develop that estimate?

Section 6: Final Comments

Interviewer: For our final questions, we would like to ask about your overall impressions of the BEA Program.

Q1) {ALL}:

In your opinion, do you think financial products and services in distressed communities have increased in your area as a result of the BEA Program? If so, how?

Q2) {ALL}:

In general, how does the BEA Program funding affect the distressed community you serve?

Q3) {ALL}:

Finally, do you have anything else related to the BEA Program or your BEA investments that you would like share? Do you have any further feedback?

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Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A10. BEA Program Evaluation Complementary Interview Protocol: Non-awardee

BEA Program Evaluation Complementary Interview Protocol: Non-Awardee

Interviewer Instructions: *Dial into the conference line [INSERT CONFERENCE LINE AND DIAL-IN INFORMATION] to begin the interview. Wait for all participants to join the call before beginning the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in uppercase, bold, or italicized letters are instructions; do not read during the interview. Probe each question as necessary.*

Date of interview: _____

Stakeholder Name and Institution: _____

Interviewer: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER calling from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or CDFI Fund)}.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions that applied for Bank Enterprise Award (or BEA) Program awards during the last three years. The interviews are part of a full-scale evaluation designed to measure the effectiveness of the BEA Program. You may have participated in the online survey that was also part of this evaluation. **{If participant indicates having completed the survey: Thank you. We really appreciate your completing the survey.}**

Our interview today should last approximately 25 minutes. Your participation is voluntary. Further, your answers are confidential and the final report will present the findings in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: BEA Program Qualified Activities: Distressed Community Financing Activities (DCFA)

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Interviewer: We want to begin today by talking about direct investments your institution may have made in BEA Program census tracts for distressed communities. Before we do that, we want to clarify the definition of BEA distressed communities.

For BEA, Distressed Communities are communities where at least 30% of the area’s population has incomes under the national poverty level and the unemployment rate is 1.5 times the national average.

We will be asking you today about your institution’s investments in BEA Program qualified distressed community financing activities. BEA Program Qualified Distressed Community Financing Activities include loans and investments to businesses and residents of distressed communities as defined for the BEA Program for a variety of purposes, including affordable housing loans, affordable housing development, home improvement, education, small businesses and commercial real estate development.

{IF SURVEY RESPONDENT, GO TO Q2.}

Q1) {FOR SURVEY NON-RESPONDENTS ONLY}:

Did your institution engage in any Distressed Community Financing Activities during the [INSERT ASSESSMENT PERIOD] Assessment Period, regardless of whether the activity was reported on your institution’s BEA Program Application?

{IF NO: GO TO SECTION 2}

{IF YES PROCEED TO 1a (non-responders)}

1b (non-responders)

Which of the following Distressed Community Financing Activities did your institution engage in during the [INSERT ASSESSMENT PERIOD] Assessment Period?

- ☐ Affordable housing loans / Financing affordable housing development
- ☐ Mortgage loans
- ☐ Home improvement loans
- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development

Q2) {FOR SURVEY RESPONDENTS ONLY}:

We noticed that according to the survey responses for [NAME INSTITUTION], your institution engaged in the following direct investments: [ADVISE SURVEY RESPONSE FOR SURVEY SECTION 3, Q3]

- ☐ Affordable housing loans / Financing affordable housing development
- ☐ Mortgage loans
- ☐ Home improvement loans
- ☐ Education loans
- ☐ Small business loans
- ☐ Financing for commercial real estate development

Q3) {ALL}:

Can you please tell us why you chose to offer these types of direct community investment activities?

Section 2: BEA Program Qualified Activities: Service Activities

Interviewer: Next, we would like to talk about your institution’s BEA Program Qualified Service Activities. These activities include financial products and services, such as checking and/or savings accounts, check cashing, financial counseling, and other financial products or services to the residents of BEA Program-defined distressed communities.

***{IF SURVEY RESPONDENT INDICATED INSTITUTION OFFERED SERVICE ACTIVITIES, GO TO Q2.
IF BANK INDICATED IN ONLINE SURVEY SERVICE ACTIVITIES NOT OFFERED: GO TO SECTION 3}***

Q1) {FOR SURVEY NON-RESPONDENTS ONLY}

1a (non-responders)

Did your institution invest in any Service Activities during the [INSERT ASSESSMENT PERIOD] Assessment Period, regardless of whether the activity was reported on your institution’s BEA Program Application?

{IF NO: GO TO SECTION 3}

{IF YES PROCEED TO 1a (non-responders)}

1b (non-responders)

Which of the following Service Activities did your institution engage in during the [INSERT ASSESSMENT PERIOD] Assessment Period?

