

MORE THAN WHEELS

Using Technology to Strengthen
Financial Capabilities Webinar

November 18, 2013

Federal Reserve Bank of Boston

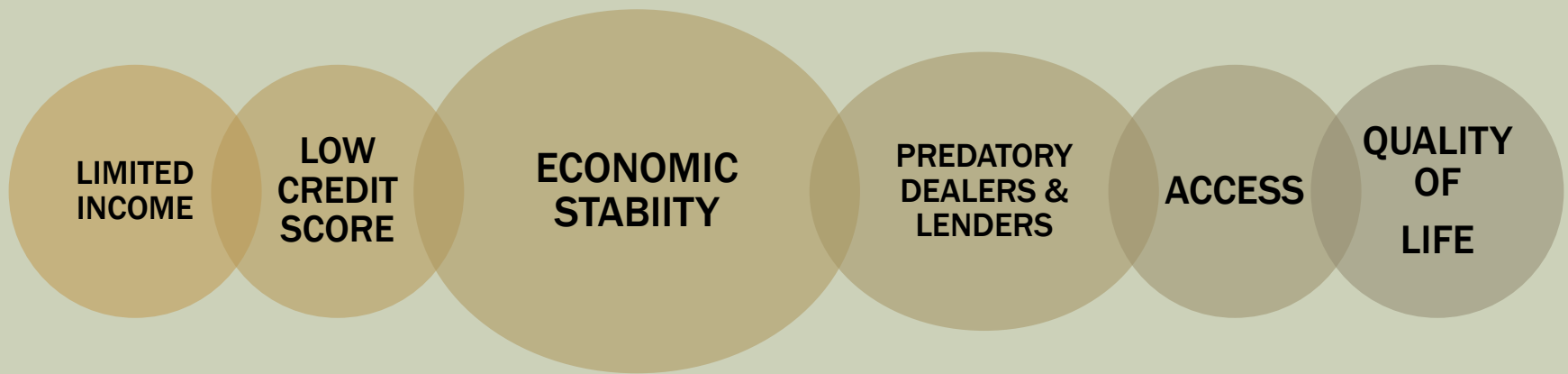
INCREASING
IMPACT

**MORE
THAN
WHEELS**

better your credit. change your life.

