

# ANNUAL MEETING AGENDA

1. Call to Order ..... 3:05 pm
2. Minutes..... 3:08 pm
3. Reports ..... 3:10 pm
  - a. Board of Directors Report (written report)
  - b. Credit Committee (written report)
  - c. Supervisory Committee (written report)
  - d. Community Impacts ..... 3:15 pm
  - e. Treasurer ..... 3:25 pm
4. Elections..... 3:40 pm
  - a. Nominations Committee, Other Nominations
  - b. Introductions, Questions, Other Nominations
  - c. Voting for Board & Credit Committee; & Common Cents
5. Unfinished Business..... 3:50 pm
6. New Business ..... 3:50 pm
  - a. Technology & Service..... 3:50pm
  - b. Impact Lending..... 4:00 pm
  - c. Community Development ..... 4:10 pm
  - d. Questions & Answers .....4:20 pm
7. Report of Election Results ..... 4:50 pm
8. Meeting Evaluation ..... 4:55 pm
9. Adjournment..... 5:00 pm
10. Turn in Common Cents Ballots

## **In Case of Emergency**

If the Credit Union is ever forced to close due to an emergency, information will be posted on our website at [cooperativefederal.org](http://cooperativefederal.org). We will also notify local radio and television stations.

# Cooperative Federal—Annual Meeting Minutes

Sunday, March 26, 2017, Westcott Community Center

## I. Call to Order at 3:15.

A quorum present, President Frank Cetera called the meeting to order. Carolina Arango-Vargas was introduced, offered simultaneous translation into Spanish. Identified need! New members asked to raise hands, given a hand! Frank shared that he loves the new mobile app. Depositing a check via the app saves time for MSRs. Before money, what did people use for money? Trade, seeds. Much upheaval nationally recalls that farmers used to save seeds, and the turnover to annually purchase seeds, and return to the community support mechanism. Always will be a need to work together—invest locally. I like to think in natural science terms—easy to visualize that food on plate came from a seed. More difficult to visualize where every dollar originated.

## II. Minutes (in packet)

All present had a copy of the minutes. Any amendments?

Proposal 1: Approve Minutes. Motion made by Carl Mellor. Seconded by Lanny Freshman.

Vote: Yes: multiple No: 0 Abstain: 0. Motion carries.

## III. Reports—members of these groups were introduced

1. Board of Directors (report in packet)
2. Credit Committee (report in packet)
3. Supervisory Committee (report in packet)
4. Community Impacts (see attractive infographic report)—Christina Sauve tells us what we are doing with our collective savings
  - a. Continue to use finance as a tool for social change.
  - b. Homeownership: \$6M in loans opened, \$8.8 in loans granted, including draws on existing lines. \$20.7M in loans outstanding. 43 home loans originated, totaling \$2.9 million. 30 were purchase loans, including 8 ROC. Over half to first time homeowners. Also 4 foreclosure rescue loans, \$151K. \$227K in home equity disbursements. 87 households served by financial counseling. 14 members received down-payment assistance grants.
  - c. Personal finance. 425 loan originated, for \$1.9M. Less in dollars, but 10x the number of loans for vehicles, debt consolidation, alternatives to predatory loans to weather short term downfalls. 452 served by financial trainings.
  - d. Small Business—38 microloans, working capital, equipment, commercial real estate, to businesses, organizations and cooperative, supporting 65 local jobs, 39 businesses benefitted from education and advising
  - e. Youth Programs—BizKids, school based branches, savings days, and Treehouse savers. 200+ active youth CU members.
  - f. Questions: Is homebuyer program in jeopardy because of the administration? Some cuts may arise. School branches—all city schools. Can we go there? We have focused where we would have stronger impact in action. We have helped suburban CUs set up within suburban schools. Member: “My grandson goes to a different city school—who would we talk to about incorporating?” Savings days are volunteer

run; bring to PTO, and have PTO contact Thom Dellwo. Q: Have we ever foreclosed on anyone? Yes, but we try to work with folks. Solicit more volunteers on credit committee via community boards?