- ☐ Community Services
- ☐ Financial Services
- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products

{GO TO Q3}

Q2) {FOR SURVEY RESPONDENTS ONLY; IF NO INVESTMENT IN SERVICE ACTIVITIES PROCEED TO SECTION 3}:

Interviewer: We also noticed that, according to the survey responses for [NAME INSTITUTION], your institution engaged in the following service activities in BEA Program census tracts for distressed communities: [LIST SERVICES CHOSEN ON SURVEY ONLY]

- ☐ Community Services
- ☐ Financial Services
- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products

Q3) {ALL}:

Can you please tell us why you chose to offer these types of Service Activities?

Section 3: Other Activities

Q1) {ALL}:

Did your institution invest in any other types of BEA qualified activities during the assessment period (either Direct or Indirect investments)?

Q2){ALL}:

What additional investments or Service Activities could you offer if you received a BEA Program award?

Section 4: Administrative Costs

Interviewer: The next question focuses on the effect a BEA Program award would have on your institution's administrative costs.

Q1) {ALL}:

Please tell me how receiving a BEA award would affect your institution's costs associated with making BEA eligible investments or providing services.

Probe: For what kinds of administrative costs or services would you use the BEA award?

Section 5: Community Reinvestment Act (CRA)

Interviewer: *Now we would like to ask you a few questions about the Community Reinvestment Act or CRA reporting. For CRA, low-moderate income represents the low to moderate income range where low family income is less than 50% of the area median family income and moderate family income is between 50-80% of the area median family income.*

Q1) {ALL}:

- a. About what proportion of your bank's BEA-eligible investments are in more highly distressed communities than your institution would make (or that would be required) in order to meet CRA requirements alone?
- b. How did you develop that estimate?

Section 6: Final Comments

Interviewer: For our final questions, we would like to ask about your overall impressions of the BEA Program.

Q1) {ALL}:

In general, do you think services in distressed communities would increase in your area as a result of a BEA Program award? How so?

Q2) {ALL}:

Finally, do you have anything else related to the BEA Program or your BEA investments that you would like share? Do you have any further feedback?

Interviewer: That concludes our interview today. Do you have any questions for us?

Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking and sharing your experiences! Have a great day.

Appendix A11. BEA Program Evaluation Complementary Interview Protocol: CDFI Partner

BEA Program Evaluation Complementary Interview Protocol: CDFI Partner

Interviewer Instructions: *Dial into the conference line [INSERT CONFERENCE LINE AND DIAL-IN INFORMATION] to begin the interview. Wait for all participants to join the call before beginning the interview. Remain neutral during the interview to avoid positively or negatively influencing the respondent's answers to the questions. The text in uppercase, bold, or italicized letters is instructions; do not read during the interview. Probe each question as necessary.*

Date of interview: _____

Stakeholder Name and Institution: _____

Interviewer: _____

Protocol:

Interviewer: Good (morning or afternoon). This is {NAME OF INTERVIEWER calling from ARDX on behalf of The U.S. Department of the Treasury's Community Development Financial Institutions Fund (or CDFI Fund)}.

As indicated in the letter that you received from the CDFI Fund, we are conducting research interviews with members of institutions (or CDFI Partners) that received Bank Enterprise Award (BEA) Program awards during the years 2012, 2013 and 2014. The interviews are part of an evaluation designed to measure the effectiveness of the BEA Program.

Our interview today should last approximately 25 minutes. Your participation is voluntary. Further, your answers are confidential and the final report will present the findings in aggregate form only. For analysis purposes, we would like to record the call today. Do we have your consent to record the interview?

If respondent gives consent, proceed below.

If respondent declines, please wait a moment for the audio recorder to stop.

Unless you have any questions, we will begin the interview.

If the respondent has no questions, continue below.

Section 1: BEA Program Investment

Interviewer: The Bank Enterprise Award Program provides monetary awards to Federal Deposit Insurance Corporation (or FDIC)-insured financial institutions that provide capital or technical assistance

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to certified CDFIs. Your institution is listed as one receiving capital or technical assistance from a bank that applied for a BEA Program award. Our first set of questions will focus on the impact of the investment that your organization received from the partnership with [NAME OF INSTITUTION]. Before we do that, we want to clarify the definition of BEA Program census tracts for distressed communities.

For BEA, Distressed Communities are communities where at least 30% of the area's population has incomes under the national poverty level and the unemployment rate is 1.5 times the national average.

Q1)

We understand that your institution has a relationship with [NAME OF INSTITUTION].

- a. How did your institution establish the relationship with [NAME OF INSTITUTION]?
- b. How long has [NAME OF INSTITUTION] been investing in your institution?
- c. Have you received additional investments from [NAME OF INSTITUTION] since [ASSESSMENT YEAR FOR INVESTING INSTITUTION]?

Q2)

What types of investments or services did your institution receive from [NAME OF INSTITUTION]?

- ☐ Grants
- ☐ Equity Investments
- ☐ Equity-like loans
- ☐ Loans
- ☐ Deposits
- ☐ Technical Assistance
- ☐ Other _____

Q3)

How did your institution use the BEA-related investments received from [NAME OF INSTITUTION] to invest in the community?

