



Clearinghouse CDFI – 2022-2023 Borrower Feature Video

Douglas Bystry, CCDFI President/CEO ([00:04](#)):

Hi, I'm Doug Bystry, President and CEO of Clearinghouse CDFI. For over 25 years, we've served low and moderate-income communities with purpose. Our mission is and has always been to finance projects that create economic opportunity and improve lives. We funded over 2,600 projects for a total of \$2.2 billion. We've created 40,000 jobs benefiting 3.9 million people. Through the hard work, dedication, and support of our shareholders and stakeholders, we continue to make a difference.

([00:37](#)):

As you know, we recently celebrated our 25-year anniversary. On the heels of that milestone, our executive team had a chance to get together in person and plan for our future. It was a rare occasion for all of us to be together in the same space since the start of COVID. What a wonderful time we had aligning our goals and objectives for the future. But more importantly, we had a chance to reminisce about some of the most important and impactful loans in our corporate history. Today, we're happy to share those stories with you, including a very special project we funded in 2022.

([01:15](#)):

What, what are some of the favorite projects that we've done over the years? I mean, there's so many and, uh...

Kristy Ollendorff, Chief Credit Officer ([01:21](#)):

Yeah, oh my gosh.

Douglas Bystry, CCDFI President/CEO ([01:21](#)):

But I'd, I'd love to just...

Yves Mombeleur, Chief Operations Officer ([01:22](#)):

The aquarium.

Douglas Bystry, CCDFI President/CEO ([01:23](#)):

... you know, anyone. Which one?

Yves Mombeleur, Chief Operations Officer ([01:24](#)):

The aquarium.

Kristy Ollendorff, Chief Credit Officer ([01:26](#)):

I think from the day you called me.

Douglas Bystry, CCDFI President/CEO ([01:28](#)):

I called you.

Kristy Ollendorff, Chief Credit Officer ([01:29](#)):

To the day we funded, that was literally like 3...



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Terrin Enssle, Chief Financial Officer ([01:33](#)):

2, 2 to three weeks.

Kristy Ollendorff, Chief Credit Officer ([01:34](#)):

... something weeks.

Douglas Bystry, CCDFI President/CEO ([01:34](#)):

Yeah.

Terrin Enssle, Chief Financial Officer ([01:35](#)):

Yeah.

Kristy Ollendorff, Chief Credit Officer ([01:35](#)):

Done.

Douglas Bystry, CCDFI President/CEO ([01:36](#)):

That was amazing.

Kristy Ollendorff, Chief Credit Officer ([01:37](#)):

They had money in their account.

Douglas Bystry, CCDFI President/CEO ([01:38](#)):

That was [inaudible 00:01:39] right there.

Kristy Ollendorff, Chief Credit Officer ([01:41](#)):

We've never, (laughs) we've never moved that fast.

Douglas Bystry, CCDFI President/CEO ([01:41](#)):

No, we've never moved that fast. It was an emergency loan.

Kristy Ollendorff, Chief Credit Officer ([01:43](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([01:44](#)):

And we, we knew that because of COVID, because their income dried up.

Kristy Ollendorff, Chief Credit Officer ([01:49](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([01:49](#)):

They did not have enough money...



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Kristy Ollendorff, Chief Credit Officer ([01:50](#)):

No.

Douglas Bystry, CCDFI President/CEO ([01:51](#)):

... to continue feeding and serving...

Kristy Ollendorff, Chief Credit Officer ([01:53](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([01:53](#)):

... the animals in the aquarium.

Kristy Ollendorff, Chief Credit Officer ([01:55](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([01:55](#)):

So it was one of those where I, I felt like we just had to sort of throw out the conventional rules.

Jay Harrison, Chief Investment Officer ([02:00](#)):

Maybe I'll start with another one, but, uh, I'm thinking of Arizona. We, we did a, uh, kind of a transitional housing, uh, facility for autistic, um, you know, children in, uh, in Phoenix.

