Configuring Tools for Collections

Developing a Collections Strategy

INTRODUCTION

Before your credit union can begin taking advantage of the many tools CU*BASE offers for managing day-to-day collections efforts, it is important to understand how you can set up those tools to meet your credit union's needs.

This booklet describes configuring various CU*BASE tools in order to set up an effective collections *team* that includes all credit union staff from the CEO to the loan department, from the Collections Manager to the front-line staff.

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Revision date: February 16, 2015

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OVERVIEW: SETTING UP A

COLLECTIONS DEPARTMENT

When asked when does the loan collections team get involved in servicing a loan, many people mistakenly reply, "When the loan goes x number of days delinquent." In reality, the collections team should get involved prior to the loan even being approved.

The very concept of **servicing** a loan only has one primary focus: collecting. Therefore, when a credit union team discusses organizing the collections department, it is very important that they consider the entire lending process, and how the individual steps involved in servicing a loan can either hinder or enhance the collection of the outstanding debt.

The main objective of this guide is to get your team to consider the following:

- Who plays which roles in the collection of a loan?
- What tools are available for the team to use?
- What is the credit union's policy as to the entire loan servicing procedure?
- What are the goals of this collections team?

After planning for the entire process, the next step will be to configure your CU*BASE tools using the instructions in this guide. Then make sure your entire collections team knows how to access the instructions available in CU*BASE Online Help for all CU*BASE collections tools.

Remember, the key to collecting on a member's debt is a complete plan where everyone is communicating and working as a team — a CU*BASE specialty!

THE EFFECTIVE COLLECTIONS TEAM

Who is involved on the credit union's Collections Team? Just like a football team can't win with just a quarterback and a coach, an effective team doesn't just include Collectors and the Collections Manager. Everyone from the CEO to the front-line teller plays an important role in making the collections effort work:

The Teller and Phone Operator . . .

. . . who make sure that members make the correct loan payment and are aware of any delinquency problems.

The Loan Officer and Member Service Representative . . .

. . . who gather all of the necessary information to handle the member should a delinquency problem occur.

The Collector . . .

... who gathers collection information and presents it in a format other staff can use to collect from the member.

The Collections Manager . . .

... who uses data gathered by the Collectors to ensure that credit union policies (such as repossession and legal action) are followed correctly and consistently.

The Loan Manager . . .

. . . who evaluates collections statistics to check for contributing underwriting problems and ensures that the best lending decisions are being made.

The **Controller** . . .

. . . who analyzes collections and lending statistics to maximize return and minimize loan loss reserves.

The **CEO** . .

. . . who routinely reviews and analyzes the results of Lending and Collections efforts with an eye toward the credit union's growth and stability.

Even if the members of your team wear more than one hat, do they know the role they play in the collections effort? Are they comfortable with the many CU*BASE tools available to make their work easier and more consistent? Has your credit union taken advantage of all of the configuration tools to automate the parameters used to control delinquency fines, notices, and monitoring?

Whether you need to set up your collections policies from scratch, or you just need a refresher on what is important, read on...

ARMING YOUR TEAM WITH THE PROPER TOOLS

In setting up an effective collections team, the most important step is making sure that the team members not only know their responsibilities, but what tools are available to get the job done.

Although the tools described below are used by everyone on the credit union staff, data compliance is very much a collections issue. The goal of any collections team should be to keep members from going delinquent in the first place. Meeting this goal takes planning, training and practice.

Tool	Features			
Member Inquiry Phone Inquiry	Pop-up member comments, including configurable automated delinquency comments.			
	Reverse image and delinquency indicator for delinquent loans.			
	Display showing the amount needed to bring the loan current.			
	Account statistics showing delinquency status, including number of times delinquent, fines, notice level, etc.			
	Command key access to additional loan data, including secured shares, collateral, payroll deduction, automated transfers, trackers, etc.			
	Payment history and other contract information, including due dates, amounts, daily per diem, interest rate, etc.			
	Fine flags and delinquency type monitoring codes.			
	SEE ALSO: Pages 21 and 27			
Trackers for delinquency	Manually-generated Trackers containing instructions and background on member service issues.			
	Automated Trackers generated by the system to warn of delinquency, negative balance or over-disbursement situations.			
	Follow-ups to remind and prompt staff to action.			
	Collection Card Trackers to maintain an ongoing record of all collections activity.			
	SEE ALSO: Page 21			
Delinquency Fines	Designed not just to be punitive to the member, but to help recover the costs associated with the collections effort.			
	Flexible; configured by the credit union to convey the credit union's style and encourage desirable behavior.			
	Can be automatically attached to each loan category to ensure consistent use of configured fines.			
	SEE ALSO: Page 19			
Notices	Designed to prompt a member to act.			
	Multiple levels configured by the credit union—the longer the member has been delinquent, the stronger the text can be.			

Tool	Features		
	Notices are generated automatically based on delinquency configuration. SEE ALSO: Page 21		
Freezing Member Access To Accounts	 To prevent additional disbursements on delinquent loans, whether at the teller line or through automated processes such a ATM, Audio or ACH. To stop a delinquent member from withdrawing share funds that might be required to meet the loan obligation. SEE ALSO: Page 27 		
Household Database	To ensure that crucial data such as household members, employers, wages, assets and debts are recorded not only for collections efforts but for use by all credit union staff from lending to tellers. SEE ALSO: CU*BASE Online Help, Index keyword: Household		
Underwriting Comments	To provide a means of communicating between collectors and loan officers and summarizing the results of collections efforts to aid in making future loan decisions. SEE ALSO: CU*BASE Online Help, Index keyword: Underwriting Comments		
Loan Classification	A full classification coding and reporting system that allows the credit union to manage loan loss reserves on line. SEE ALSO: CU*BASE Online Help, Index keyword: Configure Classification Codes		
Printed Reports	Collection Delinquency Report - An on-demand report showing all of the delinquent accounts as listed on the daily Collections Member Inquiry screen.		
	Delinquency Analysis Report - An on-demand report showing delinquent loans categorized for reporting to examining agencies, such as the 5300 Call Report.		
	Delinquency Payment/Credit Activity Report – The daily PDLQ1 report showing payments made on delinquent loans.		
	Delinquency Increase Report - The daily PDLQ2 report showing the movement of members into, out of and within the collections system.		
	Loan Classification Report - An on-demand report showing loan classifications and calculations for your credit union's reserve amounts.		
	Risk Score Analysis Report - An on-demand report summarizing all delinquent loans using your normal collections aging parameters, grouped by risk score ranges within each aging group.		
	SEE ALSO: Page 32 SEE ALSO: CU*BASE GOLD Online Help, Table of Contents, Collections Functions (MNCOLL) and the separate "Online Credit Bureau Access: User Guide" booklet		
Managing Member Payments	Payment Matrix - used to control how payment funds are distributed among fines due, principal, and interest.		
	Payroll Deduction, AFT, ACH and Escrow accounts for automating a member's loan payments. CER ALSO: Page 14.		
	SEE ALSO: Page 14		
Managing Written-Off	Written-off loans can still be serviced via CU*BASE;		

Tool	Features		
and Charged-Off Loans	inquiry on the loan status is available and payments can still be made on-line. A special loan category is used to make tracking easy, and the accounting is against the credit union's loan loss reserve account.		
	Charged-off loans are actually closed accounts that are retained in the closed account files to show history of problem debts with the member. Servicing cannot be done via CU*BASE, but history is stored for future reference.		
Trackers for Promise to Pay	Automated review of Promise-to-Pay Trackers. SEE ALSO: Page 29		

Does your staff know how to make the best use of these tools? Does your credit union have policies and procedures in place to ensure that the tools are used correctly and consistently? Is the data recorded correctly so that it can have the maximum effect? If even your best efforts are not successful, are your bases covered in case of legal action?