Probe for:

- ☐ Affordable housing loans / Financing affordable housing development
- ☐ Mortgage loans
- ☐ Home improvement loans
- ☐ Education loans

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- ☐ Small business loans
- ☐ Financing for commercial real estate development
- ☐ Technical Assistance
- ☐ Community Services
- ☐ Financial Services
- ☐ Targeted Financial Services
- ☐ Targeted Retail Savings/ Investment Products
- ☐ Other

Probe: How did your institution decide which activities to provide? For which activities did your institution and [NAME OF INSTITUTION] decide the money would be used?

Probe: Were there any other types of activities (including non-BEA Qualified Activities) for which your institution used the BEA-related investments received from [NAME OF INSTITUTION]?

Probe: What proportion of any funds received from [NAME OF INSTITUTION] were used to invest in or provide services to BEA distressed communities?

Q4)

IF YES: Did your institution track and report BEA-related activities and investments to [NAME OF INSTITUTION]? If so, what kind of information did you provide?

Q5)

Overall, what are the key benefits of your institution's relationship with [NAME OF INSTITUTION]?

Section 2: Final Comments

Interviewer: For our final questions, we would like to ask about your overall impressions of the BEA Program.

Q1)

In your opinion, do you think financial products and services in distressed communities in your area have increased as a result of BEA-related investments? If so, how?

Q2)

Finally, do you have anything else related to the BEA Program that you would like share? Do you have any further feedback?

Interviewer: That concludes our interview today. Do you have any questions for us?

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Closing

We appreciate your time today. Your participation in the interview was very helpful and your responses will be included in our overall results. Your feedback will greatly assist the CDFI Fund in understanding more about the program's strengths and areas for potential enhancements. Thank you for speaking with us and sharing your experiences! Have a great day.

II. Appendix B: List of Banks by Award Amount and Asset Size

Table B1. List of Banks by Award Amount and Asset Size

Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
ABC Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Intermediate-small
Albina Community Bank		256,950	170,100	427,050	0.81%	No	Yes	FDIC	Small
American Plus Bank, N.A.		323,000		323,000	0.61%	Yes	No	OCC	Small
Bank 2	211,395		88,200	299,595	0.57%	Yes	Yes	FDIC	Small
Bank of America, N.A.		323,000		323,000	0.61%	No	No	OCC	Large
Bank of Anguilla		90,000	355,000	445,000	0.84%	No	Yes	FDIC	Small
Bank of Kilmichael	415,000		355,000	770,000	1.46%	No	Yes	FDIC	Small
Bank of Ohio County Inc		15,000		15,000	0.03%	No	No	FRB	Small
BankFirst Financial Services		323,000	355,000	678,000	1.28%	No	Yes	FRB	Intermediate-small
BankPlus	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Large
Beneficial State Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	OCC	Intermediate-small
Branch Banking and Trust Co.			252,000	252,000	0.48%	No	No	FDIC	Large
Broadway Federal Bank		199,951	355,000	554,951	1.05%	Yes	Yes	OCC	Intermediate-small
California Republic Bank	15,000			15,000	0.03%	No	No	FDIC	Intermediate-small
CapitalSource Bank		30,000		30,000	0.06%	No	No	FDIC	Large
Carver Federal Savings Bank	415,000	323,000		738,000	1.40%	Yes	Yes	FDIC	Intermediate-small

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Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
Carver State Bank	415,000	323,000	38,107	776,107	1.47%	Yes	Yes	FDIC	Small
Cathay Bank		45,000		45,000	0.09%	Yes	No	FDIC	Large
Central Bank & Trust Company		9,600	89,400	99,000	0.19%	No	No	FDIC	Large
Central Bank of Kansas City	415,000	254,792	355,000	1,024,792	1.94%	No	Yes	FDIC	Small
Citizens Trust Bank	415,000		355,000	770,000	1.46%	Yes	Yes	FRB	Intermediate-small
Citizens Union Bank			15,000	15,000	0.03%	No	No	FDIC	Intermediate-small
City First Bank of D.C., N.A.	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	OCC	Small
Commercial Capital Bank		323,000	355,000	678,000	1.28%	No	Yes	FDIC	Small
Commonwealth Community Bank		15,000		15,000	0.03%	No	No	FDIC	Small
Commonwealth National Bank	180,000		225,000	405,000	0.77%	Yes	Yes	OCC	Small
Community Bank of Mississippi, Forest Mississippi		88,777		88,777	0.17%	No	No	FDIC	Intermediate-small
Community Bank of the Bay	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Small
Community Bank, Ellisville, Mississippi		86,655		86,655	0.16%	No	No	FDIC	Intermediate-small
Community Bank, North Mississippi	415,000	50,287		465,287	0.88%	No	Yes	FDIC	Intermediate-small
Community Capital Bank of Virginia	415,000		355,000	770,000	1.46%	No	Yes	FRB	Small
Community Trust Bank		225,660		225,660	0.43%	No	No	FRB	Large
Community Trust Bank, Inc.		54,000		54,000	0.10%	No	No	FDIC	Large
Cross Keys Bank			0	0	0.00%	No	No	FDIC	Intermediate-small
Cumberland Valley National Bank		65,100		65,100	0.12%	No	No	FDIC	Intermediate-small
Eclipse Bank, Inc.		15,000		15,000	0.03%	No	No	FDIC	Small