Terrin Enssle, Chief Financial Officer ([02:13](#)):

Phoenix, Phoenix. Yeah.

Andrew Gordon, Executive Advisor ([02:14](#)):

First place, yes.

Kristy Ollendorff, Chief Credit Officer ([02:15](#)):

Nice.

Jay Harrison, Chief Investment Officer ([02:16](#)):

Yeah, first place. Do, do you-

Douglas Bystry, CCDFI President/CEO ([02:16](#)):

That's a great one. Great project.

Jay Harrison, Chief Investment Officer ([02:16](#)):

Do you have any thoughts on the impact that's had in, in, uh, in Phoenix?



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Andrew Gordon, Executive Advisor ([02:23](#)):

Well, the, Principles of it, it's a nonprofit, uh, have an autistic child and as anyone gets older and you have an autistic child, who's gonna take care of my child as I get older?

Jay Harrison, Chief Investment Officer ([02:36](#)):

Right.

Andrew Gordon, Executive Advisor ([02:37](#)):

So they will need to find a, builds more of a community around that. This, uh, turns out to be a living situation where people can go to work. I mean, these are highly functional, autistic, uh, young adults. So it's a great program. But they also have a, um, research center there. And so they're making an impact on the, the world that way.

Jay Harrison, Chief Investment Officer ([02:57](#)):

Yeah.

Andrew Gordon, Executive Advisor ([02:57](#)):

We have some interesting ones in Arizona for sure. I think, you know, about the hardware store in Holbrook, Arizona, for example.

Douglas Bystry, CCDFI President/CEO ([03:04](#)):

Oh, love that story.

Kristy Ollendorff, Chief Credit Officer ([03:04](#)):

Walts Hardware.

Douglas Bystry, CCDFI President/CEO ([03:04](#)):

[inaudible 00:03:05] Walts Hardware, yeah.

Kristy Ollendorff, Chief Credit Officer ([03:04](#)):

I remember Walts Hardware.

Andrew Gordon, Executive Advisor ([03:07](#)):

So there's a closed theater, a movie theater in rural Arizona.

Kristy Ollendorff, Chief Credit Officer ([03:10](#)):

Yeah.

Andrew Gordon, Executive Advisor ([03:11](#)):

Holbrook. We financed the theater there that was closed. And that owner who sold the theater subsequently, then wanted to do the hardware store.



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Douglas Bystry, CCDFI President/CEO ([03:19](#)):

Yeah.

Andrew Gordon, Executive Advisor ([03:19](#)):

And, uh, she and her husband and the team did a great job there, which is really important in rural Arizona to have that type of stuff available.

Terrin Enssle, Chief Financial Officer ([03:27](#)):

Yeah. What about, um, teen project? I mean, that's another...

Douglas Bystry, CCDFI President/CEO ([03:31](#)):

Yeah.

Kristy Ollendorff, Chief Credit Officer ([03:31](#)):

She is a borrower that in her young life, she literally was in prostitution.

Douglas Bystry, CCDFI President/CEO ([03:38](#)):

Mm-hmm.

Kristy Ollendorff, Chief Credit Officer ([03:39](#)):

And she somehow got herself out of it.

Douglas Bystry, CCDFI President/CEO ([03:42](#)):

Mm-hmm.

Kristy Ollendorff, Chief Credit Officer ([03:42](#)):

Got an education and dedicated her entire life to helping teenage girls get out of that life through emancipated youth and give them a home, give them college education...

Douglas Bystry, CCDFI President/CEO ([03:54](#)):

Oh, yeah.

Kristy Ollendorff, Chief Credit Officer ([03:55](#)):

... a place to live, um, one by one. So...

Douglas Bystry, CCDFI President/CEO ([03:58](#)):

Talk about really making an impact and changing lives and taking a, a trajectory of someone who's, whose life is...

Kristy Ollendorff, Chief Credit Officer ([04:04](#)):

Absolutely.



