



2022 ECONOMIC & PAYMENTS FORUM

FUTURE VISION

UNFOLDING OUR NEW ENVIRONMENT

Idea Exchange Notes

Generating loans

Cash Back Program

Special loan rates

Area < membership age

Mortgage loans - keep on books or sell off

Reach out to local dealers to recommend CU

Lender protection

Strong social media

Purchased loan participations

Raised maximum unsecured limit

Creating new credit card tier for low-grade paper for credit building

Employees becoming certified in financial counseling - \$100

Gas card promotion on new vehicle financing

Direct

Dealer finance

Mortgage loans

Commercial

Relevant/risk track off pricing - competitive

Being able to fund/generate loans while managing liquidity

Credit card programs - competitiveness

* New programs - SBA

Annual promotions - 1/2 off, Black Friday Loan Sale

Indirect - build network

Smaller ... on site

Loan participations

Building commercial - USDA/SBA

Realtor network to drive RE loans

First-time homebuyer program to drive RE loans

GPS loans - underserved

Grants

5 loan types not credit-based lending

Promotional loans not credit score-related

Ability to pay loans

Staffing meets demand

* Referral incentives

Customer service/word of mouth

Loan product meets member demand

CUDL - start with indirect lending

Dealerships get comfortable with an application then move to a new one

Paid dealer reserve to member

Loan recapture

* No pay, no interest for 100 days.

Buy and raised the rate a bit

Cultivated dealer relationships

Micro sites refinancing

Incentive for loans

Pricing used the same as new

Pricing to sell

Making it easy - speed, ease of approvals: journey mapping -

looking to eliminate pain point for the member

Quick funding for indirect

Loosen underwriting standards

New loan types - add indirect, RE

Geo tracking - sending email to someone looking for a vehicle

Have a relationship manager in the CU

Participation loans

Cash incentive

\$250 cash back, plus 90 days to pay

Cross selling - capture competitors' loans

^
new

Reducing fraud/enhancing cybersecurity

Perform penetration test

Double indemnification

Training of tellers

Training of members - emails, etc.

Phishing emails/training

Benefit to the member - card rules app to allow members to set up notifications and lock the card from potential fraud

Employee training

Robust IT ?

Account takeover

Debit card!

Credit card fraud

E-funding

Member/employee education on fraud-related issues

Are we declining too many debit card transactions, thus reducing fraud ...?

* 3rd party management and knowing how data is exchanged with vendors

Account controls review

Having effective systems in place help minimize ... know before - social engineering training

* Effective training of staff - both technical/front-line

Fraud forums - locally - trends

Offer policy insurance

Member/employee education

Deepen questions when calling in/password

Notices to members when info changes

IT consultant

Marketing

Alert notifications

Education for our members

Website - education

Employee education

Solid plan in place if it happens

Employee training

Multifactor login

* Having the right software & understanding of it

Hire a police officer in your fraud department for a different perspective

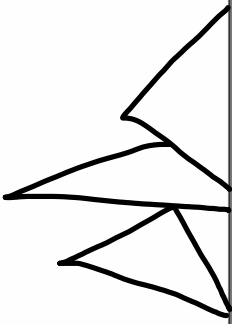
Have designated employees to handle unusual activities. They will know the questions to ask.

* Have special people to handle online opening accounts

Outsource cybersecurity

Fraud - member education

Separating validation process so that process is done in the cloud - know the members to help identify fraud, notification and contact with members



Attracting/retaining qualified talent

use staffing agencies

Career path, longer services to move up in CU

Strong benefits package, possibly flexible benefits to different employees

Geo-fencing

Quarterly company parties

Awareness of appropriate values

Competitive benefits

* Employee "thank yous"

Bonuses & incentives

Flex-scheduling (work from home)

Remote flexibility for employees

Competitive wages/benefits, ensuring that we stay on top of salary ranges

Build out membership program/path for growth development for employees

Cross training efforts to expose employee to other parts of the organization

Internship program

Graduated PTO

* Rewards/bonuses

Referral bonus

Attractive 401(k)

Pay market rate - proactive vs. reactive

Open to remote for some positions

Competitive wages

Benefits

Potential mobility

Relaxed/friendly workplace

Relaxing dress code

PTO

Flexible work schedules

Adjusting pay

Promotions for key employees

* Be willing to work remote or hybrid

Competitive salaries & benefits

Know what benefits are wanted

Provide cell phones for employee

Sign-on bonuses

Have a rewards program: perfect attendance, getting work done if they have to be in office, provide an allowance if gas prices are above a certain level

* Good training program

Offer competitive package

Flex package for hours in house/at home

Staff analysis to identify strengths & interest

Incentives

Team building

Loosening dress code/jeans daily

Better benefits

Growing CU membership

Online visual contact with members

Non-member loans to build relationship to become members

Training for new members in buying first

Common bond expansion

More giveaways/marketing to retain current membership due to a struggle with growth