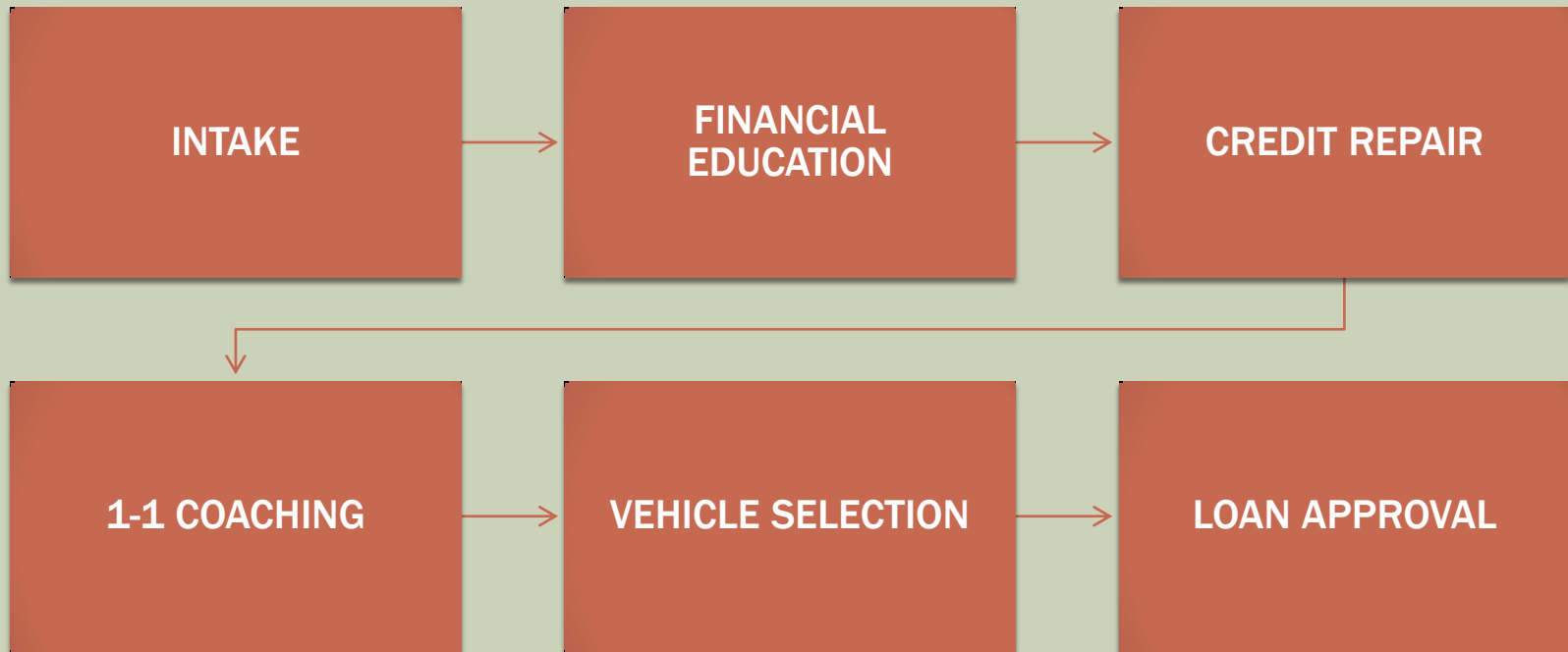
THE SOCIAL PROBLEM

THE ROLE OF RELIABLE & AFFORDABLE TRANSPORTATION HAS BEEN SHOWN TO BE SIGNIFICANT IN FAMILY SELF-SUFFICIENCY



THE HOME
THE JOB
THE CAR

MORE THAN WHEELS PROGRAM



THE TECHNOLOGY JOURNEY



OUR CHALLENGES:

- ◆ **MATCHING OUR RESOURCES WITH OUR CLIENTS IN A COST EFFECTIVE WAY ACROSS MULTIPLE STATES**
- ◆ **ANTIQUATED MANUAL PROCESSES, HUNDREDS OF FORMS,**
- ◆ **AN OVERALL COST PER CLIENT THAT WAS NOT GOING TO BE SUSTAINABLE AND WAS TOO EXPENSIVE TO MAINTAIN OR SCALE**