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Douglas Bystry, CCDFI President/CEO ([04:04](#)):

... on a certain path.

Kristy Ollendorff, Chief Credit Officer ([04:05](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([04:05](#)):

... and moving it to another. And because we were able to allow them to buy the old-

Terrin Enssle, Chief Financial Officer ([04:10](#)):

The Boy Scout.

Kristy Ollendorff, Chief Credit Officer ([04:10](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([04:11](#)):

... Boy Scout facility.

Kristy Ollendorff, Chief Credit Officer ([04:12](#)):

But even before we did that, it was once...

Douglas Bystry, CCDFI President/CEO ([04:13](#)):

... we did their first house.

Kristy Ollendorff, Chief Credit Officer ([04:16](#)):

... their first house...

Douglas Bystry, CCDFI President/CEO ([04:16](#)):

Right. And then we allowed them to buy...

Kristy Ollendorff, Chief Credit Officer ([04:16](#)):

... that they did.

Douglas Bystry, CCDFI President/CEO ([04:16](#)):

... that whole compound...

Kristy Ollendorff, Chief Credit Officer ([04:17](#)):

That's right. Yep.

Douglas Bystry, CCDFI President/CEO ([04:18](#)):

... where they could take, take however many more-



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Kristy Ollendorff, Chief Credit Officer ([04:20](#)):

They churn through them to get them jobs or an education to then kind of move through so...

Terrin Enssle, Chief Financial Officer ([04:26](#)):

And break that cycle that...

Kristy Ollendorff, Chief Credit Officer ([04:27](#)):

And break that cycle...

Terrin Enssle, Chief Financial Officer ([04:28](#)):

Yeah.

Kristy Ollendorff, Chief Credit Officer ([04:28](#)):

... of dependency on whatever that's not healthy for them.

Douglas Bystry, CCDFI President/CEO ([04:32](#)):

Yeah. Yeah.

Kristy Ollendorff, Chief Credit Officer ([04:33](#)):

That was great.

Terrin Enssle, Chief Financial Officer ([04:33](#)):

Amazing.

Kristy Ollendorff, Chief Credit Officer ([04:33](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([04:34](#)):

One other thing I think that is important, and I wanted to talk about it first, that was extremely important to us and really, I think, um, put us on a great trajectory. And that is our S&P rating.

Jay Harrison, Chief Investment Officer ([04:43](#)):

That, that was an interesting, uh, process. And it's benefited, you know, we talked about raising debt.

Douglas Bystry, CCDFI President/CEO ([04:50](#)):

Yeah.

Jay Harrison, Chief Investment Officer ([04:50](#)):

Um, y- you know, now we can show that to folks who are less familiar with us maybe.

Douglas Bystry, CCDFI President/CEO ([04:56](#)):



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Right.

Jay Harrison, Chief Investment Officer ([04:56](#)):

And maybe we have to do a little less explaining about ourselves.

Douglas Bystry, CCDFI President/CEO ([05:00](#)):

Yves, we just finished our first opportunity zone project, start to finish. Talk about what that, uh, has meant for you and what that means for the company.

Yves Mombeleur, Chief Operations Officer ([05:09](#)):

Loss of hair. Um...

Douglas Bystry, CCDFI President/CEO ([05:10](#)):

(laughs)

Kristy Ollendorff, Chief Credit Officer ([05:10](#)):

(laughs)

Terrin Enssle, Chief Financial Officer ([05:10](#)):

(laughs)

Yves Mombeleur, Chief Operations Officer ([05:11](#)):

You know, most definitely. Uh, but it, it's, it's been great because, you know, for years we've provided the, the capital for others to go do projects like we just did. And once again, to be the very first one to complete an opportunity zone project from ground up, uh, to where it stands now we have three other projects that's ongoing and we're still working on. And it's just, it's a great opportunity for us to lead the pack and hopefully others will follow and they'll get more involved in the, uh, OZ world.