Most important, does everyone know what to do with the information available?

PREPARING FOR THE BIG GAME:

END OF MONTH

Like the high school football team that devotes time and energy all week long in preparation for Friday's big game, all of your collections activities throughout the month should be in preparation for your big game: end-of-month delinquency reporting. If the goal is to prevent members from appearing on the report, to win that report should be as clean as possible, with no surprises.

• Also keep these preparations in mind when preparing for end-ofquarter and end-of-year.

That's why it's important to work from the daily collections inquiry screens rather than a report that is only printed once during the month. The successful collections team depends on the most up-to-date information so they don't waste time on accounts that have been caught up, and can catch the newly delinquent accounts before they get out of control.

Playing the Percentage Game

Another factor in the collections arena has to do with when loan payments come due, in relation to the monthly reporting time frame. When it comes to the goal of keeping delinquent accounts off the reportable list, one thing that can help is to set loan payment due dates earlier in the month. This can provide more time for a collector to notice the problem and take action before the account makes it to the report, as illustrated below:

Loan Payment Number of Days Delinquent Due Date at March 31 Monitoring		Comments	
January 1	86	These first two loans have been past due without being reported for at least two weeks, allowing more time	
January 14	76	for the collector to work the accounts before they must be reported.	
January 31 61		This third loan has not been past due as long and will be reported for the first time on almost the same day it actually moved past 2 months delinquent.	

This technique is just another weapon in a collections manager's arsenal to keep delinquency under control and present your credit union in the best possible light to reporting agencies and examiners.

Helping a Member to Pay

From the moment a loan is approved, the credit union's goal should be to make it as easy as possible for the member <u>not</u> to become delinquent. Remember these tools in the CU*BASE arsenal to assist your member in making their payments regularly and on time:

Automated Funds Transfer (AFT) ATM

ACH Telephone Services (Phone Op)

Audio Response Loan Coupons

Payroll Deduction

Motivating the Member to Pay

When planning a collections system, it is important to know when to turn up the heat. These tools can help when the time is right:

Delinquency Fines

Delinquency Notices (automated and on-demand)

Member Comments directing Tellers and MSRs to ask for payments

Freezes to deny the member's access to funds

CONFIGURING LOAN CLASSIFICATION CODES

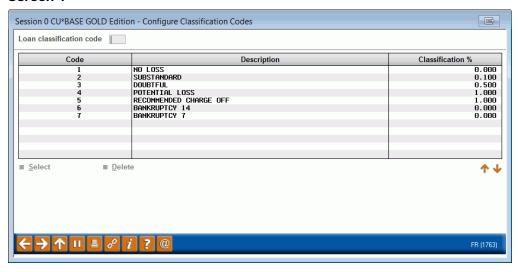
Managing loan loss reserves can be a tricky process. To track loans where a loss is probable, classification codes are used. Assigning loan classification codes when appropriate allows a percentage of the loan principal balance to be reserved for potential losses. These loans can also be easily reviewed with the auditor. Remember that preparation is the key to any audit or examination.

Classification codes are also used to organize Troubled Debt Restructured (TDR) loans or Purchased Credit Impaired Loans (PCILs). This will help when gathering the 5300 Call Report data for Page 16 (Specialized Lending-Sections 5 and 6). The reserve percentage is not used for these loans.

• Find a list of TDR codes on Page 11.

The CU*BASE Loan Classification Codes system allows the credit union to track potential problems on-line, and the information is protected by backup and disaster recovery procedures as part of the credit union's database.

"Loan Classification Code Config" on the Loan Products (MNCNFB) menu Screen 1



This is the first of two screens used to configure Loan Classification Codes. To create or modify a code and its reserve percentage, enter a three-character code (alpha or numeric) at the top of the screen and use Enter to proceed to the second screen.

Classification codes can be set up to handle many different situations:

1. To calculate the portion of the principal balance to be reserved as potential losses. For example:

Code 010 = 10% Loss Potential Code 025 = 25% Loss Potential Code 040 = 40% Loss Potential Code 090 = 90% Loss Potential

Loan Account	Current Balance	Code	Reserve Total
1235-780	10,150.00	010	1,015.00
78945-650	20,525.00	025	5,131.25
98599-780	17,500.00	040	7,000.00
10493-754	100.000.00	090	90,000.00

2. To track previously classified loans that have returned to a current status. For example:

Code 950 = Loan classified in 2013 audit, but current with no reserve %

3. To track loans that have reserve percentages and the audit year. For example:

Code 951 = Loan classified in 2013 audit, with a reserve of 10% Code 969 = Loan classified in 2013 audit, with a reserve of 90%

4. To track loans that have had documentation problems in the past, and might merit auditor/examiner interest in the upcoming audit. For example:

Code 495 = Poor documentation finding in the 2013 audit

5. To track Troubled Debt Restructured (TDR) or Purchased Credit Impaired Loans (PCILs) for the 5300 Call Report.

For example:

Code 213 = TDR First Mortgage 2013

Code 313 = TDR Other Real Est/LOCs 2013

Code 413 = TDR RE also Business 2013

Code 513 = TDR Consumer not RE 2013

Code 613 = TDR Business not RE 2013

Code 700 = PCIL First Mortgage Loans

Code 750 = PCIL Other Real Estate/LOCs

Code 800 = PCIL RE also Business Lns

Code 850 = PCIL Consumer not RE

Code 900 = PCIL Business not RE

Screen 2



On this second screen, enter a complete description of the Classification Code. Use the final field to enter a percentage to be used in calculating loan

loss reserve amounts for loans flagged with this classification code. For example:

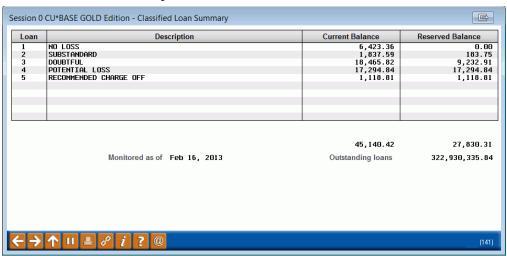
Loan Account: 12365-780
Current Balance: 10,000.00
Classification Code Reserve %: 25%
Amount Calculated as the Reserve: 2,500.00

If no reserve is needed for loans with this code (such as a code used to report loans with documentation problems for auditors), leave the percentage field blank. When done, use Enter to record the change and return to the previous screen.

