

NACUSO  
FOCUS

2020  
A Year  
in  
Review



NATIONAL ASSOCIATION OF CREDIT UNION SERVICE ORGANIZATIONS



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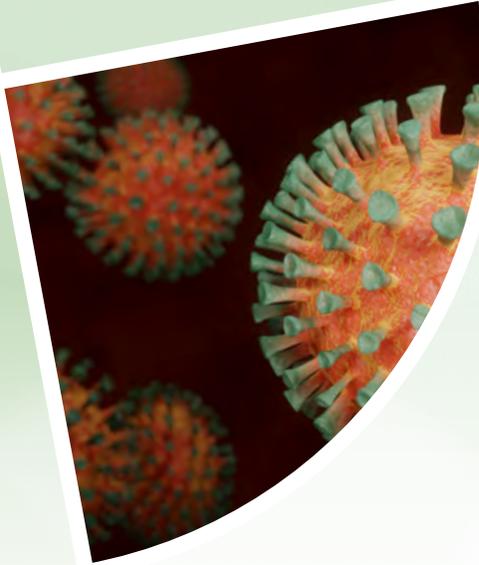
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# We Are Stronger Together

By John Cassidy, Senior Sales Market Manager, CUNA Mutual Group



As soon as the COVID-19 pandemic began, CUNA Mutual Group quickly took action to ensure we were there to support the credit union system, members and the greater communities we collectively serve.

We established Stronger Together to provide relevant information and resources for our partners, while making a number of meaningful product changes such as increasing on premise cash limits for credit unions while waiving fees and providing premium payment flexibility to ensure members could keep their coverage without interruption.

In addition to the product changes, we focused on five key areas to support our customers and communities through the pandemic.

**1. Advocating for Credit Unions:** Our Corporate & Legislative Affairs team amplified credit union system advocacy efforts with members of Congress, adding our voice to help advance the credit union agenda, support efforts to increase funding for Community Development Financial Institutions (CDFI) and supported efforts to add a second round of funding for the Paycheck Protection Program (PPP) and credit union access as PPP lenders.

**2. System Collaboration:** We committed an additional \$1 million of our \$3 million

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total contribution to CUNA's Open Your Eyes to a Credit Union awareness initiative, provided more than \$200,000 in additional financial support of state foundations and National Credit Union Foundation and partnered with Inclusiv on the CDFI awareness and certification campaign for credit unions.

**3. Delivering Relevant Expertise:** We hosted a record 2,440 attendees at our annual virtual Discovery Conference, provided regular economic and market updates from our chief economist and chief market strategist, and offered access to our experts across multiple business lines to help credit unions adapt and prepare for the future.

**4. CUNA Mutual Group Foundation:** In a year of adversity like no other—when the needs of our communities were greater than ever—our employees answered the call, contributing more than \$200,000 toward COVID-19 relief in the Spring and more than \$500,000 this Fall toward education, economic security and emergency aid. And, with a dollar-for-dollar match from our CUNA Mutual Group Foundation, our communities will receive more than \$1M as they work to support those in need.

**5. Diversity, Equity & Inclusion:** As we continue to advance our own DEI strategy, we helped launch the CU DEI Collective as a Founding member. We expanded our partnership with the African American Credit Union Coalition (AACUC) and the Network of Latino Credit Unions and Professionals (NLCUP) and shared our company's stance on social justice.

While most vendor relationships are primarily transactional, we consistently demonstrate that we are far more than just a vendor. We help credit unions navigate through challenging times and thrive when times are good. We'll be there to make a difference in the lives of your current and future members, in partnership with all of you. We are Stronger Together.



*John Cassidy, CUDE is a senior sales market manager for CUNA Mutual Group. He develops and implements strategic partnership strategies that promote the company's competitive financial services to the credit union industry by establishing and strengthening relationships with credit union trade organizations across the U.S.*

# Supporting Member Health Insurance Benefits – 2020 In Review

By Gerald Rorke, Director of Affinity Partnerships, IHC Group



The IHC Group’s mission as a public company that offers health insurance solutions to individuals, has always been to provide customers with the most suitable benefit plans for their personal situations and provide the gold standard in service to our partners and insureds. With the arrival of COVID to the United States, this is more important than ever.

**The pandemic caused millions of Americans to become disenfranchised from employer-based insurance plans creating an acute sense of urgency within the health insurance marketplace. Consumers became confused and needed a trusted source from which to get answers and coverage without any pressure.**

We are the health insurance provider for USAA and as such are recognized as the diamond standard in service. Our member service centers provide support in all states and time zones.

It was of the utmost importance that we move quickly to assure the health and safety of all our associates and employees. This included moving our member service center from a traditional office setting to a remote working environment, while continuing to provide the highest levels of service for our partners and insureds have come to expect. All staff were provided with the proper technology to assure continuity of service. Human Resources mobilized to assure that employees and their

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**Supporting Member Health Insurance Benefits** *continued*

families were safe, secure and had full access to services to keep work and family life in balance.

In 2020 we expanded our services to include a Medicare division which was fully integrated into our member services platform. Many of our senior citizens found themselves sequestered from their families with the quarantines. We took great care in training specialists within our member service center to operate with this sensitivity in mind.