Douglas Bystry, CCDFI President/CEO ([05:44](#)):

Good. Good. Andy, I know one of the things that, um, I was excited to talk to you about when we were first starting to talk about, uh, for the merger was the fact that even though we were a for-profit, we were a B-corporation.

Andrew Gordon, Executive Advisor ([05:56](#)):

A what?

Douglas Bystry, CCDFI President/CEO ([05:58](#)):

A B-corporation, a benefit corporation. What did that mean to you then, and what does it mean to you now and how significant is, um, our B-Corp status to you?

Andrew Gordon, Executive Advisor ([06:10](#)):



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Well, as, uh, Jay was talking about the S&P, Standard and Poor rating, I think twinning that with a B-corporation status really puts us in a unique situation to our investors. We reinvest our profitability into our mission.

Douglas Bystry, CCDFI President/CEO ([06:27](#)):

Mm-hmm.

Andrew Gordon, Executive Advisor ([06:27](#)):

But also we've been profitable, as you mentioned, for over 20 years. We, do well while we...

Kristy Ollendorff, Chief Credit Officer ([06:34](#)):

... we do good.

Andrew Gordon, Executive Advisor ([06:35](#)):

... we do good.

Douglas Bystry, CCDFI President/CEO ([06:35](#)):

Right.

Terrin Enssle, Chief Financial Officer ([06:35](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([06:35](#)):

Yes.

Andrew Gordon, Executive Advisor ([06:36](#)):

And we will continue to do that.

Douglas Bystry, CCDFI President/CEO ([06:37](#)):

One of our next big, uh, challenges ahead of us is the recapitalization effort and, obviously, working with a rising interest rate environment and trying to grow the loan portfolio and the company and trying to make all of these things happen together. But I think, for me, probably the most important thing about the recapitalization is the plan to give all of our employees an ownership interest in this company.

Jay Harrison, Chief Investment Officer ([07:01](#)):

This should go a way to, to clear the path forward from a, from a capital perspective.

Kristy Ollendorff, Chief Credit Officer ([07:07](#)):

I agree.

Jay Harrison, Chief Investment Officer ([07:07](#)):



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Uh, and it should really help operations. It will take us from our existing roughly 600 million in total assets to one and a half billion...

Kristy Ollendorff, Chief Credit Officer ([07:14](#)):

Right, right.

Jay Harrison, Chief Investment Officer ([07:15](#)):

... in a, in a period of five years. And so it's really exciting to be able to put that kind of, kind of money to work...

Kristy Ollendorff, Chief Credit Officer ([07:20](#)):

Yeah.

Jay Harrison, Chief Investment Officer ([07:21](#)):

... in low income communities throughout the country.

Douglas Bystry, CCDFI President/CEO ([07:23](#)):

Right.

Kristy Ollendorff, Chief Credit Officer ([07:23](#)):

Yeah, I agree.

Yves Mombeleur, Chief Operations Officer ([07:23](#)):

Right.

Douglas Bystry, CCDFI President/CEO ([07:24](#)):

And, and I'm glad you said throughout the country, because one of the other important aspects of what we're doing is expanding geographically. And Kathy, I want to ask you about, you know, how you see us rolling that out?

Kathy Bonney, Chief Administrative Officer ([07:36](#)):

It's gonna have to be strategic, it's gonna be hiring staff, um, you know, getting staff into other areas of the country. We don't currently have them.

Kristy Ollendorff, Chief Credit Officer ([07:46](#)):

Yeah.

Kathy Bonney, Chief Administrative Officer ([07:46](#)):

Uh, getting people that know the regions, so we have boots on the ground...

Kristy Ollendorff, Chief Credit Officer ([07:49](#)):

The ground, right? Right.



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Kathy Bonney, Chief Administrative Officer ([07:50](#)):

... to really know those areas. Um, and, and I think that's, that's gonna-

Kristy Ollendorff, Chief Credit Officer ([07:54](#)):

The regional expertise, yeah.