For information on flagging individual loan accounts with these Classification Codes, refer to the Collections Functions (MNCOLL) in CU*BASE GOLD Online Help Table of Contents

Once loans are configured with a classification code, a summary of the reserve balance can be viewed in the Classified Loan Summary. This is accessed within the Collections Summary Inquiry screen (*Work Collections* on the Collections Processing (MNCOLL) menu, then *Summary* (F15)). Use *Classified Loan Summary* (F15) from this screen to access the Classified Loan Summary.

Classified Loan Summary



DETERMINING A DELINQUENCY FINE STRATEGY

The number one motivational tool in collecting a loan can be a member's pocketbook. Therefore, the use of fines can be a very effective tool in working with delinquent members. From the cost accounting standpoint, the very fact that you must employ a collections team points to the need to collect funds to offset their efforts.

There are many factors to be considered when configuring fines. Understanding and explaining these factors to members and other credit union staff is an important part of a collector's responsibility.

Three configuration settings have particular importance to how delinquency fines will affect member loans. It is the combination of these settings that can make explaining delinquency fines tricky, so it is important to understand each and how they can interact with each other.

- **Delinquency Control** This code controls whether or not delinquency is monitored, and if so, whether or not the loan can be paid ahead or if one full payment is required every period in order for the loan to remain current.
- **Payment Matrix** The system uses this to earmark funds from the loan payment to be distributed among various segments, including interest, principal, fines, escrow and miscellaneous funds (such as sales tax).
- **Delinquency Processing/Partial Pay Setup** This flag, which is defined in your credit union's CU*BASE master parameters, controls whether or not the payment of a fine is required in order to bring a loan current.

Ultimately, fines are never a positive situation for anyone involved. The credit union reluctantly charges the fine, the member begrudgingly pays the fine, and often the person collecting the fine is stuck in the middle. It is important that a Collections Manager communicate the importance of why fines are used and how they work. Nothing is more embarrassing to a collector than when a member can prove that a fine was charged in error. It is important that the credit union has credibility in the collections process, and that credibility comes from everyone knowing how the system works.

DELINQUENCY CONTROL

This code helps the system determine how the next payment date is advanced on the loan, and thus, whether or not the loan is considered delinquent. There are three different types of delinquency controls:

1 Pmt/Period (P)	The next payment date will not advance more than one payment period. Loans cannot be paid ahead. This method is typically used on open credit loans.		
	For example, on March 5 a member makes a \$100 payment. The monthly payment amount is only \$50 and the member is not delinquent. The system treats this as one payment and advances the next payment due date to April 5.		
Pay Ahead (blank)	The next payment date is advanced according to the numbe of payments made.		
	For example, on March 5 a member makes a \$100 payment. The monthly payment amount is only \$50 and the member is not delinquent. The system treats this as two payments and advances the next payment due date to May 5.		
No delinquent calc (N)	The system neither monitors nor controls the next payment date or delinquency on the loan.		

These codes are assigned to the Loan Category, but can be modified on an individual loan account if necessary. These are found on the Account Information Update screen accessed via *Update Member Account Info* on the Update Functions 1 (MNUPDT) menu.

PAYMENT MATRIX

The Payment Matrix on a loan determines how the funds from a loan payment are distributed among the various segments: principal, interest, fines, escrow (optional), and miscellaneous funds (optional).

Sample Payment Matrix

- 1 Fines
- 2 Interest
- 3 Principal

If the member makes a payment less than the regularly scheduled amount, the system would pay fines first, then interest, then any remaining funds onto principal.

The rules for how these funds are applied are flexible and configured by the credit union. Therefore, you can choose to accelerate the crediting of principal but it may result in other segments receiving less. Generally, credit unions will satisfy outstanding fines first, then interest due, and finally, principal. If a credit union uses the optional escrow or miscellaneous funds segments, the order in which these are satisfied depends on the type of loan.

A payment matrix is determined when a Loan Category is configured, but the matrix can be adjusted on individual accounts as necessary.

Example

A member becomes several months delinquent but then makes six regular payments on time. The credit union views these regular payments as a good faith effort and wants to rewrite the loan to a current status through an extension. However, the examiner feels that the principal should be reduced at an accelerated pace to show further good faith before rewriting the loan.

A compromise using Payment Matrix may be that the loan officer through a "workout" collects a fixed amount of principal first out of every payment before crediting the credit union's outstanding interest. After the member has made the appropriate number of payments to catch up the delinquent principal, the credit union and examiner may agree to rewrite the loan and set the Payment Matrix back to its original order.

DELINQUENCY PROCESSING/PARTIAL PAY SETUP

In the loan category configuration there is a *Delinquency fine in partial* payment checkbox that controls whether or not the payment of fines will affect the loan's delinquency status.

Essentially, this flag controls whether the collection of a fine is necessary in order to move the payment due date ahead to the next period. To better explain the difference between the choices, here are scenarios that show results on the same loan with the flag turned off and with it turned on:

Loan Balance	\$1,000.00	Next Payment Due Date:	March 15
Interest Due	50.00	Regular Payment:	\$125.00
Fines Due	10.00	Frequency:	Monthly
Pavoff	\$1,060,00		

Include delinquency fine in partial pay

The member pays \$125. The system considers it a partial payment of \$115 and does not advance the next payment due date. In order to avoid delinquency, the member would have to pay the additional \$10.

The member pays \$135. The system considers it a full payment of \$125 on the loan and \$10 on the fine, and advances the next payment due date to April 15.

Include delinquency fine in partial pay

The member pays \$125. The system considers it a full payment of \$125 toward the loan, even though only \$115 goes toward satisfying principal and interest due. The system advances the next payment due date to April 15 because the fine is considered part of the full payment used to advance the due date.

The member pays \$135. The system considers it an overpayment: a full payment of \$125 toward the principal and a \$10 fine credit. Therefore it will advance the next payment due date because at least \$125 was paid. A negative effect of this setting is that any time an actual overpayment is made, everything is credited toward the determination of the next payment date, whether or not it was credited to principal or interest.

Because of different state laws governing collection of delinquency fines, CU*BASE offers the option so that each credit union can select the appropriate style. It was designed specifically for states with laws prohibiting the collection of a fine to cause an additional delinquent payment.

HOW PAYMENT MATRIX AND PARTIAL PAY SETUP WORK TOGETHER

The following scenarios illustrate how the combination of a loan's Payment Matrix and *Delinquency fine in partial payment* flags can affect loan delinquency:

Example

Loan Balance	\$500.00	Next Payment Due Date:	March 15
Interest Due	50.00	Regular Payment:	\$100.00
Fines Due	10.00	Frequency:	Monthly
Payoff	\$560.00	-	_

The member needs \$100 of credit to move the payment due date forward. Depending on how the member's money is used in making the payment, you may or may not have to subtract the fine from the \$100 needed to move the payment forward.

