



Introduction to **Program-Related Investing**

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Managing a PRI Portfolio

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Welcome



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Agenda

1. Managing Active PRIs
2. Working Through Challenges
3. Tracking and Assessment
4. Lessons Learned

Managing a PRI Portfolio



200162679-002/Hans Neleman/Courtesy of Getty Images

Managing a PRI Portfolio

Tools

- Report Requirements
- Payment Points
- Financial Reports
- External Reports
- Meetings/Site Visits

Challenges

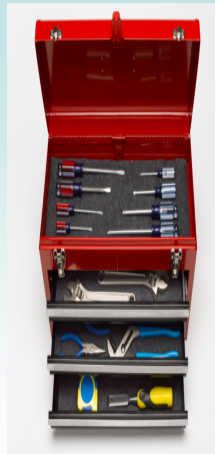
- Changes in Leadership
- External Conditions
- Delays
- Late payments



CA24165 Richard Price/Courtesy of Getty Images

Tools/Resources

- Quality Underwriting
- Covenants
- Relationships
- Motivation
- Flexibility
- Patience



90079669 Jeffrey Coolidge/Courtesy of Getty Images

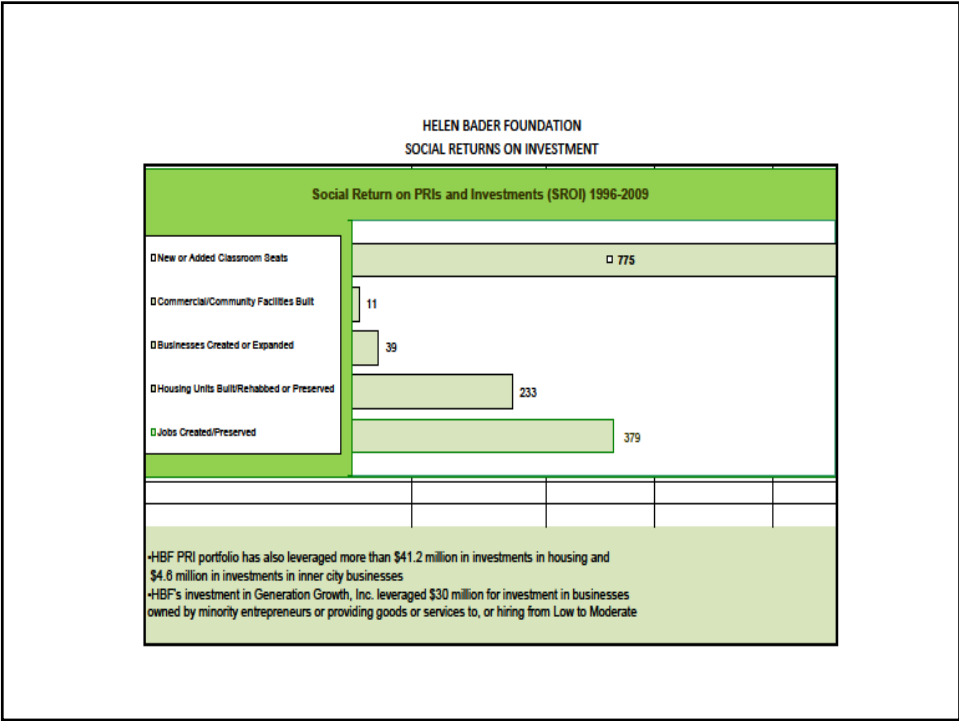
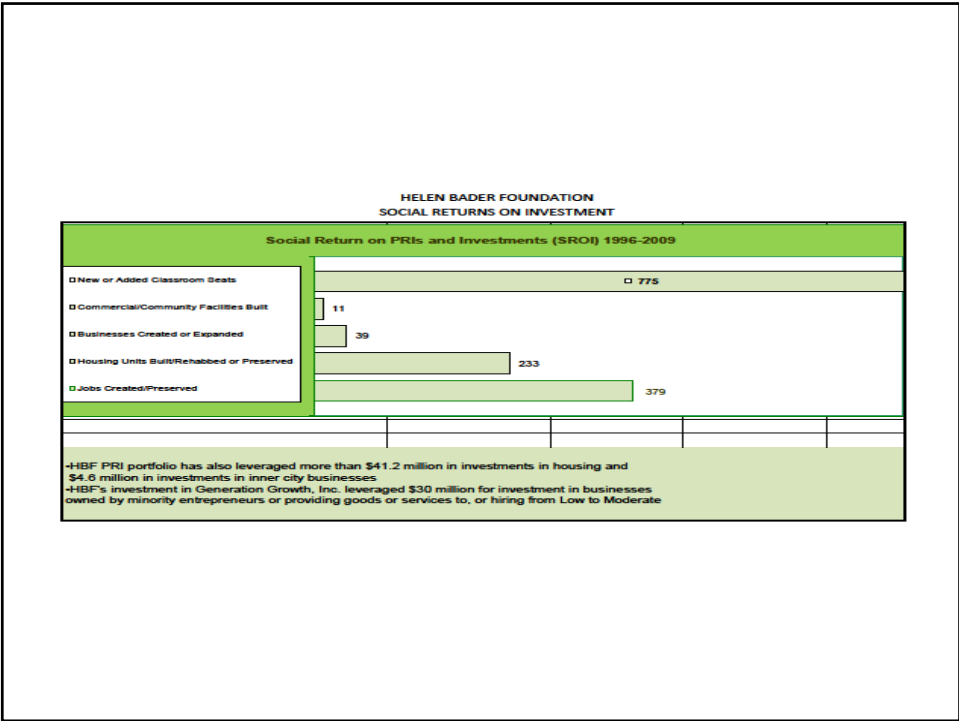
Work Outs

- Act sooner rather than later
- Maintain expectation for repayment
- Continuous Communication

Tracking and Assessment



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Tracking and Assessment

What is organization trying to accomplish?

What are success indicators?

Financial Indicators

- Accountability
(Effective Use of Funds)
- Leverage
- Repayment

PRI Institute

Social Indicators

Outputs (immediate and measurable impact of financing activity) e.g.

- # of loans disbursed
- # of housing units created
- # of childcare slots created
- # of businesses financed
- # of jobs created

Other

- Organizational Impact
 - growth
 - profitability
 - sustainability
- Community engagement/impact
- Market Impact
- Policy and practices
- Evaluative Studies

Dissemination



Sb10068574u/Nicholas Eveleigh/Courtesy of Getty Images

Lessons Learned

Helen Bader Foundation

- Borrowers aren't always clear on the nature of the "new" relationship
- Decide up front policies around collateral, collection, charge offs
- Decide up front policies around securitization and willingness to pay for legal
- Invest in staff capacity
- Decide what is important as outcomes and how to track /report

Lessons Learned

Helen Bader Foundation

- Never be alone in a deal if you can help it
- Each PRI is unique; few opportunities for cookie cutters
- Make risk-adjusted decisions
- Guard the reputation of your PRI program
- Make sure your documents do what you need

PRI Makers Network

- www.primakers.net: primers, articles, tools and templates, databases, listserv, access to experts, e-newsletter
- National conference: May 10th-12th Chicago. Register at www.primakers.net/conference
- PRI presentations, member meetings, PRI Fundamentals and PRI Institutes