Kathy Bonney, Chief Administrative Officer ([07:56](#)):

Yeah. That regional expertise is really gonna help us...

Kristy Ollendorff, Chief Credit Officer ([07:58](#)):

Yeah.

Kathy Bonney, Chief Administrative Officer ([07:58](#)):

... to be able to get loans. And, and, and it's hard, especially, you know, tribal areas, it's very hard to earn trust.

Kristy Ollendorff, Chief Credit Officer ([08:08](#)):

Right.

Douglas Bystry, CCDFI President/CEO ([08:08](#)):

Now no.

Kathy Bonney, Chief Administrative Officer ([08:09](#)):

So it's educating that we're a CDFI, what we do, we're here for good.

Douglas Bystry, CCDFI President/CEO ([08:13](#)):

One of the things I'm, I'm most proud of, of this team, and I know it wasn't easy, but when, um, COVID hit and, and the PPP program became available and I said, you know, we need to go do PPP loans. I know that caused, uh, a lot of, uh, challenge for our teams.

Kristy Ollendorff, Chief Credit Officer ([08:30](#)):

Just a little.

Douglas Bystry, CCDFI President/CEO ([08:31](#)):

Yeah.

Yves Mombeleur, Chief Operations Officer ([08:31](#)):

(laughs)

Douglas Bystry, CCDFI President/CEO ([08:31](#)):

Just a little.



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Andrew Gordon, Executive Advisor ([08:31](#)):

(laughs)

Douglas Bystry, CCDFI President/CEO ([08:33](#)):

I, I'm gonna scoot over here next to Yves.

Yves Mombeteur, Chief Operations Officer ([08:35](#)):

(laughs) yeah, it's a challenge.

Kristy Ollendorff, Chief Credit Officer ([08:37](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([08:39](#)):

But, but we responded to it.

Kristy Ollendorff, Chief Credit Officer ([08:41](#)):

We did.

Douglas Bystry, CCDFI President/CEO ([08:42](#)):

And I, I know when I look now at the map of where we have made loans, and you see...

Kristy Ollendorff, Chief Credit Officer ([08:48](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([08:48](#)):

... all of the small businesses that we helped with the PPP loan when many of them couldn't get through to their big bank.

Kristy Ollendorff, Chief Credit Officer ([08:54](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([08:54](#)):

And, like, the dentist in Oakland, that's another one of my favorite borrowers. He was talking about, you know, what that meant for, for his business.

Kristy Ollendorff, Chief Credit Officer ([09:00](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([09:01](#)):

Yeah. Kristy, there's a special project that we just recently funded in Tustin. Do you want to talk about that?



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Kristy Ollendorff, Chief Credit Officer ([09:06](#)):

That's Port View Prep. They serve the developmentally disabled children throughout California.

Melaura Tomaino ([09:24](#)):

Port View Preparatory is a school for individuals on the autism spectrum or individuals with other related developmental disabilities. We educate students anywhere from kindergarten all the way through adult transition, which is 22 years old. And our students really have profound and significant needs, whether that's learning needs or behavioral needs.

Edward Miguel ([09:44](#)):

Dr. Tomaino and I worked in other settings, uh, with individuals with disabilities. And a missing component of those programs or the curriculum was really trying to capture the dreams of the kids and trying to create pathways for them to succeed in life and contribute to their communities.

Melaura Tomaino ([10:04](#)):

I just saw a need in special education that I felt was lacking, but I was doing in-home work. So sometimes I would go see a student in their school setting when I typically would work with them in the home. And every time I would go, the special ed classes were in the bungalows, in the back of the campus, far away from everybody else. And I really wanted to elevate the standard of special education. That was really important to me.

Edward Miguel ([10:26](#)):

Because we're a non-public school, we operate under the Individuals with Disabilities Education Act which mandates that every student receive an IEP or individualized education plan.