Recognizing the need to get information and resources out quickly to the public – our technology, marketing and member services team built one of the Nation’s most robust web-based solutions. This provided a way for our Credit Union and Affinity Partners to private label a destination for their constituents to obtain information, enroll and or call our member service center for additional support. These tools saw tens of thousands of visits within a few months of being deployed.

As we move forward in 2021, we have expanded our commitment to credit unions and their members as well as supporting our affinity partners. We have created additional member support tools within our service centers that make it even easier to get the information members need. We are continuously improving upon what is recognized as the highest level of service in the industry.



*Gerard "Jerry" Rorke is the Director of Affinity Partnerships for the IHC Group (a Gold Partner of NACUSO). IHC develops and manages specialty health insurance programs for the members of affinity groups, including Credit Unions. Mr. Rorke has been in the insurance business for over 30 years and lives in New York.*



# Finding the Good in 2020

By Amber Harsin, CEO, Prodigy



I'm happy to report that, contrary to what one might expect, 2020 was a record year for Prodigy from a sales standpoint. While that is, of course, great news for us and our CUSO owners, I think it also speaks more deeply to the adaptability and resilience of people in general and credit union people in particular. The pandemic hit us all with plenty of challenges, but together, we charged forward.

Suddenly our employees were no longer able to work side by side in our offices. Fortunately, our entire infrastructure is cloud-based, so with little exception, "going remote" was as easy as sending our employees home with their laptops. The technology piece was easy, but going into it, I couldn't help but wonder about employee productivity.

**By every measurable standard, employee productivity actually increased during the pandemic. Our employees not only adapted; they improved.**

Guess what. By every measurable standard, employee productivity actually increased during the pandemic. Our employees not only adapted; they improved. They made sure it was still as easy as ever to do

business with Prodigy. Looking ahead past the pandemic, now we're wondering what to do with all our extra office space.

Anyone who's ever been through a core data processing conversion knows it's one of the most challenging projects a credit union can undertake. And for as long as there have been data processing conversions, it's been taken for granted that employees from the data processor needed to spend a significant amount of time at the credit union site for both training and technical reasons. Suddenly we all had to stay home.

Nobody missed a beat. Working closely with our converting credit unions, we developed extensive remote conversion procedures. We relied heavily on video teleconferencing. In short, together we made it happen. And in doing so, we

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discovered that spending time engaged with clients instead of sitting in an airport isn't a bad thing.

Honestly, I think there are important advantages to in-person conversions. But now we know we can give our credit unions a choice. Especially for small to mid-sized credit unions, conversion costs can be daunting. Post-pandemic, we'll give each new credit union the option. If they're willing to trade the advantages of an in-person conversion for the lower cost of a remote conversion, we'll support that decision 100 percent.

Trade shows give credit unions an opportunity to visit with multiple vendors all in one place. They've become a staple of the sales and marketing cycle for products and services of every variety. At the time, I would have never imagined that the CUNA Governmental Affairs Conference would be my last conference of the year. But suddenly trade shows were gone.

As evidenced by our 2020 sales record, that didn't slow credit unions down. They did more online research. They made more phone calls. They talked to more peers. They relied on information from organizations like NACUSO. Because they realized that the pandemic made digital services more important than ever, if anything, credit unions accelerated their technology plans.

I'd be lying if I said I'm not thrilled to finally be looking at 2020 in the rearview mirror. However, I can't deny that we all learned a lot - about technology, about ourselves, about each other. And in the end, I believe we've all come out much stronger than when we started this year.



*Amber Harsin started her financial services career in 1998 working the drive-through window at a local credit union. Over the next 16 years, she advanced steadily through the ranks, working in branch operations, lending, mergers and acquisitions, digital services and, perhaps most important, core conversions, among other areas. In 2014, she accepted a position at fintech CUSO Prodigy, where she's been ever since. Positions there have included Director of Implementations, Chief Product Officer, and EVP of Market Engagement. In March 2020, she was named CEO. Her goal is to establish Prodigy as both a leader in financial technology for credit unions and as a shining example of the cooperative business model.*

# The Importance of Employee Engagement During Challenging Times

By Dean Young, EVP, Chief Experience Officer at PSCU



From a global pandemic to social unrest and economic uncertainty, 2020 was a year of unexpected and unprecedented events. Industries across the United States were faced with a number of challenges to navigate, having to quickly pivot, learn and adapt business operations, procedures and schedules – and the credit union industry was no exception.

Branches closed as stay-at-home orders were enacted, members started seeking more “clean” forms of payment like contactless options and mobile offerings in response to rising COVID-19 cases, and more and more members turned to digital solutions to access their accounts and interact with their credit unions. Daily banking routines were suddenly upended and altered for the foreseeable future, while consumer expectations and needs were transformed. Credit unions and their partners were forced to swiftly shift priorities and assume the role of “financial first responders” for members in crisis.

