



Desert Blooms: Nourishing Future Abundance Through Investment

Loan Management Systems

Make Your Solution Work for You



FHLBank
Chicago

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Margaret A. Cargill
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Social Finance



Introduction

- Lily Leavitt
- Senior Practice Lead, Craftsman Technology Group
- Most importantly, I've been in your shoes!
 - 10 years in Operations at Accion USA / East



A Cautionary Tale...

- Significant systems investment/overhaul
- CEO suggested a solution
- Seems like the requirements were met
 - But in the end....



On the Flip Side

- **The Online Loan Application**

- **The Challenge:** How to conduct lending online when the model was geared towards face-to-face interaction.
- **The Solution:** The Online Loan Application eliminated geographical barriers yet followed a high-touch philosophy.
- **Latest Developments:** Client expectation/norm; lightning-fast response times.
- Lessons Learned....





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Part I: Selecting Your Lending Platform



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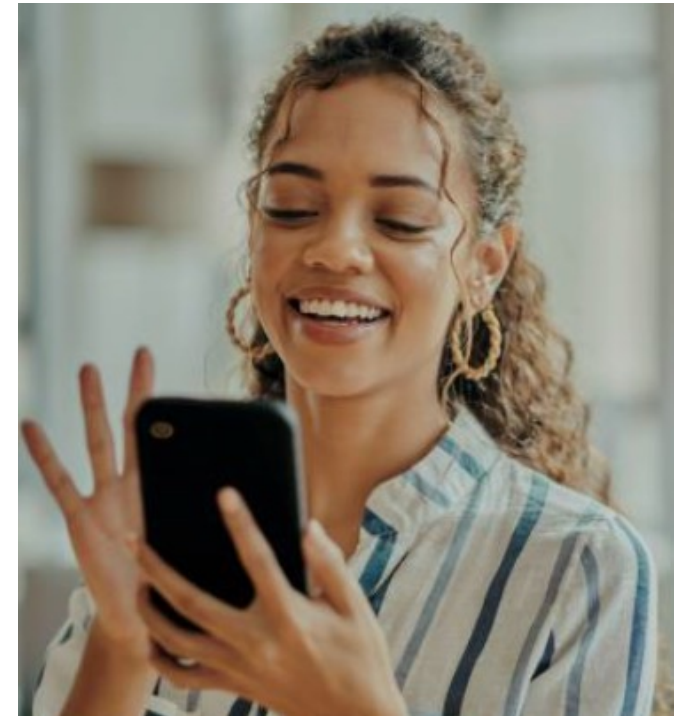
Flexible Systems to Meet Flexible Process

- CDFIs + mission-oriented lenders are not commercial banks!
 - Focus on the target market
 - Technical assistance for the applicant
 - Flexible repayment terms when needed
- One size does not fit all
 - But can your system grow with you?



Focus on the User Experience

- Applicants / Borrowers
 - Walk through the applicant's journey (ex: via mobile).
- Staff
 - Involve key staff members in every step of the process:
 - Selection
 - Design
 - Build
 - User Acceptance Testing
 - End User Training



Program + Philanthropic Compatibility

- Nonprofit constituencies:
 - Besides applicants/clients + staff:
 - Native Communities
 - Funders: Public (CDFI Fund, GGRF, Others)
 - Funders: Private Intermediaries and Funders
 - Referral Partners
- Programs
 - Training workshops, events, etc.
 - How is this data captured?



Total Cost of Ownership

- Plan for support, maintenance and operations?
 - Release + upgrade management
 - Is it easy to make changes?
 - Data integrity and security
 - Day-to-day administration
 - Location of support team (onshore or offshore)
 - Response times + hours of operation



Analytics + Outputs

- Ask for examples of reports and dashboards
- Ask other mission-oriented lenders about their experience with reports and dashboards on this platform





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Part II: Managing Your Lending Platform



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Support

- Ticket management
 - Response times
 - Issue resolution + escalation
 - Hours of operation
 - Location of support team (onshore or offshore)
- Ultimately, is the platform partner accountable for its solution



Operations

- Data Integrity + Security
- Release Upgrades
- Environment Management
- Change Control