Melaura Tomaino ([10:37](#)):

So when they first start with us, it's really just developing a relationship with them to figure out what makes them tick. And we just focus on getting to know that individual student. And then we work to develop their program and develop their goals. We're really trying to set them up to be successful in life, but more importantly to be happy and to do the things that they like to do.

Edward Miguel ([10:58](#)):

We leased this building back in 2019. Built into the lease was a purchase option. Part of our goals for longevity was to be able to exercise that purchase option. I worked for a couple of years on trying to figure out how we were gonna buy this building. I would talk to guys that were supposedly the best in fundraising in the business, and nobody could figure it out. Well, enter the former CEO of Reimagine, Glenn Motola.

([11:25](#)):

He ranted and raved about Clearinghouse. He sent an introductory email to Kristy Ollendorff. Kristy was the first person I spoke to that actually understood what it is that we did in five minutes. She said, "I think we can help you." The rest is history. We were able to pull it off thanks to Clearinghouse.



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Melaura Tomaino ([11:47](#)):

It was so amazing because the values and mission of Clearinghouse really aligned with those of Port View. And there were so many commonalities between the two organizations that it really was just this, like, magical connection that allowed us to create, uh, this amazing campus. My favorite part of the campus is either the adult transition apartment with the Murphy bed or the library. Uh, having a library was really important to me. I wanted our students to have access to all sorts of different books and curriculum. And so I was really happy when we had a space that we were able to build a library.

Edward Miguel ([12:23](#)):

We are now confident in being able to house up to 120 students here, which creates at least a hundred more jobs just for this site alone. But it also sets the precedent for the future for us. We are sustainable. We're not trying to ask for handouts. We pay our bills. Our kids contribute to society. Just with a little bit of understanding of what we do, we can go a long way.

Rachel Darr ([12:46](#)):

Mikey has been at Port View since he was nine. He's 17. Interestingly enough with Mikey, he doesn't like to use his assisted device at home. But he'll, he'll use it here at school. And what I've noticed is at home, because of Port View, Mikey speaks when he needs something at home or he wants to, to get my attention. He actually uses language. Mikey has speech and he has occupational therapy and he has fun with everything that they do. He has so much available to him that he didn't have before. My child is happy. He's amazing now because of Port View.

Melaura Tomaino ([13:24](#)):

What I hope to give my students is a safe place where they know they're loved. When I think about them graduating and moving out into the world, I really just wanna teach them self-advocacy and to be able to continue the work that we did here. Whether that's having a job or living with their parents or living independently, finding something that really truly makes them happy. That's really important to me.

Isaac Villanueva ([13:49](#)):

I would recommend it to them because everybody is friendly and you can learn a lot. They have really good teachers. And you can make friends there.

Douglas Bystry, CCDFI President/CEO ([14:03](#)):

So before we wrap up, I want to just ask everyone, um, if they have a thought or a vision or, uh, a goal of where, um, they see the company in, you know, three to five years from now.

Terrin Enssle, Chief Financial Officer ([14:17](#)):

I hope we can continue to have and, and develop the same super staff.

Yves Mombeleur, Chief Operations Officer ([14:22](#)):

Yeah.

Terrin Enssle, Chief Financial Officer ([14:23](#)):



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We, we have amazing...

Kristy Ollendorff, Chief Credit Officer ([14:23](#)):

Yeah, yeah.

Terrin Enssle, Chief Financial Officer ([14:24](#)):

... staff members. And as we grow, we're going to need to grow and I-

Kristy Ollendorff, Chief Credit Officer ([14:29](#)):

To find them.

Terrin Enssle, Chief Financial Officer ([14:30](#)):

To find them.

Kristy Ollendorff, Chief Credit Officer ([14:30](#)):

Yeah. Yeah.

Terrin Enssle, Chief Financial Officer ([14:30](#)):

Yeah. And we've just been so fortunate with the people we have...