**Industries across the United States were faced with a number of challenges to navigate, having to quickly pivot, learn and adapt business operations, procedures and schedules – and the credit union industry was no exception.**

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### **Keeping Employees Engaged...**

At PSCU, we knew we had to deftly adjust our operations in response to the pandemic. When the crisis emerged in March, we quickly enacted PSCU's Business Continuity and Pandemic Response plans, effectively shifting more than 90% of our 2,300 employees, including contact center and fraud agents, to a remote environment to safely and effectively continue serving our Owner credit unions. Keeping our employees safe and healthy was our top priority, but we also wanted to keep them engaged from wherever their new "office" was located.

We rolled out "Operation Spare a Square" in April, where employees could drive up to company locations and grab a few extra rolls of toilet paper from a safe distance. For business-critical employees needed at the office, the CUSO provided compensation incentives and configured workstations to adhere to recommended social distancing. Additionally, every employee received a bonus to acknowledge his or her hard work during these trying times. We have also established a "Return to Business 2.0" plan outlining necessary changes and new procedures so employees will feel safe when the time does come to return to the office.

Despite a majority of our employees shifting to working remotely in March and still doing so as of December, our Gallup engagement scores still managed to improve in 2020, ultimately placing PSCU in the top 9% of all participating companies.

### **...to Best Serve our Credit Unions**

Not only did this engagement help keep up employee morale, but it also allowed us to continue providing the solutions, services and advice our Owner credit unions have come to know and expect – especially when faced with unanticipated circumstances – from their trusted CUSO partner.

Over the course of the year, our teams worked with our Owners to provide emergency services at times when members were most in need. We escalated efforts to provide ongoing support resources and assistance, consulting and guidance, as well as thought leadership to our credit unions throughout the rapidly evolving pandemic.

One of our biggest initiatives has focused on trends analysis and insights. Our Advisors Plus, Data & Analytics and Marketing teams have worked together since the onset of the pandemic to publish a weekly analysis comparing year-over-year transactions of our Owner credit union members on a same-store basis to identify the impact on consumer spending and shopping trends. We expanded this outreach to also include U.S. state and territory analysis to give credit unions insight into year-over-year performance levels for debit purchases, credit purchases and ATM

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## The Importance of Employee Engagement During Challenging Times *continued*

transactions in the states in which they operate. And for the third year in a row, we set out to gauge payment preferences among credit union members and other financial institution customers, along with how they evolved over the past year, in our annual Eye on Payments study.

We saw firsthand through each of these touchpoints that consumer preferences were shifting to the digital space, with more consumers adopting online banking, downloading payments apps and changing the ways in which they interact with their financial institutions. This allowed us to accelerate our digital-first strategy, which has and will continue to help our Owners provide these services and solutions – including contactless cards, mobile options and digital banking offerings, among others – to their members.

The credit union philosophy of “people helping people” permeates all that we do at PSCU. Whether for our own employees, our credit unions and their members, or others within the communities in which we live and work, this philosophy took on an even deeper meaning in 2020. It was at the forefront of all that we accomplished this year and will continue to lead our efforts as we look to 2021 and beyond.



*Dean Young leads PSCU's cross-company collaboration efforts to create the strategy, design, engagement and execution of the CUSO's brand promise, providing an added focus on service excellence and improvement initiatives for all stakeholders. Dean collaborates with many system partners through participation on numerous advisory councils and serves on the NACUSO and National Credit Union Foundation boards.*



# CO-OP Records Record-Breaking Year of Achievement in 2020

By Bill Prichard, Director, Public Relations,  
CO-OP Financial Services



In a year like no other, CO-OP Financial Services recorded substantial achievements against goals in the areas of product and technology delivery, expanded digital capabilities and greater credit union member experience and satisfaction.

***“Evolving from being a reseller to an ecosystem provider of payments technology and solutions has been our mission since 2016,”***

***“Our commitment did not slow down because of COVID-19, but rather took on greater urgency to provide maximum value to the industry. We have turned a year of pandemic into a year of record momentum that will lead to more great work with and on behalf of our clients in 2021.”***

said Todd Clark, President/CEO of CO-OP.

CO-OP’s momentum is driven by substantial investment in client and member services – even in difficult market conditions brought on by the pandemic – while at the same time the company finished the year with sound, debt-free financial performance. In 2020, CO-OP broke sales records in new client contracts and the growth of card processing clients. The company also added new talent, from data scientists and technologists to contact center agents, fueling the company’s innovation and future vision.

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## CO-OP Records Record-Breaking Year of Achievement in 2020 *continued*

CO-OP's ecosystem is guided by the company's annual Product Roadmap. Solutions and insights made available from CO-OP in 2020 include services designed to deepen member engagement and help credit unions build an interoperable payments platform:

- Zelle implementation. Clients are positioned for fast Zelle implementation because CO-OP's account-based technology is supported by thousands of credit unions and all major core processors.
- EMV Contactless Cards enables clients to give members a fast, secure, touch-free experience at the check-out line – never more needed than now.
- CO-OP Insights Center gives credit unions the ability to quickly understand portfolio behavior and make decisions to grow their credit and debit programs.

