



# 2023 Investment & Focus Areas

Client Call | January 18, 2023



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- Technology





# Borrower Operations 2023 Focus

- Leverage 2021 and 2022 Investments
- Build off of the momentum of 2022 and raise the bar in 2023
- Provide our Borrowers with multiple OMNI Channel self-serve options so they have multiple ways to service their needs
- Enhance the Borrower Experience.  
Remove friction points.
- Take investments made to the next level and create new sources of value for our clients



2022 Foundation	2023 Build		2024 +
<ul style="list-style-type: none"> <li>• Telephony Upgrade (CI 2021)                             <ul style="list-style-type: none"> <li>• Telephony maturation</li> <li>• CI ASA at 38 seconds and Abandon Rates at 2.3% since June 2021</li> </ul> </li> <li>• Borrower Journey 1.0 (2021-2022)                             <ul style="list-style-type: none"> <li>• IVR enhancements resulted in 4.4M self-serve transactions in 2022</li> <li>• ChatBOT enhancements resulted in 1.5M interactions in 2022</li> <li>• 92.4% payments are through digital channels</li> <li>• Paperless billing rate grows from 21% to 38% in 2022</li> </ul> </li> </ul>	<p><b><u>1st Half</u></b></p> <ul style="list-style-type: none"> <li>• DCC/SPOC Telephony Cloud upgrade (Dec 2022)</li> <li>• Venture Doc Center Tax document upgrades</li> <li>• Escrow Statement redesign</li> <li>• Client Access to Call Recordings (Phase 1)</li> <li>• Automated Quality Monitoring (AQM)</li> <li>• Aceyus real-time reporting</li> <li>• Single Sign-On for Director/CSD</li> <li>• Screen Pop at Vendors</li> <li>• TCPA re-assigned mobile # scrub</li> </ul>	<p><b><u>2nd Half</u></b></p> <ul style="list-style-type: none"> <li>• SPOC/Collections redesign</li> <li>• SPOC/Collections Speech Analytics</li> <li>• Client Access to Call Recordings (Phase 2)</li> <li>• IVR targeted and personalized messaging (disaster, special campaigns)</li> <li>• Decisions for Complaint Management</li> <li>• Customer Service Digital upgrades</li> <li>• Billing Statement and Correspondence customization</li> </ul>	<ul style="list-style-type: none"> <li>• Personalized and Predictive Borrower Experiences</li> <li>• Workflow stitches together borrower interactions, creates end-to-end visibility, allows for proactive communication and true “close the loop” processes</li> <li>• Agent desktop/guided flow for more efficient and accurate call handling</li> <li>• Tiered servicing options allow clients to customize the experience they want</li> </ul>

▶ Borrower Experience upgrades increase Borrower and Client satisfaction



# Loan Operations 2023 Focus



- Continued investment in phased approach for default transformation
- Leverage tools we already own to automate processes and integrate new tools
- Continue to build Automation Factory technologies, including robotic process automation (RPA). RPA software will:
  - » Automate repetitive computer tasks
  - » Eliminate tedious tasks
  - » Increase efficiencies in processes
  - » Reduce our risk profile
- Invest in improvements to Loss Mit Platform +
- New Investments In Core Operations
  - » Transfer Ops
  - » Insurance/Flood
  - » Cash Functions
  - » HELOC
  - » Assumptions
- Mature Loan Operations into a cohesive organization and continue to upgrade talent

2022 Foundation	2023 Build		2024 +
<ul style="list-style-type: none"> <li>• New Leadership (6) and Team Restructures</li> <li>• Centralization of Quality Control</li> <li>• Modification Closing timeline and Modification Documents sent timely both consistently hitting 90% SLA since redesign</li> <li>• Pre-Foreclosure Milestone Checklist - Tool for training and validation of upstream process fixes implemented</li> <li>• Dedicated Consulting Team                             <ul style="list-style-type: none"> <li>• Assessment resulting in procedural and system configuration recommendations</li> </ul> </li> <li>• SPOC transitioned to Loss Mitigation</li> </ul>	<p><b>1st Half</b></p> <ul style="list-style-type: none"> <li>• Continue to meet phased approach milestones and deliverables                             <ul style="list-style-type: none"> <li>• Identify areas for automated controls</li> <li>• Implement automation opportunities</li> </ul> </li> <li>• Improvement of organizational span of control and consolidation of teams (e.g., QC functions)</li> <li>• DCC separation into Collections and SPOC</li> </ul> <p><b>Dedicated Consulting Team</b></p> <ul style="list-style-type: none"> <li>• Assessment of Loss Mitigation Tool</li> <li>• Assessment of Bankruptcy Bundle Tool</li> <li>• Automated control project                             <ul style="list-style-type: none"> <li>• Review of &gt;70 processes to identify areas for improvement</li> </ul> </li> </ul> <p><b>Automation Factory</b></p> <ul style="list-style-type: none"> <li>• Pre-Foreclosure Referral Automation</li> <li>• Close and Bill Bulk Upload</li> <li>• 2<sup>nd</sup> Lien Monitoring</li> </ul>	<p><b>2nd Half</b></p> <ul style="list-style-type: none"> <li>• Data platform upgrade for Bankruptcy</li> </ul> <p><b>Automation Factory</b></p> <ul style="list-style-type: none"> <li>• Claims/Loss Analysis Redesign</li> <li>• Claims/Cash Posting waterfall</li> </ul> <p><b>Dedicated Consulting Team</b></p> <ul style="list-style-type: none"> <li>• Default Control Automation                             <ul style="list-style-type: none"> <li>• Foreclosure hold/resume automation</li> </ul> </li> <li>• Begin integration of redesigned new Loss Mitigation Tool</li> <li>• Implementation of Bankruptcy Bundle Tool</li> <li>• Implementation of automated control project efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Refine automation options for straight through processing opportunities</li> <li>• Increase number of automated controls within Default Operations</li> </ul>