Kristy Ollendorff, Chief Credit Officer ([14:34](#)):

Mm-hmm.

Terrin Enssle, Chief Financial Officer ([14:35](#)):

... that have stuck with us. They're just wonderful. I hope we find more of those people. I think we will. Good thing about COVID though, and the remote work is it makes it easier.

Kathy Bonney, Chief Administrative Officer ([14:44](#)):

Yes. Yeah.

Terrin Enssle, Chief Financial Officer ([14:44](#)):

I think prior to that we thought, "Oh, we've gotta have offices, bricks and mortar all over the place."

Kathy Bonney, Chief Administrative Officer ([14:49](#)):

Yeah.

Terrin Enssle, Chief Financial Officer ([14:49](#)):

We don't need that anymore.

Douglas Bystry, CCDFI President/CEO ([14:51](#)):

Aren't we seeing that a lot of the younger people now want to go to work for a company...



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Kristy Ollendorff, Chief Credit Officer ([14:56](#)):

They do.

Douglas Bystry, CCDFI President/CEO ([14:57](#)):

... that's making a difference in the world? That isn't just all about...

Kristy Ollendorff, Chief Credit Officer ([14:59](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([15:00](#)):

... the bottom line.

Kathy Bonney, Chief Administrative Officer ([15:01](#)):

Overseeing the HR realm, I don't just see that in the younger people that apply. I see it in people that we actually work with now.

Kristy Ollendorff, Chief Credit Officer ([15:08](#)):

Yeah.

Kathy Bonney, Chief Administrative Officer ([15:08](#)):

Right. So we have people that maybe work at a bank if something opens, they might be interested in that position.

Kristy Ollendorff, Chief Credit Officer ([15:15](#)):

Yeah. Yeah.

Kathy Bonney, Chief Administrative Officer ([15:15](#)):

We've had a few people come to us that way.

Douglas Bystry, CCDFI President/CEO ([15:18](#)):

But we have a couple of ex-bankers right here with us.

Kristy Ollendorff, Chief Credit Officer ([15:20](#)):

Exactly.

Kathy Bonney, Chief Administrative Officer ([15:20](#)):

Exactly.

Douglas Bystry, CCDFI President/CEO ([15:20](#)):

You know? (laughs)

Kathy Bonney, Chief Administrative Officer ([15:22](#)):



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And, and we've attracted some great talent that way, but also, like you said, COVID, we're getting top talent because we can now search nationwide...

Kristy Ollendorff, Chief Credit Officer ([15:31](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([15:31](#)):

Right.

Kathy Bonney, Chief Administrative Officer ([15:32](#)):

... for the, for the talent that we're seeking.

Kristy Ollendorff, Chief Credit Officer ([15:34](#)):

Yeah.

Terrin Enssle, Chief Financial Officer ([15:34](#)):

I agree.

Terrin Enssle, Chief Financial Officer ([15:35](#)):

That is huge.

Kathy Bonney, Chief Administrative Officer ([15:36](#)):

Yeah.



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Kristy Ollendorff, Chief Credit Officer ([15:37](#)):

Yeah. It is solely off of our reputation that we get as much loan volume as we do in California. I would love to see that trajectory and that kind of confidence throughout the other, throughout...

Douglas Bystry, CCDFI President/CEO ([15:51](#)):

Okay. Something to...

Kristy Ollendorff, Chief Credit Officer ([15:52](#)):

Our focus-

Douglas Bystry, CCDFI President/CEO ([15:52](#)):

... shoot for.

Kristy Ollendorff, Chief Credit Officer ([15:53](#)):

Yeah. Our other focused areas in the United States.

Douglas Bystry, CCDFI President/CEO ([15:55](#)):

That's actually a really great goal.

Kathy Bonney, Chief Administrative Officer ([15:57](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([15:58](#)):

And, and I, I feel like to some extent we're starting that in states like Texas.

Kristy Ollendorff, Chief Credit Officer ([16:02](#)):

We, absolutely. Yes.