The company also released the following products to Technical Availability at year-end:

- Digital Card Issuance, delivering digital card credentials to members within minutes.
- CO-OP Lifestyle Loyalty, the company's new Rewards offering.
- Springboard, platform expansion integrates real-time access for credit unions to credit and debit cardholder account information across all CO-OP card processing.
- COOPER Fraud Score, which uses machine learning to create risk-scoring models that determine the level of suspicion on card-based transactions to expand digital and human fraud team capabilities.

***“Combined, these upcoming solutions give credit unions a holistic digital engagement suite spanning usage, rewards and security, bringing them into a tighter Primary Financial Relationship with their members,”*** said Clark.

CO-OP has placed intensive focus on the interplay of service, technology and solutions to help clients meet the accelerating competitive market and member needs to improve the overall credit union experience delivery. Additional 2020 achievements include:

- CO-OP Contact Centers played a key role in credit union member services, particularly at the on-set of the pandemic. Technology enhancements enabled CO-OP to maintain high service levels while reassigning large numbers of staff to remote working and handling increased call volumes.
- The enhancements to CO-OP Contact Centers, in addition to client-centric design, contributed to a large client reporting a record high Net Promoter Score

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## CO-OP Records Record-Breaking Year of Achievement in 2020 *continued*

in member satisfaction and CO-OP's largest increase in client loyalty to-date.

- CO-OP's Enterprise Technology and Services increased its output of technology upgrades and releases by 44 percent in 2020, greatly advancing the digitization of company processes.
- COOPER Fraud Analyzer, CO-OP's machine-learning fraud prevention and detection tool, completed its second year of service. The high-quality data at the use of CO-OP's team of fraud analysts adds security while reducing false positives.
- CO-OP THINK delivered record credit union engagement, including the "The Payments Playbook" and nine virtual events to bring new strategies to clients at an unprecedented pace and numbers.
- CO-OP donated \$1.7 million to the credit union system and charities, while credit unions participating in the CO-OP Miracle Match program raised around an additional \$800,000.

***"With the full support of our Board we are investing and building fast to give credit unions the solutions and technology development needed to meet the expectations of today's members,"***

***"This is our task as a credit union service organization. This effort has been thoroughly planned and budgeted for so that CO-OP can provide long-term value to all our clients and the credit union movement as a whole."*** said Clark.



*Bill Prichard is Director, Public Relations, for CO-OP Financial Services ([www.coop.org](http://www.coop.org)), a provider of payments and financial technology to credit unions.*



# Extraordinary Times and Extraordinary Measures – A Year In Review

By Valorie Seyfert, President, CUSO Financial Services, LP



2020 was undoubtedly a year that tested all of us professionally. At CUSO Financial Services, LP (“CFS”), our strategic preparation and planning helped us react quickly to provide thoughtful information, investment solutions, innovative technology and quality service to our credit unions while supporting the move out of the branches to a remote working environment. Our role was to enable each of our credit unions with the necessary tools to meet the financial needs of their members and help ease their worries during highly volatile market conditions, an unpredictable global pandemic and local economies replete with job losses and business closures. Still, CFS and approximately one-third of its credit unions had their best year-to-date and about half of CFS financial professionals had their best year ever in terms of GDC. How was this possible? As we took a step back to review the year, we narrowed this success down to a few items: partnership, tools, technology and strategic innovation.

## **Our Partnership, Tools, Technology and Strategic Innovation**

In March 2020, credit unions needed to shift how they operated and move from an in-person, brick and mortar business to a more remote and virtual online business model. To enable the credit unions to meet member needs with immediacy, we created a Remote Work tile on our fully-integrated financial professional platform, Unio. This tile housed access to all remote tools and important operational processes available to them, including DocuSign, eSignature, mobile deposits, ACH, etc. We also reacquainted all financial professionals with these tools by conducting

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live training sessions and providing online support and resources to serve their members in a fully remote manner. And, we've seen tremendous surges in the usage of electronic signatures and mobile deposits for investment services throughout the year.

Prior to the pandemic, CFS unveiled its secure and compliant Business Texting feature within Unio. This feature became a favorite among financial professionals to stay connected with their clients in an easy and immediate manner this past year. In fact, we've seen Business Texting usage increase by 84% (March to end of October). Additionally, the usage of Clear1, our member portal that is fully integrated with credit unions' home banking systems, has increased significantly. This increase demonstrates the newfound need that members of all demographics have for adopting technologies — particularly technologies that provide full transparency of all their investment holdings. Since virtual meetings and conferences replaced in-person meetings, we created best practices, guides and playbooks for financial professionals to support video conference meetings and completing forms and funding transactions remotely. For those financial professionals and credit unions who had technology challenges, we were able to smooth out those obstacles and provide support in terms of cell phones, connectivity to WiFi and anything else needed from an operational and logistical perspective to help the credit unions serve their members effectively and without limitations or disruption in service.