5. Treasurer (financials in packet; Ron Ehrenreich) Reminder that peer ratios refer not to *mission*, but to *size* of CU. Less than 4% of CUs are designated as Community Development Credit Unions (CDCUs), and less than 30 are “High Impact” like ours. Return on average assets=net income (profit, if we were for-profit).
- a. We’ve done better than break even for last 5 years, recovering from crash-related losses in 2009-2011 (bailout, interest rate crash). Interest rates remain low, so yield on loans remains less than it used to be. The uptick seen in graph corresponds with increased loan products, particularly the increase in # of auto loans. We are in an undercapitalized region, so we do put out as much as we can in loans.
  - b. New auto loan programs. Referral to Enterprise, “Nettie”, and flex-auto loans which are an alternative to leases
  - c. Improved mortgage offerings—all are now serviced in house, but also still work with Owner’s choice for Fannie, Freddie, USDA, VA
  - d. Stable Operating Expenses
  - e. Some exceptional expenses—sales of OREOs (from foreclosures, deed in lieu, death of members), losing only \$12K on the 8 properties sold, and foreclosure rescue (right thing to do!)
  - f. Capital Adequacy (i.e., the cushion in case of a screw up, or if bad things happen). Was at 10.5% prior to crash, but depleted during—which allowed us to weather, where many other CUs folded. We’re now ~7%, or “well capitalized.” We were just under at year end, but back by end of January.
  - g. Asset Quality—Our delinquency ratio, how many late loans we have, is way higher than our peers (see above), but our losses are about equal to or lower and has been for over 20yrs! (Applause) Why? Our members are more vulnerable, little reserves of their own for a furnace issue, job loss, etc. Manage delinquency through treating people like people, so they can look for another job, etc. Also, when loans fall behind, the amount used in the delinquency ratio isn’t just the late payment(s) but the sum total of the loan, and we lend mostly mortgages.
  - h. “Hidden” growth in the 522 new members because total masked by an extensive “declassification” to formally close inactive accounts.
  - i. 124% of member shares were out in loans, leveraged by mission-based non-member deposits. \$133 million loans since 1982. We are at maximum right now to maintain liquidity (cash on hand)—our peers are far less deployed.
  - j. Looking forward: move mission forward and end up financially stronger! Better service and technology. Opportunity lending for businesses, homes, autos, cooperatives, lending in support of financial development to overcome poverty and segregation
  - k. Questions: Will we ever see higher interest? This is a low interest environment. We benchmark against the 5 largest banks in Syracuse, and our rates are comparable.

The fed is expected to raise rates 3x this year, we'll wait and see. Has the office on Burt Street opened? Yes, more on this and our Grand Opening later!

6. Thank you staff members!!

#### **IV. Elections**

1. Frank Cetera asks for election tellers—need two “disinterested” volunteers: Peter McCarthy and Linda Hall stepped up.
2. Nominations Committee Report (Jesse Harasta)—please confirm you have a ballot. Candidate Introductions and Questions. We are voting for 9 board positions, 3 credit committee members, & 1 credit committee alternate. Nominee statements are in packet—but each will briefly introduce themselves. Call for other nominations from the floor.
3. Voting for Board of Directors, Credit Committee & Common Cents

#### **V. Unfinished Business**

1. Desks at Westcott Branch—Rae Kramer--the design is based on safety issue for staff, but it provides a fortress feel and there is no place for members to place bags, etc. Was to have been some compromise, but we see no change. Agreed, this has been backburnered.

#### **VI. New Business**

1. Enhancing Core Services: Technology, Training and Staff Retention (Christina Sauve)
  - a. Top goals in strategic plans: functional reliable technology for members and staff, effective staff training, retain staff and paying a living wage.
  - b. IT Overhaul: Technology committee comprised of board, staff and volunteers. Staffing changes shifted effort from community programs, but also working more with contractors.
    - Why do we believe this will help members (Lanny Freshman)? Slow systems had been delaying some services; updating infrastructure should alleviate. Also will put in place monitoring software to narrow down specific issues and monitor backups. All servers are undergoing replacement and new workstations too.
    - Mobile app (Steve Penn)? Cannot transfer funds to other members. A: Not yet, one of the features available from the vendor. Q: Are we working with wrong vendor?
    - What kind of servers (Steve Penn)? Why not looking at Linux? Vertical market software specific to credit unions only works on Windows based systems.
    - Staff Training Plan! Reallocating staff time from community programs; monthly all-staff trainings (product knowledge, bite-sized topics, scheduled to coincide with marketing and products). Member information stored elsewhere. Due diligence.
    - Apple Pay (Steve Penn)? We've been hard pressed to do due diligence and compare to others. There is a cost to putting in place. Why compare? They all have costs. Do you know how many members would be interested? Please follow up with Tech committee.
  - c. Living Wage calculated \$11.56 (no dependents and employer provided healthcare)—expense reductions strategies to offset higher pay, internal minimal wage by year end, health insurance for all staff > or = to 20 hours (lowest permissible). How does declassifying help bottom line? Each costs \$1/month, more than 600 inactive.
2. New “Central” Branch at Syracuse Housing Authority (Sam Eschenbrenner)—516 Burt St. In an underserved location, with low car ownership. In talks with RISE and matched

savings programs for houses and cars, and encouraging members to join us as well.

Opportunity for high-impact growth, and there have not been many loans within that neighborhood. Many of their residents don't have bank accounts at all, and this location will be a good resource for that community. Technology is slower there now because SHA has not yet upgraded the lines into facility. April 28, 2 pm, will be the Grand Opening!