1st Scenario	2nd Scenario Payment Matrix		
Payment Matrix: 1 Interest 2 Principal 3 Fines	Payment Matrix: 1 Fines 2 Interest 3 Principal		
The member pays \$100. The system applies \$50 to interest due and takes the remaining \$50 and tries to satisfy principal. Because the balance of \$500 is greater than the \$50 payment, the entire \$50 goes toward principal, and no money is credited toward the fine. However, because both interest and principal have been satisfied, the next payment due date is moved forward to April 15.	The member pays \$100. The system applies \$10 to the fine. From the remaining \$90, the system takes \$50 and applies it to interest due and \$40 toward principal. At this point, the system interprets the Partial Pay Setup flag as to what was applied to principal and interest. If the fine is considered as part of the partial, it adds up \$10 plus \$50 plus \$40 = \$100 and the payment moves forward. If the fine is not considered part of the partial, it adds up \$50 plus \$40 = \$90 which is less than the required \$100 payment and the payment due date does not move forward. In order to avoid delinquency, the member must pay the additional \$10 to satisfy the loan.		

To put it another way: a loan's Payment Matrix divides the loan payment into different segments. The system must determine which segments are credited toward moving the payment due date ahead. Interest, Principal, Escrow and Miscellaneous funds are always included; the only segment that is optional and configured by the credit union is delinquency fines.

HOW PAYMENT MATRIX CAN AFFECT LOAN PAYOFF

When determining how to set up the Payment Matrix, one important consideration is how it can affect the final payoff of a loan, if the loan ever incurs delinquency fines throughout its life. For example:

- If fines are taken <u>first</u>, and the member never makes an additional payment to cover the fines, at maturity the member will owe principal and interest due reflecting the amount of the fines (as long as fines are not included as part of the partial payment) and the member would be delinquent. If fines were included in the partial payment, the member would still owe principal and interest but would not be delinquent.
- If fines are taken <u>last</u>, and the member never makes an additional payment to cover the fines, at maturity the member will owe no principal or interest due but will owe the amount of fines never collected. In this case, the Partial Pay Setup flag has no effect.

As any collector knows, it is much easier for a credit union to recover principal and interest still owed on a loan than to collect outstanding fines when the member sees that interest and principal have already been satisfied.

OTHER IMPORTANT CONSIDERATIONS

- Fines are posted to the member inquiry, phone and teller screens as "memo posted" items only. This means that the actual income is not accrued before the fine is paid. It is simply a debt owed by the member but not counted on as credit union income. Therefore, before it is collected the credit union can erase a fine without a corresponding journal entry (this is done using **Update Member Account Infor** on the Update Functions 1 (MNUPDT) menu. Once the fine is paid, the income is recorded using the G/L income account specified in the fine configuration.
- When fines are paid, the system first credits the entire payment to the member's account and then takes the fines and any other funds earmarked for escrow or miscellaneous use and debits these amounts back against the member's loan in separate transactions. This makes member statements and transaction histories much easier to interpret, because the transactions show exactly where the money went.

In the following example, a payment of \$250.00 is made, and then \$10.00 is debited to cover a delinquency fine:

Total Payment	<u>Interest \$</u>	Principal \$	<u>Balance</u>	G/L Offset
			1000.00	
250.00	50.00 CR	200.00 CR	800.00	Cash or 870.xx
10.00		10.00 DB	810.00	Fine Income G/L

Therefore, if you wish to reverse the collection of a fine, you may simply auto-reverse the individual fine payment transaction. This method is similar to the transactions generated when a member's payroll is credited to a share account and then transferred to cover loan payments, club deposits, etc. This system of individual transactions allows for a clear and easily audited transaction trail.

Each payment can only be fined once for a delinquent status. To accomplish this, the system uses only one calculation date for fines, based on a payment due date and grace period.

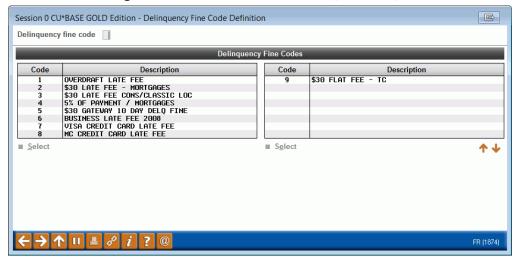
Example

Payment Due Date: January 5 Payment Frequency: Monthly Grace Period: 10 days Fine Calculation Date: January 15

If the loan is delinquent on the Fine Calculation Date, the fine is assessed. If the loan is still delinquent on the next Fine Calculation Date of February 15 (February 5 + 10 days grace), another fine is calculated.

CONFIGURING DELINQUENCY FINES

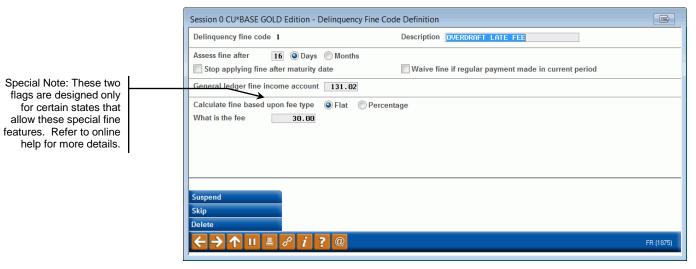




This is the first of two screens used to configure delinquency fines. These codes are assigned to a loan note when it is created, and take effect according to the fine configuration when the member becomes delinquent. Enter a one-digit numeric code and use Enter to proceed to the second screen.

NOTE: Code "0" (zero) is reserved for "No Delinquency" (no delinquency fines are assessed).

Screen 2



This second screen lets you set up exactly how and when fines will be assessed, for members whose loans have been flagged with this delinquency fine code. When done, use Enter to record the changes and return to the previous screen.

For complete field descriptions and other tips on completing this configuration, refer to CU*BASE Online

Help. Click while working on this screen.

CONFIGURING DELINQUENCY NOTICE **GROUPS (NOTICES SETTINGS AND COMMENTS**)

IMPORTANT: This only sets the delinquency notice group. You will still need to configure the notice that is sent to members using a separate configuration. Refer to the Member Notices: Configuring and Printing CU-Defined Notices and e-Notices booklet for more information on the setup and printing of notices.

You can generate delinquency notices for up to four different types of loans by using the four delinquency notice groups: General (your basic delinquent notice configuration), "Mortgage," "Credit Card," and "Other." (The "Other" setting can be used for business loans or a second type of mortgage loan, for example.) With each notice group you can define different time frames of when and how the system should generate notices to warn both the member and credit union staff about a loan that has gone delinquent.

These notice groups are then linked to the loan thought the loan category configuration (Loan Products (MNCNFB) menu). See Page 24.

