

The Difference is in . . . Philosophy

man collection Service, Inc. (ACS) has been bringing professional collection services to public and private sector clients for over 40 years. Presently serving state departments of revenue, city governments, educational guarantee agencies and over 100 colleges and universities, ACS ranks among the largest collection corporations in the nation, with clients

in over 40 states. Since the addition of collection contracts with the U.S. Department of Education in 1992 (renewed in 1997) and the U.S. Department of Treasury in 1997 and the creation of a new purchased accounts division, our company has exposure to virtually every dimension of the collection industry.

Give the highest-quality people the highest-quality tools, and they will define the difference between you and your competition.

Located in South Dakota, ACS enjoys the distinct advantage of an abundant supply of highly educated and exceptionally motivated employees. Recognizing this unusual resource, we build our corporate approach around a simple principle: give the highest-quality people the highest-quality tools, and they will define the difference between you and your competition.

Two of our critical tools come from seemingly opposing sources: the revolution in technology and the company's long-standing tradition of ongoing, professional collector training. Since our inception in 1957, we have embraced both of these elements by aggressively incorporating the most advanced hardware and software available while maintaining an uncompromising zeal for top-flight training. This enthusiasm for blending innovative technologies with our staff's commitment to professionalism has become the cornerstone of the ACS management philosophy.

The Difference is in . . . Experience

CS' client list includes the federal government, educational guarantee agencies, colleges, universities and state departments of revenue and city governments.

Federal Government

We have successfully held a major contract with the U.S. Department of Education since 1992, with our current contract awarded in 1997. The department ranks ACS as one of the top agencies in the nation for netback dollars and has rewarded the company with outstanding ratings in its evaluations.

In 1996, we were selected to begin a unique partnership with the Internal Revenue Service to increase taxpayer compliance. This contract was followed in 1997 by another major award from the U.S. Department of Treasury (Financial Management Services) to collect consumer and commercial debt for all departments of the federal government. Estimates of the debt subject to Financial Management Services exceed \$50 billion.

Guarantee Agencies

ACS currently contracts with USA Group Guarantee Services to perform both skiptracing and collections. In 1996 and 1997 we received USA Group's Superior Customer Service Award. ACS also serves the California Student Aid Commission/EDFUND, the largest state guarantee agency in the nation.

Government

Our government collections department has specialized in state revenue accounts since 1977. Clients include the California Franchise Tax Board, the Minnesota Department of Finance, the Nebraska Department of Revenue, the Delaware Department of Revenue, the City of New York Department of Finance, the Vermont Department of Taxes, the Idaho State Tax Commission and the State of West Virginia,

College and University Collection Experience

ACS has been collecting student loans, Perkins, HPSLs, tuition, and other institutional debts for hundreds of colleges and universities since 1968. During this time, we have developed and refined sophisticated skiptracing and collection procedures specifically for high-volume first- and second-referral education accounts. Clients include the California State University System (CSU), the State University of New York (SUNY), and the City University of New York (CUNY). Combined, these three university systems enroll more than 1 million students.

Purchased Accounts

In 1997, ACS became one of the first agencies in the nation to make a substantial commitment to servicing a new sector of the collection industry, Purchased Accounts. ACS clients now have the option of receiving an immediate cash payment for their delinquent accounts and relief from the burden of uncollected receivables. These accounts include credit card, banking and financial, retail and healthcare debt.

The Difference is in . . . Organizational Strategy

CS' organizational strategy is designed to bring our company's best and most pertinent resources to bear on our clients' projects. This strategy is accomplished through a Total Quality Management (TQM) project team specifically tailored to the needs of a contract.

Each team is directed by a project manager and is composed of four to six representatives of ACS' key departments. Typically these include representatives from:

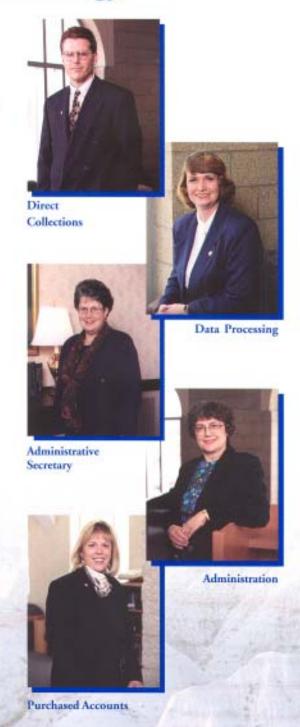
- Collections, Direct or Purchased
- Data Processing
- Training
- Quality Control
- Client Service
- Administration

A project team controls decision-making processes, coordination of work, monitoring, training and corrective action for the project. To this end, each team, under the direction of the Executive Committee, is granted extensive authority over company resources, including:

- · control over staffing assignments
- · addition of hardware and software
- approval of time allocation and travel for project team members
- modification of procedures and strategies
- · commitment of additional ACS personnel to projects

This authority gives a project team the ability to respond quickly and effectively to clients.

Once established, a project team creates work groups consisting of employees from throughout the corporation. These task-driven work groups allow a project team to focus specialized skills on specific issues and problems.



The Difference is in . . . Customer Service

ustomer service is more than a trendy phrase at
ACS. For us it means an investment of time, energy
and personnel. Our client service
representatives are rigorously trained
to anticipate customer concerns and guarantee

continuity throughout a contract.

Customer service also means accessibility — for both our clients and their debtors. To encourage maximum access, we have incorporated a number of critical communications elements into ACS' customer service program.

Toll-free Telephones

All client service representatives, as well as all collectors and senior staff, are assigned individual toll-free numbers. These numbers allow our clients and their debtors easy, cost-free access to ACS.



ACS' Sales and Service Team received recognition in 1995, 1996 and 1997 for its professional services and customer service.

Voice Mailboxes

A confidential voice mail system expands this toll-free accessibility to 24 hours a day, seven days a week.

Videoconferencing

Our on-site video communications system makes face-to-face contact with us simple and time-efficient. Always available and with all necessary hardware provided to our clients at no cost, our Picture Tel System 4000 videoconferencing unit provides an ideal solution when a telephone call isn't quite enough.

The Difference is in . . . People

CS' commitment to creating a team of collection professionals begins with the continuous process of seeking out, screening and training the best candidates in the region.

The human resources staff presents pre-hire orientation programs to prospective employees, administers the company's proprietary personality test, performs a complete credit history and checks prior employment and personal references. Once hired, ACS employees receive six weeks of new-hire training, 50 hours of advanced training each year, plus specialized training for each contract. The result is a work force well suited and professionally prepared for the task of debt collection.

In August 1996, ACS dramatically increased its operational base when it became part of the Norwest Financial Network. The strength of this Fortune 500 company has heightened our national presence and brought a new dimension of expertise to our 40 years of collection experience.

Visit us on the Web at www.acsnfi.com for more information about ACS.