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Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
Edmonton State Bank	15,000		12,000	27,000	0.05%	No	No	FDIC	Intermediate-small
Enterprise Bank & Trust		323,000	60,000	383,000	0.72%	No	No	FDIC	Large
Farmers National Bank of Danville			18,000	18,000	0.03%	No	No	OCC	Intermediate-small
First American International Bank	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Intermediate-small
First Bank	12,000			12,000	0.02%	No	No	FRB	Large
First Capital Bank of Kentucky	10,921			10,921	0.02%	No	No	FDIC	Intermediate-small
First Choice Bank	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Intermediate-small
First Eagle Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Intermediate-small
First Farmers Bank & Trust Co		15,000		15,000	0.03%	No	No	FDIC	Small
First Independence Bank	120,578	323,000	355,000	798,578	1.51%	Yes	Yes	FDIC	Small
First National Bank of La Grange		12,000		12,000	0.02%	No	No	OCC	Intermediate-small
First National Bank of St. Louis	60,000			60,000	0.11%	No	No	OCC	Large
First Republic Bank	241,125			241,125	0.46%	No	No	FDIC	Large
First Security Bank		39,649	355,000	394,649	0.75%	No	Yes	FDIC	Intermediate-small
First Security Bank of Kentucky		15,000		15,000	0.03%	No	No	FDIC	Small
First United Bank and Trust			14,970	14,970	0.03%	No	No	FDIC	Small
Franklin National Bank	415,000			415,000	0.78%	No	Yes	OCC	Small
Gateway Bank Federal Savings Bank		145,065	355,000	500,065	0.95%	Yes	Yes	OCC	Small
Golden Bank, NA		323,000		323,000	0.61%	Yes	No	OCC	Intermediate-small
Guaranty Bank	415,000	323,000		738,000	1.40%	No	No	FDIC	Large
Guaranty Bank & Trust	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Intermediate-small

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Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
Harbor Bank of Maryland	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Small
Hart County Bank and Trust Company		15,000		15,000	0.03%	No	Yes	FDIC	Small
Home Federal Bank	15,000			15,000	0.03%	No	No	FDIC	Intermediate-small
Hyden Citizens Bank		15,000		15,000	0.03%	No	No	FDIC	Small
Illinois Service Federal Savings and Loan Association	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	OCC	Small
Industrial Bank		323,000		323,000	0.61%	Yes	Yes	FDIC	Intermediate-small
Inland Bank and Trust	182,866	323,000		505,866	0.96%	No	No	FDIC	Intermediate-small
International Bank of Chicago	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Intermediate-small
JPMorgan Chase Bank, N.A.		323,000		323,000	0.61%	No	No	OCC	Large
Kentucky Bank		6,000		6,000	0.01%	No	No	FDIC	Intermediate-small
King Southern Bank		18,000		18,000	0.03%	No	No	FRB	Small
Liberty Bank and Trust Company	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Intermediate-small
Luther Burbank Savings			105,000	105,000	0.20%	No	No	OCC	Large
Magnolia State Bank		66,518		66,518	0.13%	No	Yes	FDIC	Small
Mechanics and Farmers Bank		323,000	355,000	678,000	1.28%	Yes	Yes	FDIC	Small
Merchants & Planters Bank			163,925	163,925	0.31%	No	Yes	FDIC	Small
Metcalf Bank	60,000			60,000	0.11%	No	No	FRB	Large
Metro Bank	415,000	323,000	111,956	849,956	1.61%	Yes	Yes	FDIC	Small
Mission Community Bank, N.A.	415,000	323,000		738,000	1.40%	No	No	FRB	Small
Mission Valley Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Small
Mitchell Bank		49,834		49,834	0.09%	No	Yes	FDIC	Small