3. Business Opportunity Lending (Carolyn Evans-Dean and Ron): responded to request by county to expand lending, and by NYS to expand lending into surrounding counties
  - a. Target urban cores and main streets within the City of Syracuse and underserved businesses within 5 county area (plus 6 more through collaboration with Alternatives FCU in Ithaca). 62% of business borrows now have Syracuse addresses.
  - b. Extending “opportunity lending”—no other CDCU in region:
    - i. Capital Access.
      1. Servicing businesses that can't access bank loans, like in startup phase, low capital or credit, within a “bank desert”, and New Americans
      2. Mitigate other patterns of discrimination—minority and/or women owned businesses
    - ii. Unique Approach to cultivate loan readiness (support and advice, “safe” place to get started), build relationships, connect to other resources (classes, advising, incubators), think outside the box (counter offers and “test” loans to ensure there is a market, success measured by loan repayment)
    - iii. Online application portal shared with Alternatives helps applicants compile all the documents and upload documents. Expanded our limited reach to greater radius. Open for business! Partnership with Alternatives allows us to work with larger loans.
    - iv. We continue to look for more loan capital, loss reserves and secondary capital to increase loan volume. Business lending team: Carolyn, Ron and Greg.
  - c. Questions: Amazing service! Is this in the newspaper, or other way for the community to know that we offer this and no one else does? We do work with a lot of partners in Syracuse (UpStart, SBDC, SSIC, Wise, Tech Garden, etc.) so our best reach is through those relationships and support for regional marketing with Alternatives. What about simple good press?
4. Our Future: Building Community & Celebrating our 35<sup>th</sup> Anniversary (Meagan Weatherby)—Anniversary Gala: Fall 2017, and treats in the lobbies on several days. Now: supporting divesting from fossil fuels and nukes, serving marginalized communities. Then, passed the hat. Now, speak and reach out! #BankExit, be an ambassador-training available, join a committee (in-school branch program, 35<sup>th</sup> anniversary gala), day to day volunteer needs, too!
5. Presentation from Green Light NY (Jessica Azulay and Jose Garcia)—Workers Center supports low income workers to have better working conditions, creating a special purpose driver's license to get to work, get kids to school and to the doctor. Wants to talk with us about a campaign that would help us drive and get (and insure) cars, which would help families stay together. Many deportations start with a routine traffic stop and routine check-ins. Rally, Wednesday at 9:30, 401 South Salina Street in support of a member.

6. Q&A a few more questions.

**VII. Report of Election Results:**

1. Tellers reported 52 votes cast for all ballots. Two year terms: Ron Ehrenreich 51, Carolina Aranga-Vargas 50, Elmore Davis 50, Liz Crockett 49, Nikki Hershberger 48, Tiesha McNeal 48, Jenny Pennington 48. One year terms: Yasser Guerra 47 and David Andrews 47. One write-in vote cast for Carl Mellor. Credit Committee: Ron 52, Simon and Sam, 50 each. Credit Committee Alternate: Christina Sauve (52). No invalidated ballots.

**VIII. Comments and Questions.**

1. Meeting Evaluation: Q: Chip cards? A: When debit card expires, it will be automatically be replaced. If you would like it sooner, contact staff. Credit cards—roll out more slowly, but also can be provided on demand.
2. Thank you very much—nice set up today.
3. Strategic Planning Retreat—Please let us know what you are thinking and feeling, and board and staff can discuss then!
4. Announcements by Members:
  - a. If you are concerned about direction country is going, sign up for CNY Solidarity—will get a weekly (or 2-3) email stating which calls are most pressing for that week.
  - b. Municipalities cannot deposit in CUs—illegal, and all efforts to overturn have been unsuccessful. Could have momentum to change that. Bill Magnarelli is a pressure point-see Sam Eschenbrenner to discuss.

**IX. Adjournment@5:15**

## **Cooperative Federal Supervisory Committee Report**

**2017 – 2018 Committee Members:** Stephen Bittner, Liz Crockett, John Faley, Karen Hall. The Supervisory Committee is appointed by the Board of Directors.

In 2017-2018, the Supervisory Committee engaged Gayle M. Schutte, CPA to complete the Bank Secrecy Act Audit and assist with the Automated Clearing House Audit. The Committee also conducted a number of oversight activities.

**Financial Statement Audit:** The CPA firm Bonadio & Co., LLP conducted the external financial statement audit for the year ending March 31, 2017 and issued a clean opinion. The audit included verification of the financial statements, confirmation of loan and share balances, review of loan files, and consideration of internal control procedures.

## **Cooperative Federal Board of Directors Report** **Frank Cetera, Board President**

Celebrating 35 years of service to the Syracuse community for economic and social justice, finance for the people, and community wealth building is a tremendous success and a clear indicator of the value of our institution. I offer my continuing appreciation to the current and past staff, management, and Board and committee members who have come before me, and served beside me, on this journey.

### ECONOMIC CHALLENGES AND SUCCESSES

Our continued growth is constantly managed in an intentional way for the need to balance our capital to assets ratio (otherwise known as Net Worth Ratio) as regulated by the National Credit Union Association (NCUA). Our net worth is defined as earnings from current and previous periods set aside to absorb operational losses. Higher levels of Net Worth help the credit union survive difficult periods.

For this reason, growth in member shares which results in higher assets, must be managed to not exceed the resulting balance of capital earnings, from our income generators such as loans and fees, to stay above 7% as required by our federal regulators. We ended 2017 at 7.32% in part thanks to some increase in secondary capital acquisition. We were proud to be the first investee in the CNY Community Foundation's new Impact Investment Program to magnify the foundation's charitable support in local communities.

For continued management success in the financial aspects of the credit union, our goals rely on an increase of members and capital that is balanced by an increase in loans disbursed and resulting interest income. As such we will continue to prioritize the growth of our loan portfolio. Members can do their part by sharing our lending offerings via word of mouth and on social media. These offerings include a full menu of what our members need including mortgage and personal loans, business loans - please visit our online [BusinessLoanConnection.org](http://BusinessLoanConnection.org) website for financing the expansion of operations and strengthening of position of a current business, or the start-up of a

new business - and auto loans - including our no-haggle guarantee with Enterprise for high quality, late model, gently used former rental fleet vehicles.