Brand awareness

Growing CU membership continued from page ↑

Socials for current select employee groups (SEGs)

Geo-targeting member opportunities around branches

Dealer finance - outbound calling (member development calls from contact center)

Easy-to-open accounts

Refer a friend - building membership through incentives

Value-add of what we offer to members to retain/build loyalty - top tier experience

Branches still matter - ensuring that what members see is impactful/promotes our brand

New money/young programs

* Young age group: attractions, Bitcoin/other, offerings - money management, partner with fintechs

Rewards - debit attraction, checking

Refer a friend promotion ... - both

Social media ads

Business development

Field of membership expansion

Customer service/word of mouth

Expand membership qualifications

* Loan product options

Federal grants

Attend community events/community development

Conversion from state to federal charter

Focus on current membership

Incentive for referrals

Marketing

Improve technology

Physical presence in areas with low membership

Incentives to bring in new members

Create products for young people

Technology that attracts & promotes that technology

Get into the schools

* Partner with other organizations: Blood institute, Meals on Wheels, schools -

Brand awareness

updated technology offered to members

Members and member groups - unions, groups, previous SEGs, new partners

Financial education through school districts (brunch inside high school and education at junior college)

Community involvement



supply drives

Generating fee income

Monthly fee if below par value
Paper statement fee, with exceptions
of debit card swipes

Taking payments over the phone or electronically ~8/transaction

Personal LOCs have a yearly fee (CCs)

Balance transfer fee

Dormant fee/annually

Levy/garnishment fee

Notary fees

NSF fees/courtesy

Driving interchange but we have a concern about direct payments

Encourage members to use debit cards

Money Market Account - the more you use, the more you earn

* Create a subscription "checking account"

Create a loan origination fee

Interchange income debit cards

ODP/NSF

GAP/warranty lending

Brokerage (investment services)

Wealth management

Commercial lending fees

Courtesy/NSF fees

Replacement interchange income

Instant issue

Account fees - due to NSF/OD

Origination fee (CF#1)

PAL - \$25 fees

Debit card usage

Visa card promotion

Mortgage origination (business loans)

Small business account fees

* Catalyst Sallie Mae loan program and/or similar referral programs

Ancillary products from loans - GAP & warranty

Repriced ancillary products to increase spreads

Rewards checking - required swipes to earn rewards

Debit rewards checking - drive interchange

Generate interchange income from credit card transactions

Fees/income from an investment program

* Subscription based checking account program - fees for more benefits

Mortgage origination fees

Fees to add fintech services for members

Continue to cross sell credit life & disability

Negotiate interchange income - relook at contract - hire 3rd party to assist

utilize Trustage advertising and products - educate members on insurance

* Subscription-based checking account

Merchant services

Charge fee for loan apps on non-members

Create new account with monthly subscription fee to cover services

Reward accounts

Ancillary products - GAP, VSA, debt protection - incentive for staff

Overdraft program review

Rewards checking to increase interchange - OD fees

Business account fees/business services

Statement fees

Credit card program

A2A

Benefits checking

Desire to eliminate ODP fees

New checking account with benefits for a nominal fee (NXG)

Fee for overall low combined balance

Interchange income - reward program

Early deposit ACH payment fee

Subscription based checking - credit monitoring, phone insurance, multiple different benefits

Statement fees - review current fee

schedule - what are we not charging fees for that is on our fee schedule?

Increasing current fees - \$10 wire fee to \$12 wire fee

Modernizing payments/technology

ACH payments/early posting
Tap to pay/mobile wallet
Remote deposit/app
Automatic funds transfer
ITMs
FedNow/instant payments
Competitive/user-friendly app
Multiple languages on app/website
Card controls through mobile app
Ability for person-to-person transfers
Bank to CU transfers
Apple Pay, Google Pay on cards
Contactless cards
Early adopter to FedNow
Online banking conversion - better integration with core
ITMs deplacement/replacing older ATMs
Allowing member to dispute
Going with real-time
ACH - member origination, business solutions pending
Card control with debit cards
Loan payments over the phone
ACH early posting - advances
Member controls ACH from another financial institution
Account to account transfers
Looking at Zelle