Douglas Bystry, CCDFI President/CEO ([16:03](#)):

Where, Yves and Annie...

Kristy Ollendorff, Chief Credit Officer ([16:03](#)):

Yeah, yeah.

Douglas Bystry, CCDFI President/CEO ([16:03](#)):

I feel like we're starting to, to build that.

Kristy Ollendorff, Chief Credit Officer ([16:06](#)):

Get that kind of, um, institutional reputation in those areas.

Douglas Bystry, CCDFI President/CEO ([16:11](#)):

Right, right.



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Yves Mombeleur, Chief Operations Officer ([16:12](#)):

Whatever it is that we do, we have to be able to share the story with others. Uh, I drank the Kool-Aid. I want others to drink the Kool-Aid.

Andrew Gordon, Executive Advisor ([16:19](#)):

(laughs)

Yves Mombeleur, Chief Operations Officer ([16:20](#)):

Uh, I think there could be a four prong that'd love to see the insurance companies be core investors, the family offices, the large companies.

Kristy Ollendorff, Chief Credit Officer ([16:29](#)):

Yeah.

Yves Mombeleur, Chief Operations Officer ([16:29](#)):

Uh, and the financial institutions. Here's a viable investment source and here's what we've done historically. Here's the data to support it. That's what I like to see happening because I think that will, uh, amplify what we've done, but also give us a lot of additional outside and external, uh, monetary sources.

Douglas Bystry, CCDFI President/CEO ([16:48](#)):

Seeing the company grow and be able to continue to be viable, both from a profitability standpoint, but also from, uh, a strong impact. And continuing as both a, a CDFI and a B-Corp is really, really important to me. And if we're so fortunate as to be able to do, uh, a recapitalization, grow the company and, uh, have some sort of other, uh, exit event or, uh, an IPO, uh, that would be a dream come true for me. That would be the, the, uh, cherry on the top of my, uh, ice cream sundae career...

Kathy Bonney, Chief Administrative Officer ([17:26](#)):

(laughs)

Kristy Ollendorff, Chief Credit Officer ([17:26](#)):

(laughs)

Douglas Bystry, CCDFI President/CEO ([17:27](#)):

... that I've had. You know, often as the President, CEO, I'm out in front of everyone and I get a lot of accolades. But it's all the hard work of each and every one of you. And, and I am very grateful and, uh, indebted to each and every one of you and our entire teams.

Kristy Ollendorff, Chief Credit Officer ([17:44](#)):

Yeah. Absolutely.

Douglas Bystry, CCDFI President/CEO ([17:44](#)):



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All of our staff.

Kristy Ollendorff, Chief Credit Officer ([17:44](#)):

Yeah. Yeah.

Douglas Bystry, CCDFI President/CEO ([17:45](#)):

All of the people that work so hard...

Kristy Ollendorff, Chief Credit Officer ([17:46](#)):

Yeah.

Douglas Bystry, CCDFI President/CEO ([17:47](#)):

... at Clearinghouse CDFI. And it's, it's been a great run. Let's, uh, let's all put our hand in here together. 1, 2, 3.

Kristy Ollendorff, Chief Credit Officer ([18:00](#)):

1, 2, 3.

Douglas Bystry, CCDFI President/CEO ([18:00](#)):

CDFI.

Kristy Ollendorff, Chief Credit Officer ([18:00](#)):

CDFI.

Yves Mombeleur, Chief Operations Officer ([18:00](#)):

CDFI.

Terrin Enssle, Chief Financial Officer ([18:00](#)):

CDFI.

Jay Harrison, Chief Investment Officer ([18:00](#)):

CDFI.

Andrew Gordon, Executive Advisor ([18:00](#)):

CDFI.

Kathy Bonney, Chief Administrative Officer ([18:00](#)):

CDFI.

Yves Mombeleur, Chief Operations Officer ([18:00](#)):

Yeah, baby.