Environment Management

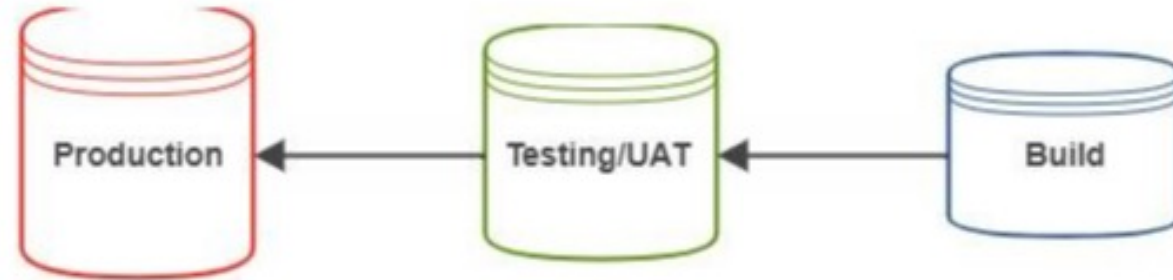


Diagram Key:



User Management + Training

- Ease of Use
- Shadowing a User
- Training + Re-Training
- Super-Users
- Documentation





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Part III: Growing Your Lending Platform



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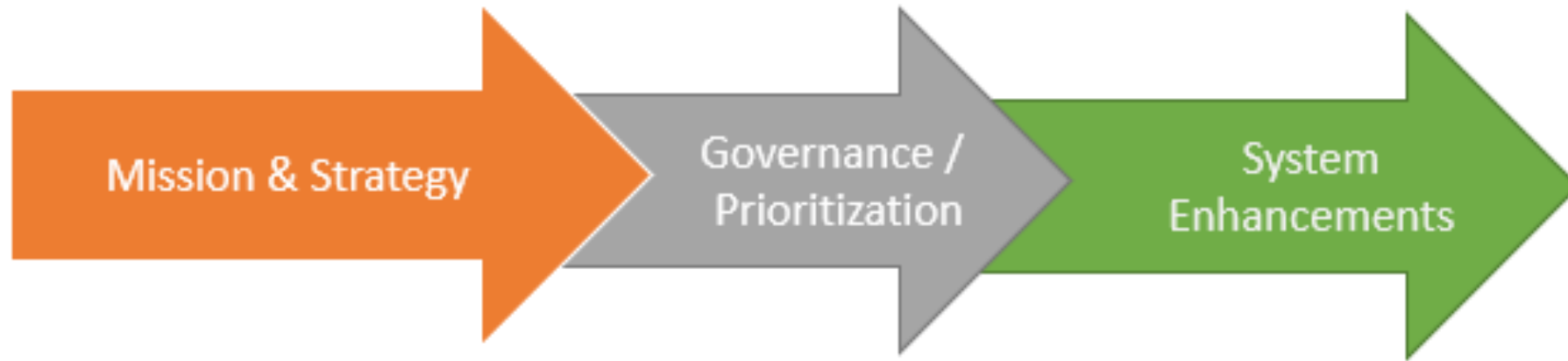


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Focus on Mission, Strategy + Governance

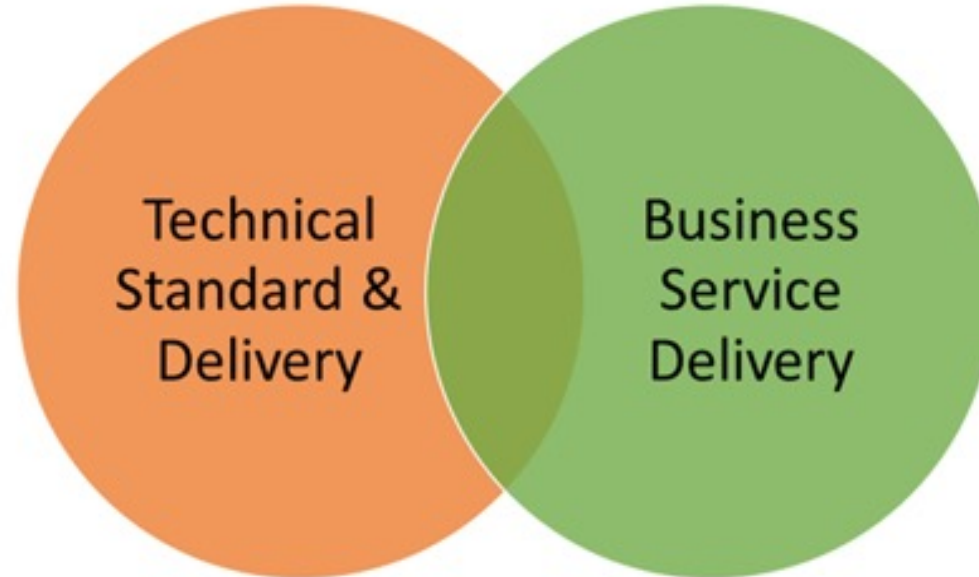
- Mission + Strategy needs to drive technology growth
- Governance decides priority work or some means of prioritization.