While we were busy providing the essential operational and tactical business services to keep credit unions and financial professionals functioning successfully, we also focused on initiatives designed to help support members beyond their investment accounts. We created playbooks and best practices to help financial professionals speak to their members on various issues, including the numerous impacts of the CARES Act, how to file for unemployment or apply for a PPP loan. While focusing on our partnerships, we established weekly virtual meetings, with the help of our partners and sponsors, to share timely and beneficial information about success stories, peer group brainstorming and discussions, regulatory updates and investment solutions. Our highly successful campaign designed for credit unions and program managers to retain member assets while moving deposits off the balance sheets was born from these calls. Additionally, we made certain that our systems and processes were fully compliant and remotely capable to comply with Regulation Best Interest "Reg BI." We held special sessions for credit unions and their members at our annual conference, including a retirement and tax planning discussion by IRA expert, Ed Slott. And, we continued our client appreciation series where members were invited to have some fun while learning about wine and food pairings and an evening of digital magic for the entire family.

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**Everything we provided for the credit unions was to help them strengthen their relationships with their members in purposeful ways.**

We partnered with each credit union, really listened to their needs as a business and strategically collaborated to provide them with daily tactical support, people, tools, technology, innovation and products. **We view our credit unions as an extension of CFS – their needs are our needs.** We believe this to be the overriding reason for much of the success in 2020. Extraordinary times call for extraordinary measures and as we move into 2021, we look forward to partnering with our credit unions – helping them pivot to meet the evolving demands of the industry and working towards an even more successful year ahead to provide meaningful opportunities for their members.

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CUSO Financial Services, LP and its sister company, Sorrento Pacific Financial, LLC (“SPF”) (Members FINRA/SIPC), are subsidiaries of Atria Wealth Solutions. Established in 1997, they specialize in placing investment programs inside banks and credit unions, providing customized investment and insurance solutions to almost 200 financial institutions throughout the country, with \$36 billion in AUA. Headquartered in San Diego, with branch offices nationwide, both broker-dealers are SEC Registered Investment Advisors, with expertise in key areas including retirement services, wealth management, advisory solutions and insurance products for individuals and business customers. For more information, see [www.cusonet.com](http://www.cusonet.com) or visit LinkedIn pages: CFS and SPF.



*Valorie Seyfert has more than 30 years of experience in the securities industry. She is the President, CEO and Co-Founder of CUSO Financial Services, LP and Sorrento Pacific Financial, LLC (subsidiaries of Atria Wealth Solutions) which are full-service broker-dealers serving financial institutions and their clients. Previously, Valorie worked as an attorney specializing in securities regulations, contracts and corporate law. She was the winner of the 2008 EY Entrepreneur of the Year award in Business Services for San Diego County and is a frequent speaker and a recognized expert on the structure and strategy of successful investment services programs in financial institutions.*



# 2020: The Greatest Opportunity to Meet Challenges

By Kristen Jason, Sr. Product Marketing Manager, Alacriti



When the pandemic hit, Alacriti employees shifted to working from home—seamlessly making the transition without disruption to the service we provide. We are also proud to say that the Alacriti team found creative ways to support their communities. At the time, masks were very hard to come by, and healthcare workers didn't have what they needed. Our employees made masks and donated them to hospitals. They also donated PPE to domestic hospitals and food packages internationally.

**Our response to COVID-19 on the business side was to provide clients the resources to help their customers or members cope with the new challenges.**

This initiative had three components. The first included waiving the fees for any new client that deployed Alacriti's AI chatbot, Ella, as a virtual CSR to answer questions and assist in the reduction of call volume to their call centers. Many businesses and financial institutions experienced huge call volume surges, and Ella alleviates that burden by using AI to answer FAQs while allowing more complex inquiries to go to live support staff.

The second aspect of our response was the introduction of a rapid deployment option for clients that needed to implement payments quickly. We also supported the ability for a consumer to request to skip a payment on a loan. Adding the flexibility to automate this process during the pandemic provided relief to our client support teams as well as help and relief for their payees.

Lastly, the third component was to give our clients more options for card payment convenience fees. During the pandemic, we provided an option for our clients to turn off the default convenience fee settings, making payments less expensive for their end customers or members.

As the effects of the pandemic continue across the country and the world, we're dedicated to delivering innovative ways to make life easier for our clients and those

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## 2020: The Greatest Opportunity to Meet Challenges *continued*

they serve. For some, the pandemic has accelerated the transition to digital banking, while others have increased expectations around their credit union's capabilities and the digital banking user experience. We've delivered a number of innovations to help our credit union clients provide the user experiences their members need and expect. We also have a robust roadmap of innovation to help credit unions remain competitive in today's digital banking environment.

In October, we partnered with The Clearing House to drive real-time payments adoption across the banking and credit union markets with our Cosmos for RTP solution, powered by the Orbipay Platform. This solution enables credit unions to seamlessly connect The Clearing House's RTP® network and deliver innovative real-time payment services to their members. As consumer and business interest in real-time payments continues to increase, Cosmos enables credit unions to quickly and seamlessly connect to the RTP network and roll out key use cases to members, without costly infrastructure updates.

We also developed a strategic partnership that allows our payments-focused chatbot to integrate with Glia's Digital Customer Service Platform to deliver a seamless, modern digital experience that allows account holders to receive timely customer support and pay in the channels they prefer, using the payment methods most convenient for them, while gaining efficiencies in credit union call centers.