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Mt. Washington Savings and Loan			120,000	120,000	0.23%	No	No	FDIC	Small
Native American Bank, N.A.			355,000	355,000	0.67%	Yes	Yes	FDIC	Small
Noah Bank	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Small
North Milwaukee State Bank	415,000	301,158	355,000	1,071,158	2.03%	Yes	Yes	FDIC	Small
Northern Trust Company, The	323,400	323,000	19,118	665,518	1.26%	No	No	FRB	Large
Old National Bank			15,000	15,000	0.03%	No	No	OCC	Large
OneUnited Bank	415,000			415,000	0.78%	Yes	Yes	FDIC	Intermediate-small
Oxford University Bank			355,000	355,000	0.67%	No	Yes	FDIC	Small
Pacific Global Bank	415,000	323,000		738,000	1.40%	Yes	Yes	FRB	Small
Paducah Bank Shares, Inc.	14,940			14,940	0.03%	No	No	FDIC	Intermediate-small
Pan American Bank		323,000	355,000	678,000	1.28%	No	Yes	FDIC	Small
Park Midway Bank	415,000			415,000	0.78%	No	Yes	FDIC	Small
PBI Bank	247,087			247,087	0.47%	No	No	FDIC	Intermediate-small
Peoples State Bank	415,000			415,000	0.78%	No	Yes	FDIC	Intermediate-small
ProAmerica Bank		323,000	355,000	678,000	1.28%	No	Yes	FDIC	Small
Rabobank, National Association	415,000			415,000	0.78%	No	No	OCC	Large
Regions Bank	126,000		270,000	396,000	0.75%	No	No	FRB	Large
Republic Bank and Trust Company		85,668		85,668	0.16%	No	No	FDIC	Large
Royal Business Bank	415,000			415,000	0.78%	Yes	No	FDIC	Intermediate-small
Seaway Bank & Trust Company	415,000	323,000	355,000	1,093,000	2.07%	Yes	Yes	FDIC	Intermediate-small
Security Federal Bank		202,387	355,000	557,387	1.05%	No	Yes	FDIC	Intermediate-small
Security State Bank of Wewoka, Oklahoma		7,451	355,000	362,451	0.69%	No	Yes	FDIC	Small

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Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
Signature Bank (IL)	142,668	134,108	217,404	494,180	0.93%	No	No	FDIC	Small
Signature Bank (NY)			22,800	22,800	0.04%	No	No	FDIC	Large
South State Bank		21,750		21,750	0.04%	No	No	FDIC	Large
Southern Bancorp Bank			31,787	31,787	0.06%	No	Yes	FDIC	Intermediate-small
Spring Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Small
Springfield State Bank			15,000	15,000	0.03%	No	No	FDIC	Small
Start Community Bank	287,834	58,500	355,000	701,334	1.33%	No	Yes	FDIC	Small
State Bank & Trust Company		323,000	355,000	678,000	1.28%	No	Yes	FDIC	Intermediate-small
State Bank of India - California			355,000	355,000	0.67%	No	No	FDIC	Intermediate-small
Stock Yards Bank and Trust Company		13,959		13,959	0.03%	No	No	FDIC	Large
Sunrise Banks, N.A.	311,225	323,000		634,225	1.20%	No	Yes	OCC	Intermediate-small
Sunwest Bank		323,000		323,000	0.61%	No	No	FDIC	Intermediate-small
The Bank of Kentucky	15,000			15,000	0.03%	No	No	FDIC	Large
The Bank of Vernon		323,000	98,108	421,108	0.80%	No	Yes	FDIC	Small
THE BANK-OLDHAM COUNTY, INC	15,000			15,000	0.03%	No	No	FDIC	Small
The Casey County Bank, Inc.		15,000		15,000	0.03%	No	No	FRB	Small
The First, A National Banking Association	415,000		355,000	770,000	1.46%	No	Yes	OCC	Intermediate-small
Town & Country Bank and Trust Co.		15,000		15,000	0.03%	No	No	FDIC	Small
Traditional Bank, Inc.	7,504		61,126	68,630	0.13%	No	No	FDIC	Intermediate-small
Tri-State Bank of Memphis		323,000	355,000	678,000	1.28%	Yes	Yes	FDIC	Small
Union Bank, N.A.		41,008	355,000	396,008	0.75%	No	No	OCC	Large

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Bank Name	Award in 2012	Award in 2013	Award in 2014	Total Award (2012-2014)	Percent of Total Award	MDI	CDFI	Regulator/ Charter Type	Bank Type
United Bank	415,000	323,000	355,000	1,093,000	2.07%	No	Yes	FDIC	Intermediate-small
United Bank and Trust Company		12,000		12,000	0.02%	No	No	FDIC	Intermediate-small
United Citizens Bank and Trust Company		15,000		15,000	0.03%	No	No	FDIC	Small
Urban Partnership Bank		323,000	355,000	678,000	1.28%	Yes	Yes	FDIC	Large
Your Community Bank		15,000		15,000	0.03%	No	No	FDIC	Intermediate-small