- **Important**: It is not enough to set up the notice groups (covered in this section). You must also set up the appropriate "events" on your notice forms as well. There are sixteen different notice events to include in the notices themselves, four for the "General," four for the "Mortgage", four for the "Credit Card," and four for the "Other" notice group. For more information on configuring the notices themselves, refer to the Member Notices: Configuring and Printing Notices and eNotices booklet which is covered in more detail on Page 26.
- All of the notice groups, including "Other" are credit union defined and for that reason they do not necessarily need to follow the group name itself (General, Credit Card, Mortgage, and Other). The loan category associated with the loan is what determines which notice group is used, not the loan itself. See Page 24.

CONFIGURATION SCREENS

To begin the setup of your loan delinquency groups (and with your loan delinquency configuration settings) use **Delinquency Notice Config** on the Loan Products (MNCNFB) menu.

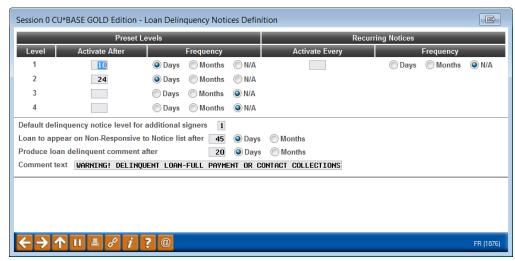
The first screen will prompt you to select one of the four delinquent notice groups.

"Delinquency Notice Config" on the Loan Products (MNCNFB) menu)



Check one of the boxes provided and press Enter. You will then advance to the configuration screen to set up the notice configuration for that notice group.

"Delinquent Notice Config" on the Loan Products (MNCNFB) menu - Screen 2



This second screen is used to define when and how the system should generate notices to warn both the member and credit union staff about a loan that has gone delinquent. In addition to the printed notices generated for mailing to members, the system can also generate Trackers and comments to notify credit union staff.

There are two methods for distributing notices: *Preset Levels*, where a different notice is generated depending on how long the member has been delinquent, and *Recurring Notices*, where the same notice is sent again and again. You may use one method or the other, not both.

For complete field descriptions and other tips on completing this configuration, refer to CU*BASE Online

Help. Click while working on this screen.

• **IMPORTANT:** This only sets the delinquency notice group. You will still need to configure the notice that is sent to members using a separate configuration. Refer to the <u>Member Notices: Configuring and Printing CU-Defined Notices and e-Notices</u> booklet for more information on the setup and printing of notices.

IMPORTANT CONSIDERATIONS

In order for delinquency notices to have the desired effect, but avoid wasting the credit union's time and money, it is necessary to plan carefully when and how delinquency notices are generated. Because of the expense associated with printing and mailing notices, it is best to avoid using notices as simple "bill paying" reminders.

In addition, it is important to educate all staff as to the procedures to be followed when member comments and trackers are generated. If a teller sees a delinquent loan comment, should it be ignored or should Collections be contacted? Can a payment be accepted? Does the front line staff know how to check a tracker and use the information it contains? Is the notice text you set up a year ago still applicable? Do your notices actually do the job?

To help make your Comments work for you and get results for your collections efforts, CU*BASE allows you to configure custom text to be used in the Member Comments window for delinquent loans, instead of the generic Comment, "THIS LOAN IS DELINQUENT."

You can use this Comment as a way to remind front-line and other staff what to do when a loan is delinquent. In fact, because CU*BASE automatically highlights a loan account on the first day it is delinquent in inquiry and teller screens, you actually have opportunities for two different actions, one after the loan first goes delinquent, and another once the Comment finally appears.

In the following scenario, a Member Comment is set up to appear at the same time that fines begin being charged:

ABC Credit Union begins assessing delinquent fines at 14 days delinquent. Member Comments are also set up to appear beginning at 14 days delinquent.

Everyone working at ABC Credit Union knows that the first day a loan becomes delinquent, the loan account will be highlighted on inquiry and teller screens. If they are working with a member and notice this highlighting, they are to offer a "friendly reminder" to the member that the loan payment is past due, and offer any assistance they can.

After 14 days, the Member Comment will also begin to appear. Because the Comment is timed to coincide with the first day fines are assessed, the text is designed to prompt staff to advise the member that a delinquency fine may have been assessed on the loan, and to encourage the member to make the required payment.

With the configurable Comment text feature, ABC Credit Union can state in the Comment exactly what should be done, such as:

"ADVISE MBR LOAN IS DELINO AND FINE MAY BE ASSESSED"

You may also choose to correlate the appearance of the Member Comment with the date on which a freeze is put on the loan account, and include instructions in the Comment such as:

"ADVISE LOAN FROZEN DUE TO DELINQ OVER 30 DAYS"

CHANGING COMMENT TEXT (FOR EMPLOYEES): CLEANING UP "OLD" DELO. COMMENTS

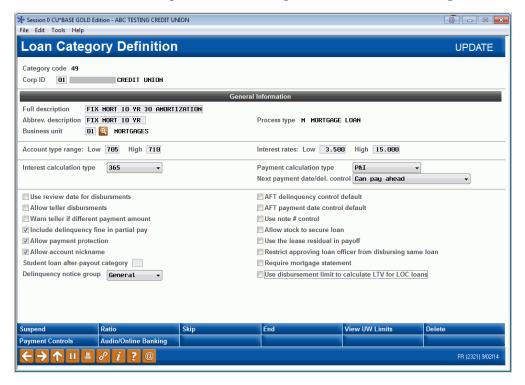
A change to your configured comment text WILL NOT automatically change existing loans with delinquent comments. If you would like to "clean up" all existing delinquency comments from your member accounts, use this one-time procedure:

- 1. Using one of the above screens, change the *Produce Loan Delinquent Comment after* setting to **999 M** (Months).
 - HINT: This setting means <u>never</u> produce delinquency Comments.
- 2. During end-of-day processing that night, the system will purge all existing delinquency Comments and, because of the new setting, will not produce new Comments for any accounts.
- 3. The next morning, return to one of the above screens. Change the *Produce Loan Delinquent Comment after* setting to the correct number of days or months, and enter the desired Comment text. That night, during EOD processing, new Comments will be produced for delinquent loans based on the settings you configured.

LOAN CATEGORY SELECTS NOTICE GROUP

Which delinquency notice group is used for the loan is determined in the loan category configuration's *Delinquency notice group* selection. "General" is the default, but you can select the other notice groups (Credit Card, Mortgage, or Other) from the drop-down menu.