## BOARD AND COMMITTEE ACTIVITIES

The Board's use of the consensus agenda process has proven effective to streamline routine items, thus allowing for more substantive discussion on other items, and is in continued use at our monthly meetings. Some examples of items that comprise the consensus agenda may include Board and committee meeting minutes, final approval of proposals or reports that Directors have been dealing with for some time and are familiar with the implications, routine contracts that fall within policies and guidelines, confirmation of documents or items that need no discussion but are required by the bylaws.

The consensus agenda process groups certain standing report items together for general consent approval without discussion. Board members are expected to fully review these items when the Board packet is distributed in the week preceding the monthly meeting. Any board member may, at any time, request any item be moved off the consensus agenda for further discussion.

The Board's existing Committees include:

- The **Budget Committee** meets regularly to reconcile and review financial results and assumptions for ongoing management needs, and to establish the annual budget proposal.
- The **Financial Analysis Committee**, also affectionately called the "Nitpickers Committee," meets regularly to review financial statements and accounting reports in detail, Allowance for Loan Loss (ALL), cash drawer shorts and overages, and negative share accounts.
- The **Supervisory Committee** monitors financial operations and accounting controls. The annual CPA audit and report overseen by this committee indicated that the financial statements were fairly, in all material aspects.
- The **Executive Committee** provides oversight and action between Board meetings, including regularly approving charge-off of loans, and bonding for employees, interns, and volunteers.
- The **Board Development Committee** seeks further education and training opportunities for current Board members, and initiates the nominations slate for election at our annual meeting.
- The **Personnel Committee** conducts the yearly CEO evaluation, and acts on other items as needed.
- The **Social Action Committee** delivers education, awareness, activism, and energy to inspire our credit union community to action on global and local issues while promoting our cooperative principles. This year, for one example, we acted to provide access to our lobby for distribution of the Health Care Access & Rights Survey, which works to build the movement for healthcare as a human right by harnessing the power of personal stories.

## MOVING FORWARD

A true pleasure of serving on the Board is being creative with taking initiative related to new opportunities. As such, it is exciting when we can announce partnerships such as:

- Our recent membership with the Upstate Minority Economic Alliance - the only Chamber of Commerce in the Upstate & Central New York region for minority business owners and professionals of color;
- Our newest branch on Burt St with support and partnership from the Syracuse Housing Authority;
- Our membership in the New Economy Coalition - “a network of organizations imagining and building a future where people, communities, and ecosystems thrive”.
- And our Juntos Avanzamos (“Together We Advance”) designation from the National Federation of Community Development Credit Unions - a testament for credit unions which have a vision and commitment of serving the Hispanic community.

### OUTREACH & ACCOUNTABILITY

We continued Board presence at our branches with lobby days for outreach about our 35th Birthday gala event and our Annual Meeting, and gave time to table and interact with community as credit union representatives at the Westcott Street Fair, Sankofa Fest, Ed Smith Carnival, and the Plowshares Community Arts and Crafts Fair. We say goodbye with great thanks and appreciation to three Board members who are not standing for re-election in 2018: David Andrews, Stasya Erickson, and Heather Engleman. A special thank you to Heather who has acted as our Secretary for many years, providing very thorough meeting minutes that ensure we have a record of what we need as a Board to do our work.

As always, we would like to share with our member-owners a thank you for your patronage and participation - and continued positive outlook on operations, profitability, and community relations as we look forward to continuing to serve through our mission-oriented approach. Members are encouraged to send communications to the Board distribution email address: [board@coopfed.org](mailto:board@coopfed.org)

# Credit Committee Report on Lending Activity

☆ Annual Meeting ☆ March 25, 2018 ☆ Report on Activities for 2017 ☆

**Credit Committee:** Ron Ehrenreich, Sam Eschenbrenner, Lanny Freshman, Kip Hargrave, Simon Morrin

**Committee Alternates:** Carolina Arango-Vargas, Tiffany Lloyd, Homer T-Davis, Christina Sauve, Meagan Weatherby  
 Three or more members of the Credit Committee meet weekly to review loans that loan officers do not have the authority to approve.

**Lending Staff:** Susan Hamilton, Greg Knipe, Chris Barkley, Carlos García, Carolyn Evans-Dean

**1 Lending Activity:** The credit union originated 593 new loans last year for a total of \$5,982,872.\* The credit union denied 16 loans (this includes counteroffers that were not accepted by member), and 73 were withdrawn or cancelled (incomplete, reapplied for different amount or type, found other financing).

## 2 Real Estate & Business Lending:

	2017 Originated # of Loans*	2017 Originated \$ amt of Loans*	Outstanding # of Loans	Outstanding \$ amt of Loans
Homeownership	48	\$3,094,687	300	\$13,789,668
Personal	522	\$2,162,745	1,709	\$ 4,265,392
Small Business	23	\$ 725,440	158	\$ 3,713,283
NCUA Commercial Loans **	1	\$ 58,000	6	\$ 536,348

\*NOTE: 2017 FIGURES DO NOT INCLUDE DRAWS IN 2017 ON LINES OF CREDIT & HOME EQUITY LINES OF CREDIT ORIGINATED IN PRIOR YEARS.