Finally, across all of our solutions, we continue to add new and emerging payment channels to ensure credit unions have the ability to provide the flexible payment experiences their members want. In 2021 and beyond, we are dedicated to helping credit unions deliver next generation digital banking experiences to drive member retention and satisfaction.



*Kristen Jason is Sr. Product Marketing Manager and is responsible for creating engaging product marketing content for Alacriti while staying abreast of industry trends. She offers over 15 years of marketing experience, including 6 years of experience in financial technology and payments. Kristen holds a Bachelor of Science in both Psychology and Business Administration from Florida A&M University and a M.B.A from the University of Central Florida.*

**Alacriti**



# Continuing to Serve During Extraordinary Times

By Kirk Drake, President and CEO of Ongoing Operations, LLC



2020 was a year of discomfort, uncertainty, worry, and fear. Yet it was also a year of learning and togetherness, albeit virtually. A time for us to come together and support one another both at work and at home. Ongoing Operations (OGO) capitalized on our remote work culture that has been a foundational brick of our operations since the CUSO's inception over 15 years ago. When as a country we found ourselves sheltered in place and unable to go into the office, Ongoing Operations' BCP team was able to keep working and assisted our customers in executing their BCP plans and adjusting their businesses to continue working and serving members. Our managed services teams worked tirelessly with our customers to quickly and effectively setup their employees to work remotely securely. We found that cyber attackers were quick to exploit the increased number of remote workers, and our CISO team partnered with our customers to access and improve their security processes and technology for work from home users. We are proud to have been available to help our credit union customers adjust from typical 9 to 5 working hours to longer non-traditional hours, specifically supporting loan and marketing departments as Credit Unions adapted to serve their members around the clock 7 days a week.

Our focus from March through September was on assisting our credit union clients in adjusting to the new normal of working during COVID. Especially, when it became clear that we all would be working from home longer than originally expected. As a result, OGO received a large number of customer referrals from our customer base and had a record breaking Q4 sales quarter. We also embraced this time of uncertainty as an opportunity for innovation. The following OGO solutions were revitalized in 2020 to meet the new needs of our clients.

- **BCP as a Service** – BCP is more important than ever, and Credit Unions can lean on the experts at OGO to take care of the heavy lifting.
- **CISO as a Service** – Credit Unions are utilizing OGO's security and compliance expertise to navigate the new world in the coronavirus era.

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## Continuing to Serve During Extraordinary Times *continued*

- **Next Generation Firewall Services** – Moving Credit Unions from outdated firewall technologies to next generation with IDS, IPS, and advanced attack recognition features.
- **Managed SIEM services** – Helping Credit Unions manage the increase to the Credit Union attack surface of their new Coronavirus era environments.

And while focusing on our customers has been priority one, we also spent 2020 taking care of the OGO family. We got the opportunity to know each other better though our work at home backgrounds, inaugural Zoom happy hour series, and the families and pets that surround our employees. Children and cats have been known to break through ‘firewalls’ and hop on screen during our daily companywide morning Microsoft Teams huddles. Ultimately, seeing one another as more than coworkers and appreciating everyone’s individual situations has created a more empathetic and connected culture at OGO. We are more appreciative of what our employees go through trying to balance work and home life, and we learned through this pandemic that we are stronger and more capable than we think.

So, when we look ahead to 2021, we are excited! OGO’s focus in 2021 is one thing: Delivering Exceptional Customer Service to our Credit Unions. We are 100% focused on continuous improvement of our level of service to our Credit Union customers. We believe, more than anything else, this builds trust, appreciation, and loyalty with our credit union customer base.

As a proud member of NACUSO, we wish everyone a prosperous and safe 2021.



*Kirk Drake is a lifelong entrepreneur, author, and founder of Credit Union 2.0. He is a credit union and technology enthusiast who built eight successful businesses, notably the Credit Union Service Organization (CUSO) Ongoing Operations, CU Wallet – a mobile wallet venture, and several additional lifestyle e-commerce/mobile platforms. Kirk harnessed the power of inbound marketing, generating over 500 blog articles, twelve books, created a lead scoring system, and developed a digital engagement strategy resulting in over 100 leads per month. In 2016, Kirk harnessed his 25 years of industry experience to write Credit Union 2.0: A Guide to Helping Credit Unions Compete in the Digital Age.*



# eDOC Lends a Hand and Sees Historic Growth in 2020

By Mark Fierro, Chief Executive Officer, eDOC Innovations



The world events that abruptly unfolded toward the beginning of 2020 had far-reaching effects that forced leaders of almost every industry to reconsider how they conduct business. As part of an industry that heavily relies on face-to-face interaction to build strong customer relationships, credit unions immediately felt the impact of the COVID-19 pandemic.

The pandemic highlighted one of the most prevalent problems among credit unions today: a lack of accessible and affordable software solutions to help better serve members in an increasingly digital, mobile-oriented society. Many smaller credit unions have long struggled to remotely facilitate transactions because of the expense that traditionally accompanies the use of technologies such as eSign. As in-person interactions became nearly impossible to facilitate, credit unions were forced to quickly find a viable alternative method.