Shared Ownership

Ensure a technical organization
standard and delivery

Provide business
service delivery



Platform

Governance

Application

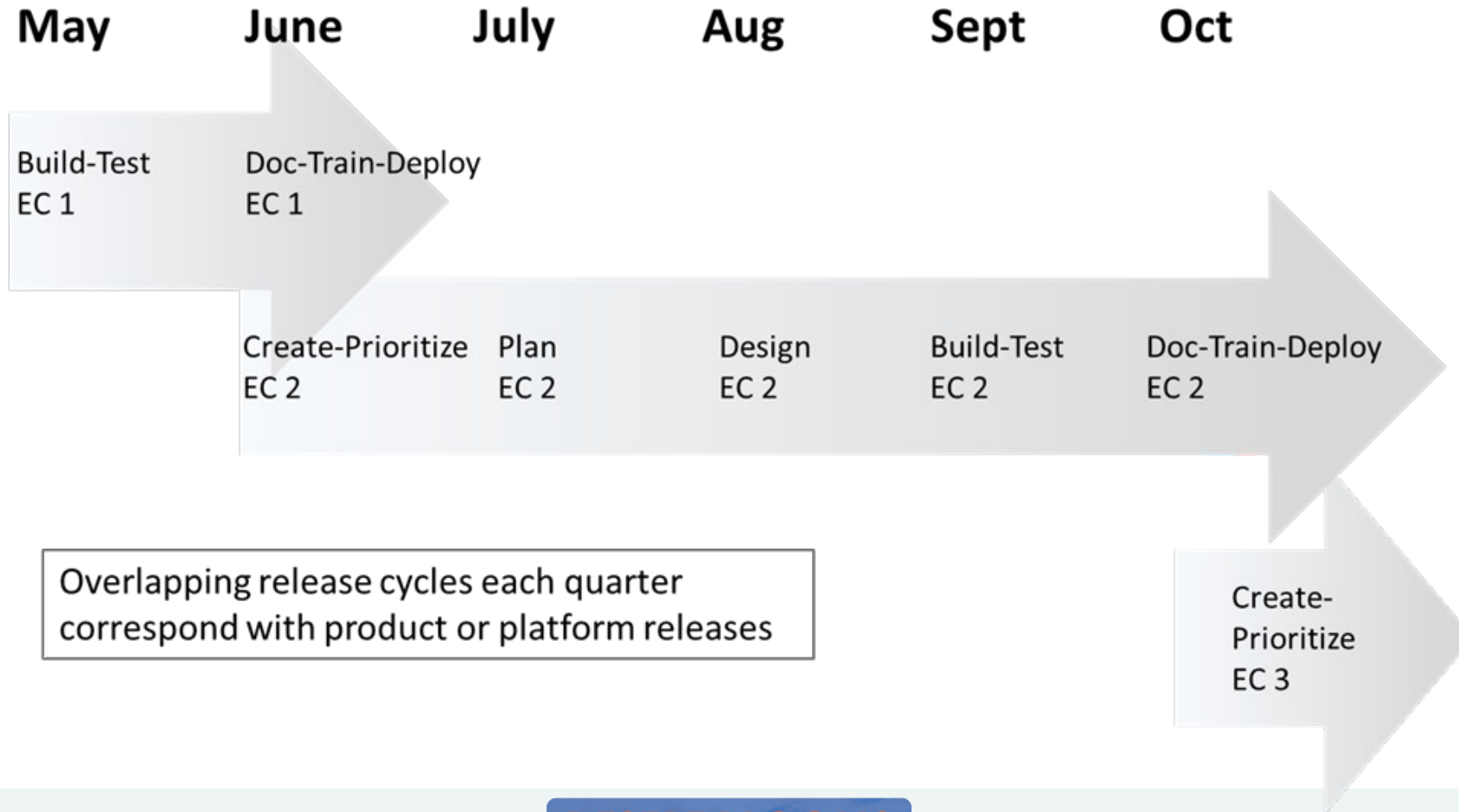


Cycle of Feedback, Learning + Enhancement

- Enhancement Cycles
- Prepare for foreseeable events:
 - GGRF
- Flexibility for unforeseeable events:
 - Global Pandemic