When delinquency monitoring is run, it refers to the loan category of the loan to determine which notice group is associated with the loan. This determines which delinquent notice configuration is used. **See Page 21.**



Delinquent Tracker Sample

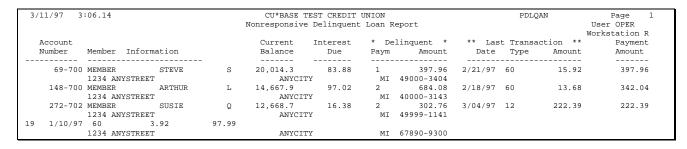
This is a sample of a Notice Tracker record created for a delinquent loan:



NOTE: The system creates a new, separate Tracker record each time delinquency monitoring causes a Tracker to be generated (in other words, it does not simply add new notes to an existing Tracker). Memo Type will always be "DQ" regardless of your credit union's configured memo types. Employee ID will be 99. Notice Trackers are found at the account level, not the membership level as with all other Trackers.

Report Sample

Following is a sample portion of the Non-Responsive Delinquent Loan Report:



CREATING THE NOTICE ITSELF AND PRINTING NOTICES

The Member Notices: Configuring and Printing Notices and eNotices booklet contains a deeper look at notices, including:

- How to configure the notices forms and events so that they are ready to generate for members.
- How to print the notices.
- Rules for notice printing (such as the fact that notices are not printed for members with their address marked as a "Wrong Email Address" in the system).
- How to send delinquent notices to co-signers.
- And more!

NOTE: Please note that there are sixteen different notice events to include in the notices themselves, four for the "General,"

four for the "Mortgage," four for the "Credit Card," and four for the "Other" notice group. Notice groups are discussed beginning on Page 21.

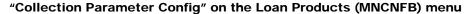
Be sure to check out this booklet for more information. Access the booklet by clicking the link above. You can also find this booklet under "N" on the CU*BASE Reference page.

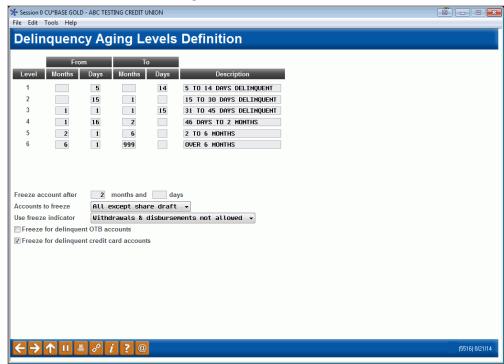
http://www.cuanswers.com/client_reference.php#N

The direct URL for this booklet is http://www.cuanswers.com/pdf/cb_ref/Notices.pdf



CONFIGURING DELINQUENCY AGING LEVELS AND ACCOUNT FREEZES





This screen is used to set up the delinquency aging categories and other parameters used by the collections system. The category levels you set up here will be used when inquiring on and reporting delinquency via the CU*BASE system. Unlike the categories required by NCUA and other reporting agencies, these categories can be configured any way your credit union wishes to make collections activity easier to monitor.

The Collection Delinquency report (on the Collection Function (MNCOLL) menu) uses these configured levels when grouping delinquent loans. The Delinquency Analysis report (also on the Collections Functions (MNCOLL) menu) groups accounts according to the NCUA guidelines (30-59 days, 60-179 days, 180-359 days, >=360 days).

For complete field descriptions and other tips on completing this configuration, refer to CU*BASE GOLD Online Help. Click while working on this screen.

Important Considerations

• Levels should be set up to include only those accounts that actually require collections activity. Because the Collections Member Inquiry screen will include all loans, no matter how long they have been

delinquent, it is not necessary that the Aging Levels include accounts that have only been delinquent for a few days. The lowest level should begin at the time when collections efforts would normally be initiated, and could correspond with the date on which the first fine would be assessed.

Configuring delinquency fines is covered starting on Page 19.

• To make it easier to separate those accounts which NCUA requires you to report versus those accounts you will not be reporting, a system like the following is recommended: Levels 1 though 3 are used for "preventative maintenance" type activities—those accounts that you want to work to try and keep them off the reportable list. Levels 4 through 6 would be for those accounts you currently report to examiners as delinquent.

PROMISE-TO-PAY COLLECTIONS

MONITORING

CU*BASE uses the Tracker feature to allow you to focus your time on follow-ups on broken promises and not on accounts where the member pays on time. To use this process you set up a Tracker with a follow-up recording the amount and the date range when the amount is expected. (These fields are available when the feature is activated.) If the member pays the expected amount on time, the system is smart enough to turn off the associated follow-up, even when the member pays several times toward that final amount. If the member does not pay the amount in the expected time, CU*BASE does not close the follow-up, alerting you that this member requires further action. To activate this feature, select the Memo Type you want to use to record the amount of deposit, as well as the broken promise. We recommend you use your Promise to Pay (PP) Memo Type; however, any type of transaction can be monitored for using this feature.

If the member pays on time, CU*BASE will close the follow-up. If the member does not pay on time, the follow-up will not be closed, alerting the collector that they need to contact this member. In either case, CU*BASE records the result in a Tracker conversation. These are shown on Page 27.

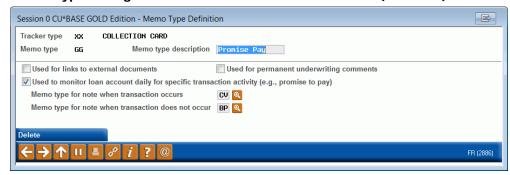
What if two promise-to-pay follow-ups are created for a member at the same time?

If two promise to pay follow-ups are created at the same time, CU*BASE will watch first promise to pay. Once that is met, it will watch for the deposit amount of the second. Similar Tracker conversations will be recorded for each completed promise to pay. Examples of the "completed" Tracker conversation is shown starting on Page 27. You can always Query the TKLRAUTO file covered on Page 27 to research if members met existing promise-to-pay.

CONFIGURATION

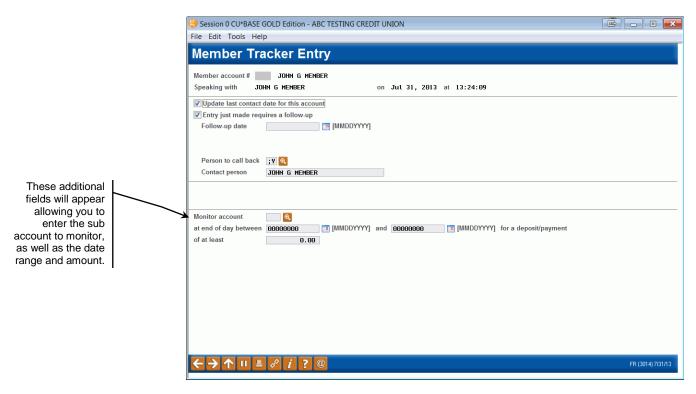
In the Memo Type configuration, check *Monitor account for daily transactions* to activate this feature. This checkbox only appears on Memo Types associated with a Collections Tracker Type (XX). Then enter the Memo type you want to use to record a "kept promise" and a "broken" promise.

Memo Type Configuration on the Member Tracker Tools (MNTRAK) menu



CREATING THE FOLLOW-UP AND TRACKER CONVERSATION

Then whenever you create a follow-up with this configured Memo Type (again, we recommend you use PP), you will be presented with additional optional fields on the second screen to record the suffix, amount, and the date the amount is due.