In March, we began offering a free trial of our eSignature solution, eDOCSignature®, to any credit union who

**As a Credit Union Service Organization, we knew it was our role to try and lend a hand. While 2020 may be a year we all soon want to forget, it did give our team an opportunity to demonstrate their resiliency and enabled us to make a plethora of new connections in the credit union space.**



might stand to benefit from use of the software. We aimed to alleviate some of the concerns that arose when credit unions were forced to close their lobby doors without notice, leaving the completion of many in-progress transactions hanging in the balance. Thanks to our free trial offer, we were able to help hundreds of credit unions continue serving their members in the face of the shutdowns that loomed large during the initial onset of the pandemic. Everyone on our team did a tremendous job of refocusing their efforts, and the amount of positive feedback we received from grateful credit unions was truly overwhelming.

**Throughout the year, our Client Development team exceeded expectations while helping institutions of all sizes transition to a remote work environment.**

The challenges that inevitably come with making this transition were all too familiar to our own staff; they had also begun working remote while still being asked to maintain a superior level of customer service. Whether a credit union had signed up for the free eDOCSignature trial or was simply a new client, the Client Development team facilitated a smooth onboarding and training process.

Because of their hard work and the dedication of our Sales team, we gained over 200 new long-term clients on our eDOCSignature platform and experienced a record year for growth and earnings.

Though we were all busy working on the free trial initiative, the Development team still managed to find time to significantly improve our flagship eDOCSignature product. We released an all-new user interface that gives both users and signers a cleaner overall experience. Users of eDOCSignature can more easily set up signing elements on a document, while signers are now automatically guided through the signing process.

In August, we introduced the Text Notifications feature. This enables eDOCSignature users to send signers a text message notification when a package is ready to be signed. Text notifications are just one of the many ways we are actively helping our clients reach their members in a mobile-driven world.

**As we look ahead to 2021, our biggest desire is to keep supporting small credit unions by providing an affordable, standalone mobile remote deposit capture (RDC) solution.**

Like eSignature technology, we realize that many smaller credit unions cannot feasibly offer a mobile RDC option to their members at this time. Our team has

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the means and motivation to alter that trend. For eDOCSignature, we plan on enhancing our signer verification tools to further ensure that documents are always signed by the correct member. We also plan on offering a Remote Online Notary solution that can be seamlessly integrated with eDOCSignature. Given the incredible amount of support we received from clients and partners this past year, it only makes sense that our mission remains to foster the growth of credit unions nationwide.

We are excited to reshape the industry in 2021 and beyond by continuing to work with our partners to provide innovative, practical solutions for credit unions and their members.



*Mark Fierro, Chief Executive Officer, eDOC Innovations joined eDOC Innovations in 2000 beginning his tenure at eDOC as an Account Manager and worked his way to the top through roles such as Product Manager, Manager of Implementations, VP of Client Development, EVP and COO. He was named Interim CEO in November 2018 and CEO in April 2019. A native of Massachusetts, Mark began his career in the credit union industry in 1985 as a teller progressing through various departments and management responsibilities. Prior to joining eDOC, Mark was Chief Financial Officer at Sharon Credit Union.*



*Mark is responsible for the day to day operations of the CUSO, including managing team members in the executive leadership. He frequently interfaces with key clients, other departments and partners to ensure that CUSO objectives are achieved and relationships maintained. Mark holds a Master's in Business Administration from Nichols College and a Bachelor's in Accounting from Worcester State College. [mfierro@edoclogic.com](mailto:mfierro@edoclogic.com)*

# In my view, the COVID-19 pandemic has made this year one of the most challenging we've all experienced since 2002.

By Paroon Chadha, Co-Founder and Chief Executive Officer, Passageways, Inc.



I can clearly recall the fear, uncertainty, and doubt that pervaded everything in the aftermath of 9/11. But it was in the middle of that darkness that my friend Chris and I had the audacious idea to start a company whose core products would connect people and bring them together during troubling times. Our premise was simple but profound: going all-in on Service helps organizations thrive.

During a similar moment here in 2020, that vision of Service as a path to growth has proven just as resilient and relevant.

- We responded to the COVID-19 crisis by doubling down on our support for organizations in need and offering OnBoard and OnSemble for free to healthcare organizations, higher education, nonprofits, and local government bodies. I am most proud of this effort in particular.
- Our relentless focus on customers not only helped them endure and adapt to this new world of virtual meetings but also allowed us to grow and strengthen our position in the marketplace. Guided by customer demand and input, we introduced new capabilities to OnBoard – native Zoom integration, Tasks, Minutes Builder, and D&O Questionnaires – and successfully launched our OnBoard

*continued*

**In my view** *continued*

Accelerate initiative. We increased our employee headcount by hiring support team members in new regions around the world, including the opening of an office in Australia.

- The adoption rate of OnSemble continued to grow, and Connect 2020 – our first virtual conference – was a wild success.

None of this would even be possible without two groups of special people.