Table B2. BEA Activity Type Coding

Category	Sub-Category	Activity	Abbreviation
CDFI-related	CDFI Equity	Equity Investment	CEI
CDFI-related	CDFI Equity	Equity-Like Loans	ELL
CDFI-related	CDFI Equity	Grants	CG
CDFI-related	CDFI Support	Loans	LNS
CDFI-related	CDFI Support	Deposits/Shares	DS
CDFI-related	CDFI Support	Technical Assistance	TAC
Distressed Community Financing Activity	Commercial Lending	Affordable Housing Development Loans	AHD
Distressed Community Financing Activity	Commercial Lending	Small Business Loans	SBL
Distressed Community Financing Activity	Commercial Lending	Commercial Real Estate	CRE
Distressed Community Financing Activity	Consumer Lending	Affordable Housing Loans	AHL
Distressed Community Financing Activity	Consumer Lending	Education Loans	EDU
Distressed Community Financing Activity	Consumer Lending	Home Improvement Loans	HIL
Distressed Community Financing Activity	Consumer Lending	Small Dollar Consumer Loans	SDL
Service Activities	Community Services	Individual Development Accounts	CS
Service Activities	Community Services	Electronic Transfer Accounts	CS
Service Activities	Community Services	Technical Assistance	CS
Service Activities	Deposits	Deposits	D
Service Activities	Financial Services	Development Service Activities	FS
Service Activities	Targeted Financial Services	ATM	TFS
Service Activities	Targeted Financial Services	Branch	TFS
Service Activities	Targeted Financial Services	Safe Deposit	TFS
Service Activities	Targeted Financial Services	Check Cashing	TFS
Service Activities	Targeted Financial Services	Money Orders/Certified Checks	TFS

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Category	Sub-Category	Activity	Abbreviation
Service Activities	Targeted Savings Products	Certificates of Deposit	TSP
Service Activities	Targeted Savings Products	Mutual Funds	TSP
Service Activities	Targeted Savings Products	Life Insurance	TSP
Service Activities	Targeted Savings Products	Youth Savings Accounts	TSP

Table B3. Activities with Specific Geographic Restrictions

Abbreviation	Community/ Resident	Specific Geography?	Statutory Language
CEI	To CDFI	Unclear	“...assistance provided by an applicant or its subsidiary to a CDFI, which CDFI meets such criteria as set forth in the applicable NOFA....”
ELL	To CDFI	Unclear	
CG	To CDFI	Unclear	
LNS	To CDFI	N	“...assistance provided by an applicant or its subsidiary to a CDFI...integrally involved in a distressed community...”
DS	To CDFI	N	
TAC	To CDFI	N	
AHD	Eligible resident	Y	“...residential real property that is affordable to LMI eligible residents”
SBL	Community	Y	“...located in a distressed community”
CRE	Community	Y	“...acquisition & rehabilitation of a building in a distressed community...”
AHL	Eligible resident	Y	borrower is a LMI individual & an eligible resident
EDU	Eligible resident	Y	“...who is an eligible resident”
HIL	Eligible resident	Y	improve borrower's primary residence where the borrower is an eligible resident
SDL	Eligible resident	Y	Could not find specific provision
CS	Eligible resident	N	

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Abbreviation	Community/ Resident	Specific Geography?	Statutory Language
CS	Eligible resident	N	1) Provision of technical services and financial education to eligible residents 2) provision of technical assistance and consulting services to newly formed small businesses and nonprofit organizations located in a distressed community (two additional categories)
CS	Eligible resident	N	
D	Community	Y	“...located within the distressed community”
FS	Resident	N	...provided by the applicant to LMI residents or enterprises integrally involved in the distressed community
TFS	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TFS	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TFS	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TFS	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TFS	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)

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Abbreviation	Community/ Resident	Specific Geography?	Statutory Language
TSP	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TSP	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TSP	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)
TSP	As specified under NOFA for that particular funding round	N	Targeted to LMI eligible residents (no mention of applicant location)

III. Appendix C. Thematic Coding: Qualitative Data Collection

Appendix C1: Thematic Coding: Triangulation Interviews

Triangulation Interview Thematic Analysis of Coding

- I. Investment Decisions
 - A. Economic conditions
 - 1. 2007-2009 Economic and housing crisis
 - a) Funded loans during financial crisis
 - b) Helped with capital restraint during time of tight credit
 - c) Time of low capital demand
 - d) Conversion from TARP to CDFI
 - 2. Bank in rural community
 - a) Located in Appalachia
 - b) Located in Black Belt
 - c) Lack of value/equity in housing stock of area
 - d) Lending to stimulate small rural economy
 - e) Out-migration of population
 - f) Low population
 - g) Distance from transportation networks/access
 - 3. Bank in urban area
 - a) Deindustrialization
 - b) Job loss and economic transition/deindustrialization
 - 4. Market area in distressed or LMI community
 - a) Bank would be doing work regardless
 - b) Building opportunity in distressed communities
 - 5. Revitalization and Gentrification
 - a) Spillover effects to broader communities
 - b) Drove small business out of community (affordability)

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B. Motives

1. Priorities

- a)* Mission, economic, regulatory
 - (1) Bank mission was the motive for BEA application
- b)* Mission, regulatory, economic
- c)* Economic, mission, regulatory
 - (1) Profitability comes first
- d)* Economic, regulatory, mission
- e)* Regulatory, mission, economic
 - (1) Heavily regulated so choice is limited in regard to CRA compliance
- f)* Regulatory, economic, mission