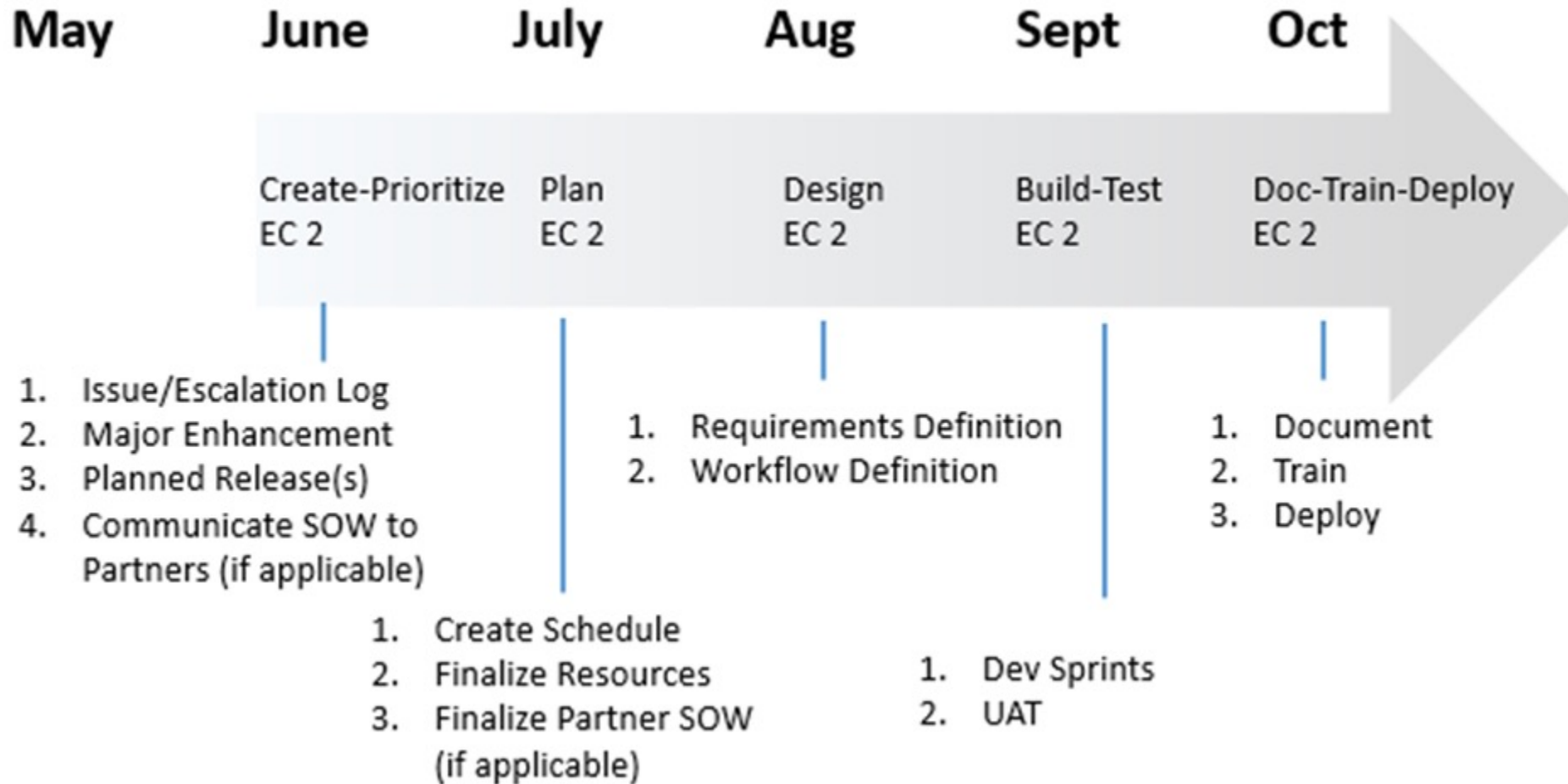
Enhancement Cycles

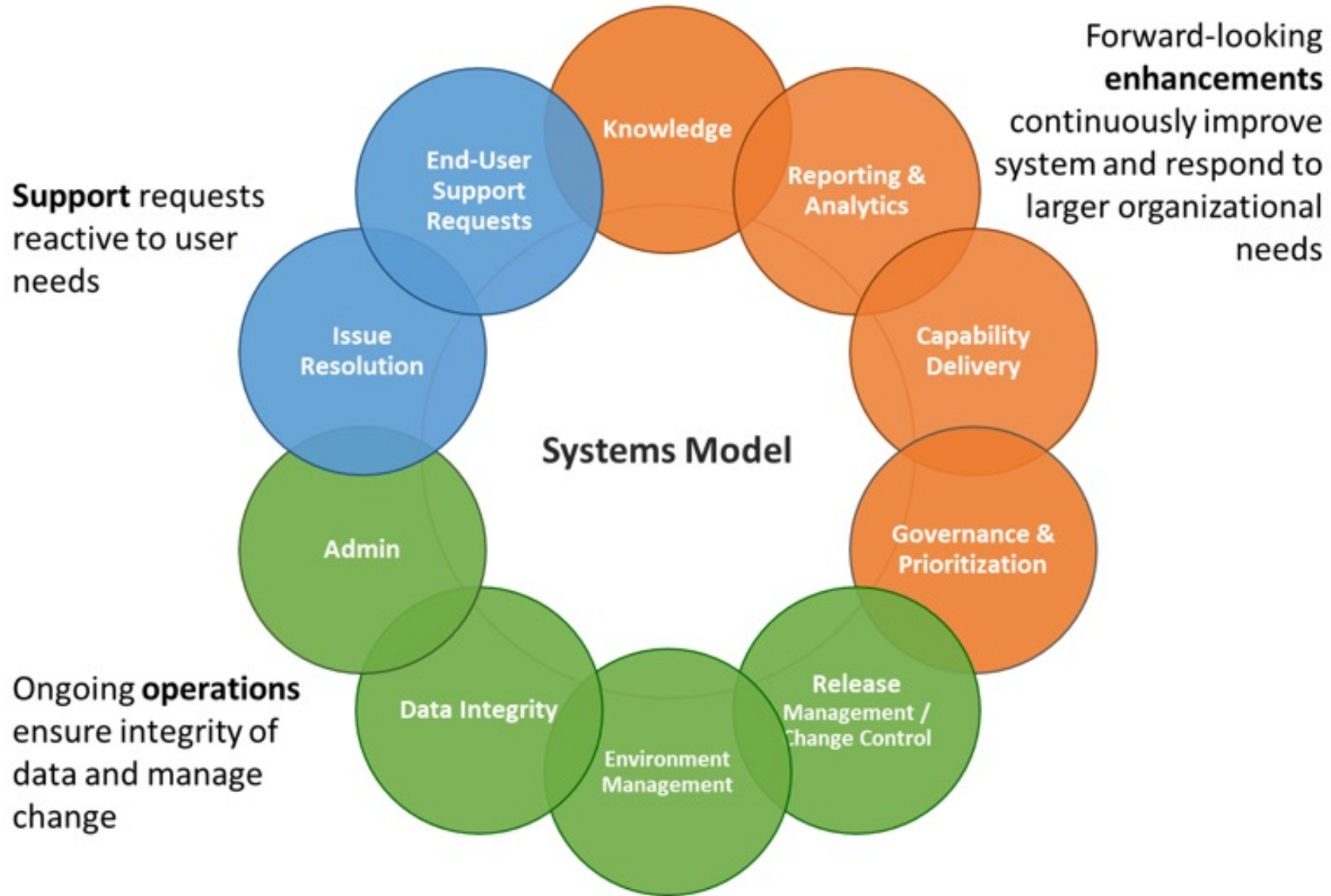


Overlapping release cycles each quarter correspond with product or platform releases



Enhancement Cycles





Conclusion

Key Takeaways for **Selecting, Maintaining, and Growing your Lending Platform:**

- Functionality
- Flexibility
- Usability
- Reportability
- Ease of Maintenance



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9th Annual Native CDFI



Capital Access Convening