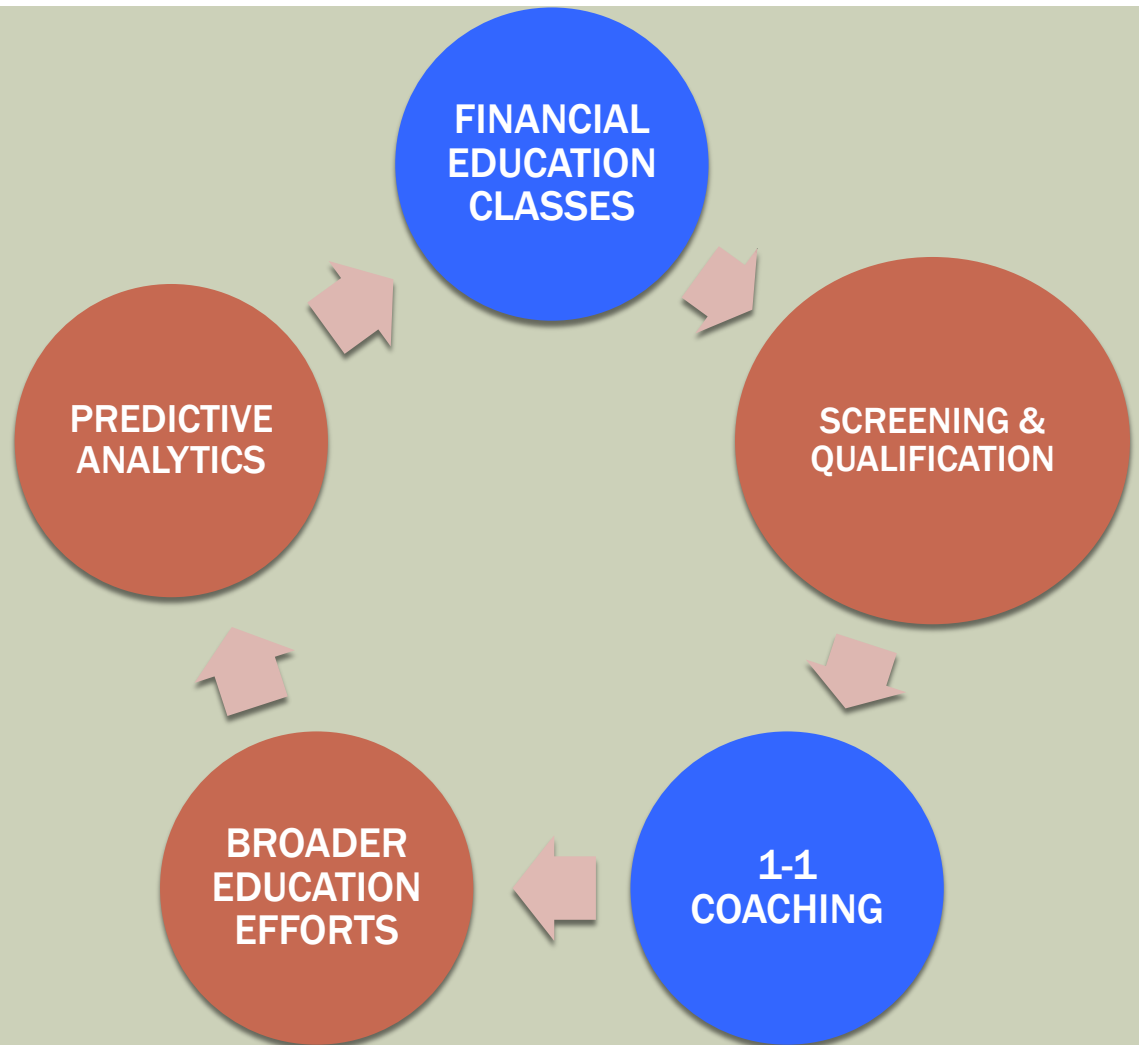
THE TECHNOLOGY JOURNEY

THE OPPORTUNITY:

TRANSFORM OURSELVES

- ✓ MAKE IT EASIER FOR TRANSPORTATION CHALLENGED CLIENTS TO GET SERVICES
- ✓ OPEN OURSELVES UP FOR GREATER OPPORTUNITY TO COLLABORATE WITH OTHER HUMAN SERVICES ORGANIZATIONS
- ✓ REDUCE COSTS

WE CHOSE TO TRANSFORM OURSELVES WITH THE HELP OF TECHNOLOGY



FINANCIAL EDUCATION CLASSES

IN THREE YEARS WE HAVE MOVED FROM:

- ✓ **EDUCATING 130 CLIENTS A YEAR IN ONE STATE**
- ✓ **100% IN PERSON CLASSES (2 HOURS A WEEK FOR SIX WEEKS)**
- ✓ **TOTAL COST OF \$65,000 A YEAR**
- ✓ **DIFFICULTY IN CONTROLLING QUALITY OF INSTRUCTORS**

FINANCIAL EDUCATION CLASSES



TO:

- ✓ EDUCATING 330 CLIENTS A YEAR FROM FOUR STATES
- ✓ 80% OF CLASSES CONDUCTED OVER WEBEX
- ✓ A COLLABORATION WITH UNH TO DELIVER CLASSES
- ✓ COSTS OF \$25,000 A YEAR – A 61% REDUCTION