C. Application

1. Difficulty of process

- a)* Challenging and cumbersome process
- b)* Complex application process
 - (1) Websites difficult to use
 - (2) Multiple websites to access
 - (3) Navigation of websites
- c)* Misunderstanding of BEA application process
- d)* Make determination of qualified tracts easier on website
- e)* Few CRA officers apply for BEA
 - (1) CRA officers do not understand/use the program

2. Awareness

- a)* Applied as result of Government email announcement
- b)* Leadership of bank knew of BEA
- c)* Expert/contractor knew of program and recommended bank use it
 - (1) Use of independent contractor/consultant
 - (2) Use of intermediary in lending
- d)* Learned about BEA at a conference
- e)* Familiarity with CDFI as factor in making investment

3. Bank approached CDFI to partner

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- a) Bank was more experienced with BEA application process
 - b) CDFI approached bank to partner
 - (1) CDFI provided expertise in application
 - 4. Requirements
 - a) Worth committing time to the application process
 - 5. Disincentives
 - a) CDFI Partnership with CDFI – It can receive CRA credit, but not BEA award

II. Institutional Impact

A. Bank

- 1. Structural impacts and target impacts
 - a) Structural impact to institution as net assets
 - b) Structural support to CDFI institution
- 2. Leveraging
 - a) Allows leveraging

B. Enabled restructuring of some bank operations

- 1. Enabled retooling of bank staff/education of staff

C. Mitigated exposure to riskier loans – allowed higher risk lending

D. Small & large banks

- 1. Large bank lack of local knowledge
 - a) Difficulty understanding where distressed communities are located
 - b) Extending service area of large and intermediate banks
- 2. Large banks uninterested in partnering
- 3. Introduces idea of partnership with CDFIs to small banks
- 4. Differences in service from large institutions
- 5. Small bank serves niche market that large banks don't serve
- 6. Provide home loans that large banks will not

E. Partnership

- 1. Partner - community development organization
- 2. Partnering with bank provided knowledge & expertise
 - a) Partnered with CDFIs in neighborhoods they serve
 - b) Partnering with CDFI provided local knowledge

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3. Partner - minority bank
4. Partner with many institutions
 - a) Partners - networking
5. Choice of partners
 - a) Partners - choice based on mission
 - b) Partners - choice through current business
 - c) Partnership - bank enhances its activities
 - d) Partnering to secure access to additional capital sources
 - e) Partner - provides additional leads
 - f) Partnering - assess the needs of the community

III. Community Impact

A. Bank services

1. Bank serves traditional role of banks in the community
 - a) Free checking
 - (1) Free account which only charges overdraft
 - (2) Provides financial services and checking
 - b) Savings accounts
 - (1) Individual development accounts
 - c) Deposit base – loyalty/strength enables lending activity
2. Lending – bank and credit opportunities
 - a) High loan to deposit ratio
3. Bank serves all economic strata in the community
4. Small business (SB) service
 - a) SB lending
 - b) SB technical support

B. Community services

1. Serves underserved communities
 - a) Works with immigrant communities
 - (1) Serves Asian community
 - (a) Diversity of Asian community – multilingual
 - (2) Serves Hispanic community

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2. Serves rural areas
3. Serves small communities
 - a) Bank serves traditional role of banks in the community
4. Bank does not prioritize LMI service
5. Serves distressed/underserved communities
 - a) Serving LMI communities
 - b) Serves LMI families
 - c) Serves underbanked
6. To be a responsible institution in the community
7. Activities
 - a) Affordable Housing
 - (1) Continuing efforts
 - (2) Improving neighborhoods
 - (a) Benefits community affordable housing/free checking
 - (3) Federal tax credit and affordable housing loans
 - (4) Investment strategy in SB and affordable housing
 - (5) Does not make construction loans
 - (6) Redevelopment/rehabilitation of housing
 - b) Mortgage loans
 - (1) For minorities and women borrowers
 - (2) Financed remodeling of affordable housing
 - (3) First-time home buyer assistance
 - c) Large proportion of community development
 - (1) Small efforts
 - (2) Funding of transitional housing for foster care
 - d) Low Income Housing Tax Credit Investing
 - e) Education - Financial
 - (1) Financial literacy efforts
 - f) Consumer lending
 - (1) Makes small/micro loans
 - (a) To supplant/replace pay-day lenders