## 2022 Foundation

- Dedicated Consulting Team
    - Multi-level assessment by dedicated team resulted in numerous procedural and system configuration recommendations
  - All business teams integrated into the CCM platform, eliminating the need for individual business email boxes and providing line of sight on incoming requests from clients
  - Upgrade of REKON and Synergy due to end of life
  - Fed/Faim project complete and awaiting Fed Go-live date
- Transfer Ops Redesign**
- Partnering with top 10 clients and Client Management to review incomplete data and duplicate documents identified within new loan boarding process.
    - Providing root cause data to clients to identify areas for improvement
    - Initially partnered with one client to work through preliminary boarding data and identified numerous areas the client could improve upon
  - New leadership/team restructures

## 2023 Build

- 1st Half**
- Automated control project
    - Review of >70 processes to identify areas for improvement
    - Implementation of suspense sweep automation
  - Integration of TouchPoint Analysis data to identify issue root causes and eliminate inquiries
  - Improvement of organizational span of control and consolidation of teams
  - Continued redesign of insurance/flood, HELOC, and escrow
- Automation Factory**
- SCRA validation
  - Automation of PMI borrower requested waivers
  - Automation of >30 insurance control reports
  - Additional automation factory initiatives for insurance and escrow
- Transfer Ops Transformation**
- Design, development, and implement a “mini-bulk” boarding process
  - Rebuild of XML rejects/exceptions for boarded loans
    - Including major focus of insurance lines
  - Redesign of existing missing document report
  - Build plan to work with remaining clients on data/document discrepancies within boarding process

- 2nd Half**
- Tech Refresh Initiatives
  - Additional Automation Factory Initiatives (>20)
  - Implementation of automated control project efficiencies
- Redesign in Cash Functions within Core Operations**
- Completion of Private Investor Workstation and Reconciliation Workstation
  - Actual/Actual Remittance Interface
  - Remittance Upload/Private Investor Workstation
  - Investor Reporting External Website
- Transfer Ops Transformation**
- Cenport Platform Migration and Workflow
  - Execute plan to work with remaining clients on data/document discrepancies within boarding process

## 2024 +

- Refine automation options for straight through processing opportunities
- Increase number of automated controls within Core Operations
- Continue to work with Client Management to identify/remediate new loan boarding data discrepancies

2022 Foundation	2023 Build		2024 +
<ul style="list-style-type: none"> <li>• Cloud Migrations and Disaster Recovery Tests</li> <li>• Enhance Network Capabilities                             <ul style="list-style-type: none"> <li>• SDWAN and SIP Trunks</li> </ul> </li> <li>• BulkNPI - Just in Time Access</li> <li>• Telephony – Soft Phone Migration</li> <li>• Tech Refresh - End User, Network, Site, Systems, OS, Application</li> <li>• Cyber Incident Response Program</li> <li>• Borrower Journey/Digital 1.0</li> <li>• Borrower Communication Platform</li> <li>• Exchange Upgrades - Email, Teams, Intunes</li> </ul>	<p><b>1<sup>st</sup> Half</b></p> <ul style="list-style-type: none"> <li>• Tech Refresh End User, Network, Site, Systems, OS, Application Continuation</li> <li>• BulkNPI Completion</li> <li>• ServiceNow ITSM, Governance, Risk and Controls Implementations</li> <li>• SailPoint Implementation – Identity Access Management</li> <li>• Cloud Security Enhancements – M365</li> <li>• Cloud Optimization</li> <li>• Automation Factory – Business Identified Opportunities</li> <li>• CenNet Single Sign On – Initial Client Implementations</li> <li>• Information Factory - Data Inventory, Design, Quality, Build/Buy Decision</li> </ul>	<p><b>2<sup>nd</sup> Half</b></p> <ul style="list-style-type: none"> <li>• Tech Refresh - End User, Network, Site, Systems, OS, Application Continuation</li> <li>• Automation Factory continuation</li> <li>• Information Factory continuation</li> <li>• CenNet Single Sign On Continuation</li> <li>• CenAccess Multi-Factor Authentication</li> <li>• SOC2 Preparation</li> <li>• Information Security Program Improvements                             <ul style="list-style-type: none"> <li>• Security Orchestration and Automated Response</li> <li>• Threat Management Enhancement</li> <li>• Identity and Access Maturity</li> <li>• Cyber Threat Intelligence Enhancements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Tech Refresh Sustainability</li> <li>• Automation Factory Continuation</li> <li>• Enhance Information Factory</li> <li>• Continue to enhance Security Posture</li> <li>• Single Sign On Implementation for Remaining Clients</li> <li>• Data Optimization</li> <li>• SOC2 Type1 Report</li> <li>• SOC2Type 2 Engagement</li> </ul>

► Foundational Technology Delivery, Accelerating Towards The Future



- Enhance 2021 and 2022 Cloud and Digital Investments
- Optimize Cloud environment to further enhance capabilities
- Increase Cloud Disaster Recovery Test Capabilities
- Enhance Security and Identity Management Tools and Capabilities
- Advance IT Service Management Capabilities
- Expand Automation Technology and Team to Streamline Processes, Automate Controls, and Maximize Effectiveness for Clients and Homeowners
- Enrich Data Management Program and improve maturity level for all Data Functions - Quality, Analytics, Security and Data Cost/Infrastructure

# THANK YOU

*for your time!*