CHANGES



MODIFYING CONTENT TO INCREASE INTERACTIVITY

CHANGING THE WAY INSTRUCTORS ENGAGE PARTICIPANTS - INVOLVING EVERY PERSON IN THE CONVERSATION

TIME FOR PERSONAL INTERACTION

WORKING OUT THE KINKS WITH THE TECHNOLOGY & GETTING INSTRUCTORS TO BE COMFORTABLE WITH IT

WE GIVE CLIENTS A CHOICE - IN PERSON OR WEB BASED - 80+ % CHOOSE WEB BASED BECAUSE OF TRANSPORTATION & CHILD CARE ISSUES

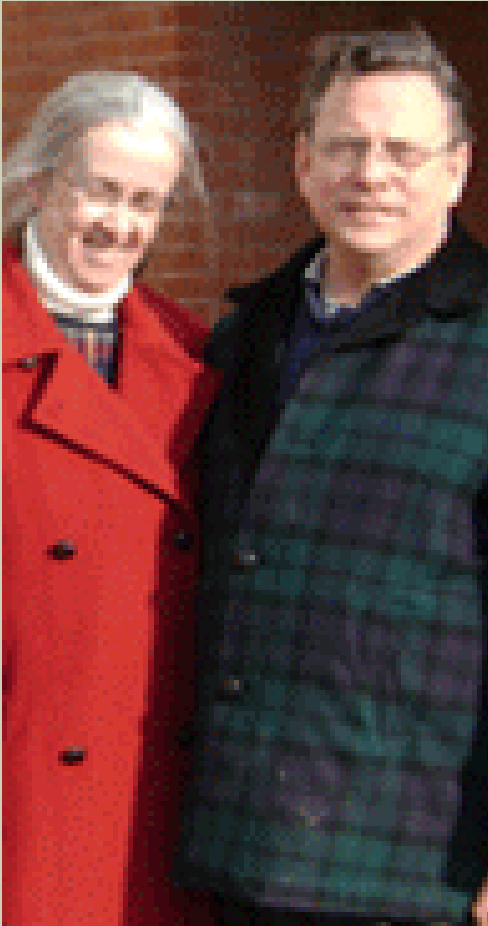
1-1 COACHING



3 YEARS AGO:

- ◆ ALL INITIAL MEETINGS WITH CLIENTS IN PERSON
- ◆ ALL COACHING DONE VIA PHONE
- ◆ ALL FORMS FILLED OUT BY HAND, AND EITHER SCANNED & EMAILED OR SENT VIA USPS

1-1 COACHING



NOW:

- ◆ 95% OF INITIAL CLIENT MEETINGS DONE VIA WEBEX
- ◆ COLLABORATIONS WITH HUMAN SERVICES ORGANIZATIONS FOR THOSE WITHOUT ACCESS TO INTERNET (6 PARTNERS)
- ◆ 1-1 COACHING DONE VIA WEB EX OR PHONE ONLY
- ◆ CLIENT PORTAL WILL BE AVAILABLE FIVE MONTHS FROM NOW
- ◆ COST REDUCTION OF ALL EFFORTS EXPECTED TO BE 40%

CHALLENGES WE EXPERIENCED

- ◆ **SELECTING THE PROCESS – FORMAL FUNCTIONAL SPECIFICATION OR ITERATIVE PROCESS**
- ◆ **FINDING A TRUSTED CONSULTANT**
- ◆ **THE TECHNOLOGY IS THE EASY PART – THE WORK IS AROUND CHANGING THE WAY YOU OPERATE**
- ◆ **IT MAKES YOU THINK ABOUT EVERYTHING YOU DO AND HOW YOU DO IT**
- ◆ **CAN CAUSE ORGANIZATIONAL CHANGES & UPHEAVAL**

OUR EXPERIENCE & ADVICE



- ◆ **HAVE THE VISION & PASSION AND BE PREPARED FOR MANY UPS AND DOWNS IT WON'T BE EASY**
- ◆ **CHOOSE A PROCESS THAT MATCHES TO YOUR ORGANIZATIONS CULTURE – OR THE ONE YOU WANT TO DEVELOP**
- ◆ **GET TECHNICAL HELP – SET UP AN ADVISORY BOARD**
- ◆ **ITS NOT JUST TECHNOLOGY IT IS REALLY BUSINESS PROCESS TRANSFORMATION**
- ◆ **THE SECTOR IS LATE TO THE GAME – BUT YOUR CLIENTS ARE NOT**

ADDITIONAL TECHNOLOGY BASED CHANGES IN PROCESS

- ◆ **FULLY AUTOMATED APPLICATION & SCREENING PROCESS**
- ◆ **CLIENT PORTAL**
- ◆ **GENERAL EDUCATION WEB SITE – PROVIDING BOTH CONSUMERS & HUMAN SERVICES ORGANIZATIONS WITH ACCESS TO OUR KNOWLEDGE ABOUT TRANSPORTATION OPTIONS, AND BUILDING FINANCIAL CAPABILITIES**
- ◆ **USE OF PREDICITVE ANALYTICS**

THE BENEFITS



- ◆ **THE ITERATIVE PROCESS WE SELECTED, REQUIRED EVERY EMPLOYEE TO “BUY IN” TO THE CHANGES OR LEAVE THE ORGANIZATION**
- ◆ **WE LOOKED AT OUR WORK NOT FROM AN INTERNAL PERSPECTIVE, BUT BASED ON OUR CLIENTS EXPERIENCE – WHAT WOULD MAKE THEIR EXPERIENCE BETTER**
- ◆ **THE ORGANIZATION GREW TO BE WILLING TO MAKE MISTAKES AND BENEFIT FROM A CONTINUAL LEARNING PROCESS**
- ◆ **WE’VE REDUCED OUR TOTAL COST PER CLIENT FROM \$12,000 TO \$5300, AND SEE THE OPPORTUNITY AS WE CONTINUE TO BRING NEW TECHNOLOGY ON TO REDUCE IT IN HALF AGAIN**