- **Our customers, partners, and investors.** During this holiday season, I want to express my deepest and sincerest appreciation to all of you for the gift you've given us of being able to serve your needs. You've inspired us to move faster, higher, and further than ever before, and it has truly been an honor to help your organizations succeed during these unprecedented times. I am always mindful that your success and our success are interdependent on each other, and I wouldn't want it any other way.

- **My fellow Pathfinders.** During our all-hands meetings, I often repeat our goal to inspire organizations and leaders to make it a better-managed world. This is a tall order, and there's nobody else I would rather be taking this journey with than this Passageways team. I feel honored to be part of this family, and humbly express my appreciation to each of my peers for their dedication, good humor, and hard work. Thank you.



*Paroon Chadha, CEO, co-founded Passageways in 2003 and continues to lead its business strategy, as CEO. He serves on Boards at Passageways, Big Brother Big Sister of Greater Lafayette, Indiana University Simon Cancer Center, and TechPoint. He was a founding member of Youwecan.org, and is an angel investor in several technology companies.*



# Trellance in 2020: A Year of Challenge and Opportunity

By Tom Davis, President and CEO, Trellance



For Trellance, 2020 was a year of both challenge and unbridled innovation. When the pandemic struck, the team was able to quickly pivot to a remote work environment and develop new ways to stay connected and collaborative. As a result, Trellance was able to not miss a beat in the transition, continuing to serve its clients and develop innovative new solutions. As the leading provider of data analytics and business intelligence solutions for credit unions, Trellance spent the year announcing new initiatives, powerful product updates, updated services, and innovative marketing efforts at a record pace.

**The M360 data analytics platform saw its largest update yet, providing more value than ever to the growing number of credit unions that rely on its insights.**

M360 users experienced all-new data visualization dashboards with configurable metrics and KPIs by department, loan origination connectors, content and functionality updates to the app store, and a revamped partnership program featuring diverse and influential new partners.

Trellance added a new credit card acquisition program to its managed service offerings and expanded the consulting services to now cover all seven of its data

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management disciplines. Using a digital platform backed by analytics, the program serves as a card portfolio growth catalyst, enabling credit unions to achieve higher conversion rates of potential cardholders. Clients can further define the member experience through program collateral and compliant tools; they can even design the website experience, cardholder messaging, and pre-qualification parameters.

Trellance's consulting services were also expanded in 2020. Using successful data management consulting engagements that define desired program maturity and assess program gaps, the consulting services grew to now cover all seven of its data management disciplines: data governance, data architecture, metadata, data quality, data lifecycle, data analytics, and data privacy. These new additions form a comprehensive data management consultant offering.

With fewer members entering branches, Trellance accelerated its digital marketing efforts to help credit unions convert and retain members virtually. The result is a powerful suite of tools to enable credit unions to collaborate, approve creative, determine rates and disclosures remotely, and target members with offers. Members can sign up and receive a new credit card without ever leaving the safety of their own home, giving credit unions a powerful new way to grow during these difficult times.

**Beyond a year of innovative solutions, Trellance embraced new ways to give back to the community and credit union members. Skip-a-payment promotions were strongly promoted to support members who might have been affected by the economic downturn and the usage program donated to important charitable organizations. Every time credit unions' members used their cards, Trellance matched their payments in donations to multiple charities like Teach for America and the Breast Cancer Research Foundation. This program continues into the new year with the Organization for Autism Research.**

The transformative growth that Trellance underwent in 2020 provides a unique advantage to offer an even better user experience and best-in-class SaaS solution in 2021. The growing demand for cloud-based data analytics and insights will continue next year, likely accelerated by new experiences and habits formed during COVID-19. Trellance is prepared to meet this demand with its new cloud version of M360 and plans to have many exciting announcements regarding the cloud and its capabilities throughout the year.

The addition of predictive analytics next year will continue to enhance M360's value to credit unions by enabling them to seamlessly integrate with Trellance apps. The result is the

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## A Year of Challenge and Opportunity *continued*

ability to automatically trigger actions without any human interaction necessary, providing credit unions with more insights, the ability to act faster, the opportunity to use data better, and tools to be more responsive. A predictive analytics proof of concept, involving five credit unions and a third-party machine learning platform, is currently underway.

While 2020 had its challenges, it was an exciting start to what will be a transformative decade for Trellance. The team looks forward to sharing new advancements, expansions, solutions, and announcements in 2021 and beyond.



*Tom Davis, President & CEO, Trellance is the visionary and driving force behind Trellance. With more than 25 years of progressively responsible leadership roles with companies in payments, IT, and software design, Tom has amassed impressive knowledge, insights, and experience into the specialized needs of credit unions.*



*Prior to being named President & CEO of Trellance, Tom was Sr. VP of Finance and Technology for Trellance where he earned an admirable reputation as a passionate proponent of innovation and technology for credit unions. A respected subject-matter expert in finance, technology, payments, and strategic planning, Tom is skilled at simplifying the complexity involved with the many new technologies that impact credit unions today in the future.*

*Tom earned his M.B.A. from the University of South Florida where he graduated with honors and became a member of the Phi Kappa Phi honors fraternity. He received his undergraduate degree in accounting and finance from Missouri State University.*



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