Each day, during end-of-day processing, CU*BASE will evaluate for the expected transaction. If the member fulfills the amount on time, CU*BASE turns off the follow-up. *Because this process is run at end-of-day processing, it is important to schedule the follow-up the day after you want*

the last evaluation to be run. This entire process is documented in the member's Collections Tracker. See following page for examples.

EXAMPLES OF TRACKER CONVERSATIONS

At each step of the process, a Tracker conversation is created.

Tracker created

```
Contact - Date: 03/08/2013 Time: 15:30:59 By Emp: -4
Name: MICHAEL R Memo Type: PP PROMISE PAY
Follow-up - Date: 03/31/2013 Assigned to Emp: 89 Completed: YES
No text entered
Monitor account 110 at end of day between 2/14/2013 and 3/31/2013
for a deposit/payment of at least $99.00
```

Failed promise

```
Contact - Date: 02/27/2013 Time: 12:32:01 By Emp: -4
Name: CHARLES Memo Type: BP BROKEN PROMISE
Member failed to make promised payment by 02/15/2013.
```

Promise met

```
Contact - Date: 02/27/2013 Time: 12:37:26 By Emp: 99
Name: MATTHEW L Memo Type: PK PROMISE KEPT
Promise to pay fulfilled. System processed follow-up closure.
```

REPORTING AND QUERYING DATA OF PROMISE-TO-PAY FOLLOW-UPS

To find members who have met or missed their promise to pays, use *Print Member Trackers* on the Member Tracker Tools (MNTRAK) menu, filtering for the configured memo Types. This will build your report for the members having conversations with these Memo Types and will give you a list of members who either met or missed their promised deposit.

To view only members who are currently being monitored by this feature, you can query the TKLRAUTO file. (Once the payment is either made or missed, this member will be removed from this file.)

RISK-BASED DELINQUENCY ANALYSIS TOOLS

With these delinquency analysis tools, collections managers and credit union leaders can get a true picture of how risk scores relate to delinquency on the membership overall. Are your underwriting guidelines too lenient? Too strict? Are underwriters paying attention to the score as they should?

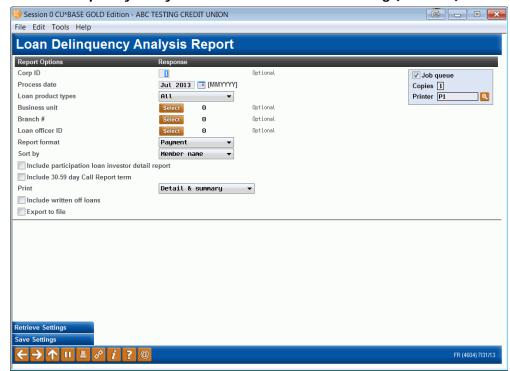
Loan Delinquency Analysis Report

This popular report includes two formats, one showing the risk score for all delinquent loans. This report is a quick and easy way to see the relationship between delinquent behavior and the risk score used to make the underwriting decision on each individual loan.

Risk Score Analysis Report

This report summarizes all delinquent loans using your normal collections aging parameters, and then groups the loans by risk score ranges within each aging group. This is the most valuable tool for analyzing overall performance of your membership's loans compared to risk score statistics, and points to trends that can help keep your underwriting policies in tune with actual member behavior.

LOAN DELINQUENCY ANALYSIS REPORT



"Print Delinquency Analysis" on the Collection Processing (MNCOLL) menu

This report lists all loan accounts which have been delinquent for 2 months or more. There are two report formats available:

• **Risk Score** - This format is used to analyze delinquent loans by Risk score. This format is similar to the Payment format except it does not

show loan payment amount and due date, but rather lists the Risk score as recorded on the loan account record. The value of this format is that you can quickly analyze the relationship between account delinquency and the score used when the initial underwriting decision was made.

• **Payment** - This format shows basic loan payment information such as interest due, payment due date and payment amount.

Remember that unlike the **Loan Delinquency Report**, also on the Collection Functions (MNCOLL) menu, which is grouped using your credit union's configured categories, accounts on this report will be grouped according to the number of months delinquent. The following delinquency aging groups are used (these are not configurable): 2 to 6 months, 6 to 12 months, and 12 months and over. This report is ideal for reporting delinquency status to your Board or an auditor.

There are actually two separate reports printed: a Detail report (LDQAN2) showing each individual loan account, and a Summary report (LDQAN3) showing a summary by aging group.

For complete field descriptions and other tips on completing this configuration, refer to CU*BASE Online Help. Click while working on this screen.

Report Samples

The following samples were printed using the *Risk Score* format and include both loans and open-credit accounts.

Report 1: Detail

10/14/99 15:12.49 Corpo	ration: 01	DELIN	RATION CREDIT QUENT LOAN AN LOAN/OPEN CRE	ALYSIS				LDQAN2A	PAGE 5 DAWNM ** DETAIL **
Member Name	Account Number		ency Balance 6 TO 12	In Months 12 & OVER			Risk Score		
SUSIE S. STEVENSON	544919-786	5000.00			26.17	2	0727		
JEFF J. JOHNSON	545303-780	23918.96			.00	3	0000		
ERIC E. EVANS	554022-771	2233.86			8.03	3	0629		
BART B. BROWN	554093-771	140.11			.56	2	0668		
SUSAN S. SMITH	554213-772	9677.77			546.51				
TARI T. THOMAS	554271-772		513.45		25.05				
TIMOTHY T. THOMAS	554297-771	5657.88			10.85				
DAVID D. DONALDSON	554653-771	2295.54			15.75				
	-772	4604.30			52.92				
MARK M. MATTHEWS	555898-771		4937.39		393.08				
	-773		2454.29		115.24				
MARK M. MATTHEWS, JR.		6756.42			83.25				
JACKIE J. JONES	556363-771	13.60					0682		
SAMANTHA S. STEVENSON		-771 856	6.86				9 5 0	712	
JACK J. JOHNSON	556677-771	9801.49			118.00				
ERIN E. EVANS	556703-786	43.41			2.16				
BECKY B. BROWN		3029.67			47.73				
SAMUEL S. SMITH	557049-771		3458.54		133.73				
TODD T. THOMAS		10544.29			48.51				
DENNIS D. DONALDSON	557115-786	100.00			2.64	3	0603		
* TOI	ALS	546102.67*	84248.94*	31414.02*	13510.77*				
* NUMBER OF LOANS DELINQU	ENT	111*	20*	4*	135*				
* AVERAGE RISK SC	ORE	580	605	674					