\*\*NOTE: NCUA COMMERCIAL LOANS ARE LOANS WHICH MEET NCUA GUIDELINES FOR REPORTING: WITH A COMMERCIAL PURPOSE WHERE THE LOAN IS OVER \$50,000, OR WHERE THE AGGREGATE LOANS TO ANY ONE BORROWER IS GREATER THAN \$50,000, AND EXCLUDES EXEMPT LOANS (GUARANTEED OR SECURED BY A PERSONAL VEHICLE, 1-4 FAMILY RESIDENTIAL PROPERTY OR SHARES OF THE BORROWER).

## 3 Delinquent Loans:

Delinquency at Year End	Number of Loans	Amount of Loans
Loans 2 to 6 Months Delinquent	77	\$620,301
Loans 6 to 12 Months Delinquent	32	\$292,231
Loans 12 Months & Over Delinquent	18	\$537,949
<b>Total Delinquent Loans</b>	<b>127</b>	<b>\$1,450,481</b>

**4 Charge Offs:** 50 loans were charged off last year for \$140,908 and \$24,456 was recovered on charged off loans. Though charged off, collection efforts will continue unless prohibited by law.

**5 Total Loans:** The credit union had a total of 2,167 loans at year end for a sum of \$21,768,343.

Total Loan Key Ratios at Year End	
Loans to Member Shares	118.0 %
Loans to Shares & Nonmember Deposits	92.3 %

**6 Loans to Officials:** The total number of outstanding loans to credit union officials (members on the board, supervisory or credit committees) and senior executive staff is 48 for a dollar value of \$462,917.

Cooperative Federal	Summary Financial Information						Count of CU in Peer Group : 1774
	Dec-2013	Dec-2014	Dec-2015	Dec-2016	Dec-2017	% Chg	
	Amount	Amount	Amount	Amount	Amount	% Chg	
<b>ASSETS:</b>							
Cash & Equivalents	2,060,114	2,467,958	1,306,537	1,689,396	2,686,723	29.3	59.0
<b>TOTAL INVESTMENTS</b>	294,997	290,007	292,415	294,782	293,843	0.8	-0.3
Loans Held for Sale	0	0	62,500	0	217,730	N/A	N/A
Real Estate Loans	13,046,253	14,273,999	15,461,535	16,270,206	16,692,935	5.2	2.6
Unsecured Loans	1,504,445	1,544,709	1,569,789	1,574,857	1,737,986	0.3	10.4
Other Loans	1,707,799	1,887,430	1,968,889	2,856,913	3,337,422	45.1	16.8
<b>TOTAL LOANS</b>	16,258,497	17,706,138	19,000,213	20,701,976	21,768,343	9.0	5.2
(Allowance for Loan & Lease Losses)	(185,708)	(171,858)	(134,497)	(103,299)	(146,631)	-23.2	41.9
Land And Building	182,611	158,034	223,692	270,244	251,903	20.8	-6.8
Other Fixed Assets	117,984	132,988	103,016	141,994	182,098	37.8	28.2
NCUSIF Deposit	176,427	176,241	194,766	197,471	215,115	1.4	8.9
All Other Assets	1,726,014	1,474,014	1,609,430	1,217,005	1,029,706	-24.4	-15.4
<b>TOTAL ASSETS</b>	20,630,936	22,233,522	22,658,072	24,409,569	26,498,830	7.7	8.6
<b>LIABILITIES &amp; CAPITAL:</b>							
Dividends Payable	0	0	0	0	0	N/A	N/A
Notes & Interest Payable	454,983	489,536	403,706	526,549	542,412	30.4	3.0
Accounts Payable & Other Liabilities <sup>3</sup>	750,203	243,878	450,296	486,130	432,293	8.0	-11.1
Uninsured Secondary Capital and Subordinated Debt Included in Net Worth <sup>4</sup>	571,284	577,577	643,889	570,222	976,575	-11.4	71.3
<b>TOTAL LIABILITIES</b>	1,776,470	1,310,991	1,497,891	1,582,901	1,951,280	5.7	23.3
Share Drafts	4,050,261	4,386,493	4,532,659	5,075,591	6,140,133	12.0	21.0
Regular shares	3,362,861	3,963,397	4,140,221	4,096,968	4,922,589	-1.0	20.2
All Other Shares & Deposits	10,521,294	11,565,543	11,466,835	12,600,125	12,521,737	9.9	-0.6
<b>TOTAL SHARES &amp; DEPOSITS</b>	17,934,416	19,915,433	20,139,715	21,772,684	23,584,459	8.1	8.3
Regular Reserve	224,150	224,150	224,150	224,150	224,150	0.0	0.0
Other Reserves	0	0	0	0	0	N/A	N/A
Undivided Earnings	695,900	782,948	796,316	829,834	738,941	4.2	-11.0
<b>TOTAL EQUITY</b>	920,050	1,007,098	1,020,466	1,053,984	963,091	3.3	-8.6
<b>TOTAL LIABILITIES, SHARES, &amp; EQUITY</b>	20,630,936	22,233,522	22,658,072	24,409,569	26,498,830	7.7	8.6
<b>INCOME &amp; EXPENSE</b>							
Loan Income*	895,946	896,584	984,113	1,108,144	1,187,187	12.6	7.1
Investment Income*	3,876	2,215	2,842	3,018	10,307	6.2	241.5
Other Income*	419,233	453,835	476,371	504,372	500,455	5.9	-0.8
Total Employee Compensation & Benefits*	752,061	782,417	786,639	760,473	780,024	-3.3	2.6
Temporary Corporate CU Stabilization Expense & NCUSIF Premiums <sup>*2</sup>	9,154	0	0	0	0	N/A	N/A
Total Other Operating Expenses*	761,483	856,052	843,635	904,183	1,008,821	7.2	11.6
Non-operating Income & (Expense)*	452,052	533,535	272,050	172,455	254,709	-36.6	47.7
NCUSIF Stabilization Income*	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Provision for Loan/Lease Losses*	168,633	113,089	24,871	16,611	161,269	-33.2	870.9
Cost of Funds*	53,284	47,562	66,864	73,203	93,492	9.5	27.7
NET INCOME (LOSS) EXCL. STABILIZATION EXP & NCUSIF PREMIUM <sup>*1</sup>	35,646	87,049	13,367	33,519	-90,948	150.8	-371
<b>Net Income (Loss)*</b>	<b>26,492</b>	<b>87,049</b>	<b>13,367</b>	<b>33,519</b>	<b>-90,948</b>	<b>150.8</b>	<b>-371</b>
* Income/Expense items are year-to-date while the related %change ratios are annualized.							
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<sup>1</sup> Prior to September 2010, this account was named Net Income (Loss) Before NCUSIF Stabilization Expense. From December 2010 forward, NCUSIF Stabilization Income, if any, is excluded.							
<sup>2</sup> Prior to September 2010, this account was named NCUSIF Stabilization Expense. For December 2010 and forward, this account includes Temporary Corporate CU Stabilization Expense and NCUSIF Premiums.							
<sup>3</sup> March 2014 and forward includes "Non-Trading Derivative Liabilities, net."							
<sup>4</sup> December 2011 and forward includes "Subordinated Debt Included in Net Worth."							
							<b>1. Summary Financial</b>