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- (2) Loans to low income/underbanked
 - (a) Serves LMI borrowers
 - (b) Deemphasizes credit scores/does not use them
 - (3) Automobile purchase loans
- g) Small Business
 - (1) Provided line of credit to businesses in distressed area
 - (2) Financed relocation from gentrifying area with high operating costs
 - (3) Institution as a community leader in SB investment
 - (4) Investment strategy in SB and affordable housing
 - (5) In rural distressed communities
 - (6) Financing expansion
 - (7) Helped relocate due to rezoning
 - (a) Support of SB to support job creation in LMI area
 - (8) Support in LMI areas and distressed areas
 - (9) Technical support to small businesses
- h) Commercial Real Estate
 - (1) Finances CRE and multi-family housing development
- i) Technical Services
 - (1) Bank finances technical support
 - (2) Technical assistance grant
 - (3) Technical support to small businesses
- j) Charitable activities
 - (1) Loans to non-profits to finance moving
 - (2) Use of award money as donation
- 8. Development
 - a) Federal tax credit
 - b) FTC and Katrina disaster
 - c) Finances community development
 - d) Financed community center
 - e) Financed health center
 - f) Investment in economic development initiatives

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- [illegible]

Appendix C2: Thematic Coding: Survey of Opinions of the Community Development Financial Institutions Fund Bank Enterprise Award Program Applicants-Open-ended Survey Items

Thematic Codes: Survey of Opinions of the Community Development Financial Institutions Fund Bank Enterprise Award Program Applicants-Open-ended Survey Items

- Positive Comments
- Activity—Comments on different types of activities for which the bank utilizes BEA funds, such as affordable housing, financial education, and others. The subcodes for this category were:
 - Activity: Affordable Housing—This code indicates the bank sees the BEA award as a method for financing affordable housing.
 - Activity: Mortgage Loans—BEA awards are used to provide home mortgages.
 - Activity: Education-Financial—BEA allows the bank to provide financial education.
 - Activity: Consumer lending—The BEA award supports consumer lending.
 - Activity: Technical assistance—The BEA award finances technical assistance.
 - Activity: Development—The BEA supports community development.
- Motive, which were comments indicating the reasoning behind responses to the survey questions were based on the following subcodes:
 - Motive: Mission –Comments indicating the banks response (e.g., its investment decisions) was based on its mission.
 - Motive: Publicity-Comments indicating an investment decision was promoted to gain publicity from the institution’s participation in the BEA.
 - Motive: Profit-The BEA award was seen as contributing to the bank’s profits.
 - Motive: Regulatory: Comments indicating regulatory requirements, including the ability to get credit for the Community Reinvestment Act, was the main reason the bank made investment decisions regarding BEA.
- Serve underserved communities: These were general comments about how the bank serves its communities.
- Partnership with CDFIs: The institutions mentioned investing in CDFIs.
- Mitigated exposure to riskier loans: Institutions emphasized the BEA Program awards mitigating financial risk for the bank when making loans in BEA Distressed Communities.

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- Small Businesses: Institutions commented on programs and loans the bank made to small businesses.
- Allows Leveraging: These were comments about how the BEA Program awards allow the institutions to leverage additional for BEA Distressed Communities. In addition, several mentioned leveraging support from bank executives for investments and programs in BEA Distressed Communities.
- Difficulty of Process: General comments on how difficult and confusing applying for a BEA Program award appears to institutions. Two subcodes created include:
 - o Difficulty of Process: Challenging and Cumbersome—The process for applying for a BEA award requires access to multiple websites, and is time consuming.
 - o Difficulty of Process: Make Determination of Qualified Tracts Easier on Website—Requests to make identification of activities in eligible Census tracts easier.
- Requirements: These comments were centered on BEA Program application requirements.
- Disincentives: This code was assigned to comments that mentioned the process of applying for the BEA Program can be a disincentive in and of itself.
- Timing of Payment: There were a few comments regarding the length of time from announcement of BEA Program awards and receiving the award.
- Other: Comments that were not able to be coded into the other categories

Appendix C3: Key Topics and Thematic Codes: Complementary Interviews

Table C.1. Topics and Thematic Codes: Complementary Interviews

Key Topic of Complementary Interview	Thematic Codes
1) Clarification of the perceived influence of BEA and CRA on bank investment decisions for highly distressed areas.	BEA and CRA Effects on Investment Decisions
2) The proportion of BEA qualified activities and CRA-eligible activities in highly distressed census tracts.	Investment Percentage
3) Understanding the thought processes behind institutional investment decisions for BEA Program qualified activities.	Mission Service Activities Mitigate Risk Allows Leveraging Payday Loans
4) Understanding how BEA Program awards affect administrative costs associated with disseminating BEA funding.	Mitigate Risk
5) How institutions track investments in BEA qualified activities.	Tracking Strategies
6) How CDFI Partners track BEA Program funds received from indirect investment institutions.	Tracking Strategies
7) Relationships BEA awardees have with CDFIs, and the nature and length of those relationships, both from the institutions' and the CDFI partners' perspectives.	Relationship with CDFI
8) The types of investments CDFIs received from indirect investment institutions.	Relationship with CDFI
9) How BEA funding affects highly distressed communities, and the perceived effect of not receiving a BEA Program award.	Effects of the BEA Program
N/A	Additional Comments