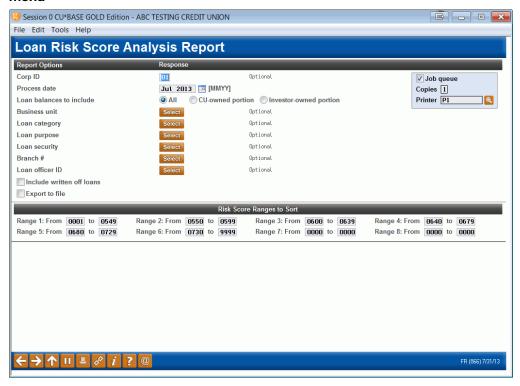
Report 2: Summary

10/14/99 15:12.51 Corpor	ration: 01	D	ONSTRATION CRE ELINQUENT LOAN ALL LOAN/OPEN R END OF MONTE	I ANALYSIS CREDIT	LDQAN3A		PAGE 1 DAWNM SUMMARY **
DELINQUENCY AGING GROUP	TOTAL L	OAN BALANCE % OF DLQ.	S % OF ALL	AVERAGE RISK SCORE	COUNT	UMBER OF LO	
DELQ/ 2 TO LT 6 MNTS	\$546,102.67	82.52%	5.48%	580	111	82.22%	6.68%
DELQ/ 6 TO LT 12 MNTS .	\$84,248.94	12.73%	.84%	605	20	14.81%	1.20%
DELQ/ 12 MNTS & OVER	\$31,414.02	4.75%	.31%	674	4	2.96%	.24%
** TOTAL DELINQUENT **	\$661,765.63	100.00%	6.64%	587	135	100.00%	8.13%
*** NON-DELINQUENT ***	\$9,310,972.96		93.36%	522	1,526		91.87%
*** TOTAL ALL LOANS ***	\$9,972,738.59		100.00%	550	1,661		100.00%

Notice this format also calculates the average risk score for all loan accounts in each aging category.

RISK SCORE ANALYSIS REPORT

"Print Risk Score Analysis Report" on the Collection Processing (MNCOLL) menu



This report breaks the loans down into the delinquency aging categories defined by your credit union. In addition, the report will show a separate category for current (non-delinquent) loans as well as a category including all credit union loans, whether delinquent or not.

NOTE: Delinquency aging categories are defined using "Collection Parameter Config" on the Loan Products (MNCNFB) menu.

On this screen you can define up to 5 risk score ranges, to group the loans within each aging category according to the risk score on the loan account record. You can also optionally choose to include only loans with certain categories, purpose or security codes, location number or loan officer ID. The screen will retain the last parameters used to make it easier the next time the report is run.

IMPORTANT NOTE: In order for the percentage calculations to be meaningful, this report was designed to show only loans that have a risk score recorded on the account record. If you want to simply see a list of all delinquent loans, with or without a risk score, use the Delinquent Loan Analysis Report described starting on Page 32.

For complete field descriptions and other tips on completing this configuration, refer to CU*BASE Online Help. Click while working on this screen.

Report Sample

Notice that this credit union only uses 4 of the 6 available aging categories. Under each aging category you'll see the selected risk score ranges, and statistics on the number of delinquent accounts within each range.

10/14/99 15:59.28			Corpor	ation	: 01			Loan R	isk Sco	ION CREDIT UNION re Analysis Repo: onth Ending OCT	rt	1	LRISK2	Page 1 DAWNM
Loan Cate	gory AI	L	Purpose	Code	ALL	Secur	ity (Code AL		nch/Loc No. ALL	Loan Officer	Id: ALL		
										Current Balance	Average Risk Score	Weighted Av	/g 	
Current:				0	3	2 00	0	Total	T	16876.58	525	9.160	».	
current.	0000	to	0300		Accts			Total		10623.76	300	8.999		The "Current" grou
	0301	to	0400		Accts			Total		4568.83	350	9.500		represents all
	0401	to	0500		Accts			Total		1683.99	500	9.249		1 '
	0501	to	0600		Accts			Total		.00	542	.000		current, non-
	0601		9999		Accts			Total		.00	713	.000		delinguent loans
				_									-	where a risk score
2 MONTHS 2	AND UNI	ER		155	Accts	56.15	% of	Total	Loans	937110.92	523	10.509	š	
	0000	to	0300	19	Accts	6.88	% of	Total	Loans	145377.52	300	9.808		has been recorded
	0301	to	0400	30	Accts	10.86	% of	Total	Loans	163409.47	349	12.003 9	b	
	0401	to	0500	4	Accts	1.44	% of	Total	Loans	17929.33	453	9.867	b	
	0501	to	0600	44	Accts	15.94	% of	Total	Loans	309592.93	562	9.630	ž ,	
	0601	to	9999	58	Accts	21.01	% of	Total	Loans	300801.67	662	10.979	* 1	
2 TO 6 MOI	NTHS			91	Accts	32.97	% of	Total	Loans	427500.21	581	11.139 9	_k \	
	0000	to	0300	4	Accts	1.44	% of	Total	Loans	18173.89	300	13.414		
	0301	to	0400	9	Accts	3.26	% of	Total	Loans	84075.32	391	9.930 9	ł \	
	0401	to	0500	7	Accts	2.53	% of	Total	Loans	34567.03	454	8.620	} \	These groups are
	0501	to	0600		Accts			Total		85554.09	563	12.592	·	taken from your
	0601	to	9999	49	Accts	17.75	% of	Total	Loans	205129.88	665	11.252	š .	collection
C 1/01	1 53	. 10		1.0		6 50		1	-	EE001 0E	F00	10 524 (. 1	
6 MONTHS	0000 T DAY 1	to to	0300		Accts			Total Total		77291.95 14166.10	598 300	10.534 9 8.000 9		parameters, and
	0301	to	0400		Accts			Total		.00	300	.000		may include up to
	0401	to	0500		Accts			Total		.00		.000		six delinquency
	0501	to	0600		Accts			Total		21361.37	560	12.493		
	0601	to	9999		Accts			Total		41764.48	639	10.392		aging categories.
OVER 12 M	ONTHS			Л	Accts	1 44	& C+	Total	Loang	31414.02	674	13.000 9	.	
OVER IN	0000	to	0300	_	Accts			Total		.00	0/1	.000		
	0301	to	0400		Accts	.00		Total		.00		.000		
	0401	to	0500		Accts			Total		.00		.000		
	0501	to	0600		Accts			Total		15705.39	554	11.000		The "All Loans"
	0601	to	9999	3	Accts			Total		15708.63	714	15.000 9		group represents
All Loans	:			276	Accts	100.00	% of	Total	Loans	1490193.68	549	10.728	b b	outstanding loans,
	0000	to	0300		Accts			Total		188341.27	300	9.975		both delinguent ar
	0301	to	0400					Total		252053.62	359	11.266		current, where a ri
	0401	to	0500					Total		54180.35	458	9.052		1 '
	0501	to	0600					Total		432213.78	561	10.407		score has been
	0601	to	9999	124	Accts	44.92	% of	Total	Loans	563404.66	663	11.147	Š	recorded.

• Remember that this report will include <u>only</u> those loans that have a risk score recorded on the loan account record.