Cooperative Federal	Ratio Analysis					Dec-2017 PEER Avg	Percentile**
	Count of CU in Peer Group : 1774						
	Dec-2013	Dec-2014	Dec-2015	Dec-2016	Dec-2017		
<b>CAPITAL ADEQUACY</b>							
Net Worth/Total Assets	7.22	7.12	7.34	6.65	7.31	12.72	7
Net Worth/Total Assets--Including Optional Total Assets Election (if used)	7.30	7.42	7.48	6.93	7.70	12.72	9
Total Delinquent Loans / Net Worth <sup>3</sup>	116.75	101.70	87.54	117.65	74.78	5.62	99
Solvency Evaluation (Estimated)	108.32	107.96	108.26	107.46	108.22	115.00	8
Classified Assets (Estimated) / Net Worth	12.45	10.84	8.08	6.36	7.56	4.19	87
<b>ASSET QUALITY</b>							
Delinquent Loans / Total Loans <sup>3</sup>	10.71	9.10	7.67	9.23	6.66	1.23	98
* Net Charge-Offs / Average Loans	0.63	0.66	0.40	0.24	0.55	0.51	66
Fair (Market) HTM Invest Value/Book Value HTM Invest.	0.00	0.00	0.00	0.00	0.00	99.25	N/A
Accum Unreal G/L On AFS/Cost Of AFS	0.00	0.00	0.00	0.00	0.00	0.62	N/A
Delinquent Loans / Assets <sup>3</sup>	8.44	7.25	6.43	7.83	5.47	0.63	99
<b>EARNINGS</b>							
* Return On Average Assets	0.13	0.41	0.06	0.14	-0.36	0.30	8
* Return On Average Assets Excluding Stabilization Income/Expense & NCUSIF Premium <sup>2</sup>	0.18	0.41	0.06	0.14	-0.36	0.30	8
* Gross Income/Average Assets	6.48	6.31	6.52	6.86	6.67	4.38	92
* Yield on Average Loans	5.60	5.28	5.36	5.58	5.59	5.59	58
* Yield on Average Investments	0.17	0.10	0.15	0.21	0.51	1.31	2
* Fee & Other Op.Income / Avg. Assets	2.06	2.12	2.12	2.14	1.97	0.97	90
* Cost of Funds / Avg. Assets	0.26	0.22	0.30	0.31	0.37	0.30	70
* Net Margin / Avg. Assets	6.22	6.09	6.22	6.55	6.30	4.08	92
* Operating Exp./ Avg. Assets	7.48	7.64	7.26	7.07	7.03	3.54	98
* Provision For Loan & Lease Losses / Average Assets	0.83	0.53	0.11	0.07	0.63	0.27	86
* Net Interest Margin/Avg. Assets	4.16	3.97	4.10	4.41	4.34	3.11	90
Operating Exp./Gross Income	115.44	121.13	111.41	103.04	105.35	80.71	96
Fixed Assets & Foreclosed & Repossessed Assets / Total Assets <sup>1</sup>	4.62	5.55	6.42	4.61	2.82	1.83	73
* Net Operating Exp. /Avg. Assets	5.47	5.56	5.18	4.98	5.10	2.86	98
<b>ASSET / LIABILITY MANAGEMENT</b>							
Net Long-Term Assets / Total Assets	23.45	22.79	24.32	16.60	16.15	18.99	47
Reg. Shares / Total Shares & Borrowings	17.74	18.89	19.54	17.91	19.61	59.29	2
Total Loans / Total Shares	90.66	88.91	94.34	95.08	92.30	58.85	94
Total Loans / Total Assets	78.81	79.64	83.86	84.81	82.15	50.92	95
Cash + Short-Term Investments / Assets	10.84	12.12	6.77	7.85	11.00	24.17	12
Total Shares, Dep. & Borrs / Earning Assets	103.97	104.38	104.34	102.83	103.51	90.89	98
Reg Shares + Share Drafts / Total Shares & Borrs	39.10	39.79	40.93	40.11	44.07	72.56	9
Borrowings / Total Shares & Net Worth	5.28	4.96	4.80	4.69	5.95	0.16	91
<b>PRODUCTIVITY</b>							
Members / Potential Members	2.79	3.01	3.30	3.30	3.13	33.23	18
Borrowers / Members	45.11	45.27	40.82	42.04	47.68	47.14	57
Members / Full-Time Employees	180.31	198.82	222.56	212.80	206.59	449.18	2
Avg. Shares Per Member	\$4,421	\$4,553	\$4,209	\$4,547	\$5,189	\$7,865	18
Avg. Loan Balance	\$8,884	\$8,942	\$9,729	\$10,284	\$10,045	\$10,258	62
* Salary And Benefits / Full-Time Empl.	\$33,425	\$35,564	\$36,588	\$33,799	\$35,456	\$57,827	3
<b>OTHER RATIOS</b>							
* Net Worth Growth	2.22	6.26	5.03	-2.41	19.42	2.94	98
* Market (Share) Growth	0.66	11.05	1.13	8.11	8.32	2.33	88
* Loan Growth	3.42	8.90	7.31	8.96	5.15	4.95	58
* Asset Growth	2.70	7.77	1.91	7.73	8.56	2.47	89
* Investment Growth	-20.76	21.12	-45.53	17.93	61.43	0.28	98
* Membership Growth	7.78	7.81	9.40	0.06	-5.08	-0.45	13
* Annualization factor: March = 4; June = 2; September =4/3; December = 1 (or no annualizing)							
**Percentile Rankings and Peer Average Ratios are produced once a quarter after the data collection is complete. Subsequent corrections to data after this date are not reflected in the Percentile Rank or the Peer Average Ratios until the next cycle.							
Percentile Rankings show where the credit union stands in relation to its peers in key areas of performance. To arrive at the percentile ranking, all data for all credit unions in a peer group are arranged in order from highest (100) to lowest (0) value. The percentile ranking assigned to the credit union is a measure of the relative standing of that ratio in the entire range of ratios. A high or low ranking does not imply good or bad performance. However, when reviewed in relation to other available data, users may draw conclusions as to the importance of the percentile rank to the credit union's financial performance.							
<sup>1</sup> For periods before 2004, the Fixed Assets & Foreclosed and Repossessed assets did not include repossessed vehicles.							
<sup>2</sup> Prior to September 2010, this ratio was named Return on Assets Prior to NCUSIF Stabilization Income/Expense. From December 2010 forward, NCUSIF Premium Expense is also excluded from ROA.							
<sup>3</sup> The NCUA Board approved a regulatory/policy change in May 2012 revising the delinquency reporting requirements for troubled debt restructured (TDR) loans. This policy change may result in a decline in delinquent loans reported as of June 2012.							