Deep dive into our members & what other payment solutions they are using (Cash App, Venmo)
FedNow
App that provides all-encompassing training program - reinforcing prevention
Modernizing - auto drafts
All bills into one site
Data capture to meet goals of members depending on that specific need
Digital wallets
Zelle
* Contactless cards
Merchant services, payment solutions for business
Instant issue debit & credit cards
Educate members
ITMs or IBK
Looking at FedNow
* Expedite online loan application & approval & new account opening
Card valet card control
Implementing FedNow
24/7/365 access
Contactless cards, instant issue
Mobile wallets

digital
↑
Digital issuance - pushing debit card to wallet
FedNow
Member-generated ACH originations
Remote deposit capture
We want business positive pay!
Visa stop payment service
* Offer micro business accounts - consider the different risks & compliance issues
Working on FedNow
Deployment strategies
Implemented Message Pay (loan collection service)
Implemented Zelle
Looking at FedNow
Rewards checking
Subscription based checking
Develop a FedNow strategy/Moli
Zelle? Too much fraud risk?
Blockchain - how will this new tech help?
Work with core & mobile/digital banking platform to see how we can develop a FedNow strategy
* Contactless payments

Effectively managing liquidity



Running spreads

Surveys

Special CDs

CRM/Salesforce/cross selling

Other CUs/non-member deposit

* Lower % with ACH payments

Review contracts/research the market

Attract more deposits, CDs

* Encourage members to open IRA accounts

Marketing higher rates - "Good time to save college, Rates are rising."

"Connect with financial seminars."

Bonus rate for new money

Borrow and borrow again - brokerage CDs (easy to get)

Raise rates on new auto loans

Secondary capital

Non-member CD

LOC at Corporate

LOC at Fed

Participation

Selling loan participations

* Early withdrawal of certificate of deposit to reinvest

Issue certificate of deposits to match rates

CD specials

Investment strategies

Raising rates - deposits & lending

Attract new deposits

Entire balance sheet management

Maximize returns in a continuously moving market

Daily monitoring of loans and deposits & cash

Adequately pricing loans & deposits

Contingent sources/collateral management

Set up for ability to do loan participations if needed

Investment cash flow

If too much liquidity, buy bonds & participations

If too little, borrow or sell loans

Add branch for more deposits

Pulled back indirect production

Certificate promotions

Borrowings

Balance sheet management - loan to share ratio

Cash flow management between investments, between lending

Loan funding: rate monitoring, dependent on indirect lending

Finding the right fit for investments

* Review raising Money Market & CD rates to return deposits

Deposits are still rising even with rates still at a low level

Buying

Selling

Monitor very closely daily - tracking and forecasting

Proactive when money is leaving

Proactive with rates in conjunction with Fed rates

2022

Defining successful virtual/hybrid work models

Bring outside sources

Engage with leadership

Training

One-on-one talks

Make sure the staff is taken care of

Relaxing COVID restrictions

* CU provides supplies/tech

Additional pay

Back office - offsite some

Building a model

Managing the employee

Leadership equipped to work from home

Call center - working multiple states

Measure productivity of staff working remotely - call center, lending, remote operations, accounting

* Typically, if there is someone whose productivity is down, they are required to come back in office = usually improves over time

Dress code loosening

Work from home - hybrid

Diversity/equity/inclusion

Retention - incentivize to bring talent on board

Be prepared to work virtual when/if needed

Work from home at least once a month to test connectivity

Work from home ability/flexibility

Back-office workers have greater flexibility to work from home

* Role specific

Create fun events onsite to bring in virtual/hybrid workers

Encourage in person for key meetings & training

Senior management in the office to set example

Managers of specific areas set standard for their departments

Develop a remote work policy - many different layers

Consider equipment for home staff and in-person staff to support collaboration

Internet goes out is not a day off, need to go into the office

People are coming to expect the remote work

* Developed hybrid strategies, particularly for emergencies

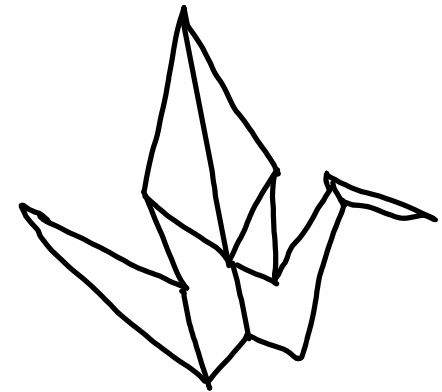
Issued laptops for flexibility: hot spots, VPN

Hybrid-based on positions

IT staff comes in once a week

Offering option of virtual work - "on demand"

Cross train so we can offer 1 day a week - consider it a "perk"



Thank you for attending Forum 2022!

In Catalyst Corporate's 2022 Member Insights Survey, credit unions identified eight "top challenges" they're facing today. At this year's Forum, credit unions generated 400+ potential solutions for addressing those challenges. Please accept this summary as our gift to you. You can read the session recap [here](#).

www.catalystcorp.org/communications/catalyst-news/2022/09/30/what-keeps-you-awake-at-night-solving-cu-challenges-at-forum-2022

See you at Forum 2023, September 18-20!