## Glossary for FPR Financial Performance Report

### 1. Key Ratios

#### Method of Computation and Comment

From the User's Guide for NCUA's Financial Performance Report

#### Net Worth

##### Net Worth divided by Total Assets.

Comment: This is a **capital adequacy** ratio that measures net worth in relation to total assets. Net worth cushions fluctuations in earnings, supports growth, and provides protection against insolvency. The rate of growth should be commensurate with the levels of risk and asset growth.

##### Net Worth/Total Assets—Optional Total Assets

Comment: This capital adequacy ratio measures net worth in relation to **average assets** over a period. It better indicates capital adequacy during periods of growth.

#### Return on Average Assets

##### Net Income divided by Average Assets.

Comment: This is an **earnings** ratio that measures net income in relation to average assets. This ratio represents the bottom line. A positive ratio value shows that earnings were sufficient to cover the credit union's operating expenses and cost of funds.

#### Delinquency

##### Delinquent Loans divided by Total Loans.

Comment: This is an **asset quality** ratio that measures delinquent loans in relation to total loans. This ratio is an indicator of delinquency control and potential loan & lease losses. A high ratio value in relation to the peer group average indicates that the credit union could incur significant loan & lease losses.

#### Charge-Offs

##### Net Charge-Offs divided by Average Loans.

Comment: This is an **asset quality** ratio that measures net charge-offs in relation to average loans. Charge-offs are an important indicator of the effectiveness of lending and collection practices. A high ratio value in relation to the peer group average indicates that large loan & lease losses have been realized. Loan & lease losses reduce the credit union's capital.

*The important point to remember is that peer comparisons must be considered in relation to other available data, including any factors unique to the credit union, before any definite conclusions can be reached.*

### RATIO COMPONENTS

**AVERAGE ASSETS.** Total assets for the current period plus total assets for the prior yearend divided by 2.

**AVERAGE INVESTMENTS.** Total investments, cash on deposit and cash equivalents for the current period plus total investments, cash on deposit and cash equivalents for the prior yearend divided by 2.

**AVERAGE LOANS.** Total loans for the current period plus total loans for the prior yearend divided by 2.

**BORROWINGS.** The total of promissory notes, reverse repurchase agreements, other notes payable, interest on notes payable less reverse repurchase transactions placed in investments for positive spread income, and Subordinated Debt. For low-income designated credit unions only, borrowings also include Uninsured Secondary Capital.

**COST OF FUNDS.** Interest on borrowed money from all sources plus dividends on shares and interest on deposits.

**ESTIMATED LOSSES.** Estimated losses include the Allowance for Loan & Lease Losses. The Allowance for Loan & Lease Losses re-

flects the estimated loss in pools of loans that have already been incurred, even if not yet identifiable.

**EQUIVALENT FULL-TIME EMPLOYEES.** Number of part-time employees divided by 2 plus the number of full-time employees.

**NET WORTH.** The total of the Undivided Earnings, Regular Reserves, and Other Reserves (Appropriations of Undivided Earnings).

**For low income designated credit unions only,** net worth also includes Uninsured Secondary Capital.

**SHARES.** The total of all shares and deposits.

**Secondary Capital:** Low income designated credit unions, like Cooperative Federal, can make use of Secondary Capital to build net worth. Secondary Capital is an investment or loan that is both long term and uninsured by NCUA or others. Because it is long term and uninsured, the low income credit union may include Secondary Capital in its net worth. Secondary Capital can only come from organizations or businesses, not from individuals.

### 2. FPR Financial Analysis

#### CAPITAL ADEQUACY

\***NET WORTH/TOTAL ASSETS.** Net worth divided by total assets.

\***NET WORTH/AVG. ASSETS.** Net worth divided by avg. assets.

**TOTAL DELINQUENT LOANS/NET WORTH.** All loans 2 months or more delinquent divided by net worth.

**SOLVENCY EVALUATION (ESTIMATED).** Total assets plus the Allowance for Loan & Lease Losses less liabilities and estimated losses divided by total shares.

**CLASSIFIED ASSETS (ESTIMATED)/NET WORTH.** Estimated losses divided by net worth.

#### ASSET QUALITY

\***DELINQUENT LOANS/TOTAL**

**LOANS.** All loans 2 months or more delinquent divided by total loans.

\***NET CHARGE-OFFS/AVERAGE**

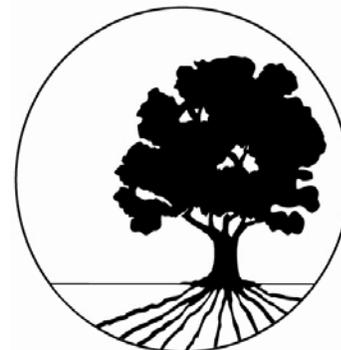
**LOANS.** Total amount of loans charged-off during the year less all recoveries on charged-off loans during the year divided by average loans. For March figures, multiplying the result by 4 annualizes this ratio. For June figures, multiplying the result by 2 annualizes this ratio. For September figures, multiplying the result by 1.33 annualizes this ratio.

**FAIR (MARKET) VALUE/BOOK VALUE (for investments Held to Maturity).** Fair market value of investments Held-to-Maturity divided by the book value of investments Held-to-Maturity.

**ACCUMULATED UNREALIZED GAINS OR (LOSSES) ON AVAILABLE FOR SALE SECURITIES {+ debits credits}/COST OF INVESTMENTS AVAILABLE FOR SALE.**

Accumulated Unrealized Gains or (Losses) on Available for Sale Securities, divided by the total of the book value of investments Available for Sale minus the Accumulated Unrealized Gains or (Losses) on Available for Sale Securities.

**DELINQUENT LOANS/ASSETS.** All loans 2 or more months delinquent divided by total assets.



## EARNINGS

Earnings ratios which use average assets as the denominator must be annualized. Multiplying the result of the formula given by the appropriate annualization factor for each quarter annualizes these ratios: March 4 June 2 September 1.33 No annualization is necessary for December ratios because they already reflect an annual period.

### \*RETURN ON AVERAGE ASSETS.

Net income (loss) divided by average assets, annualized as appropriate.

**GROSS INCOME/AVERAGE ASSETS.** Gross income divided by average assets, annualized as appropriate.

**YIELD ON AVERAGE LOANS.** Interest on loans net of any refunds divided by average loans, annualized as appropriate.

**YIELD ON AVERAGE INVESTMENTS.** Income from investments and trading profits or losses divided by average investments, annualized as appropriate.

**COST OF FUNDS/AVERAGE ASSETS.** Interest on borrowed money from all sources plus dividends on shares and interest on deposits divided by average assets, annualized as appropriate.

**NET MARGIN/AVERAGE ASSETS.** Gross income minus cost of funds divided by average assets, annualized as appropriate.

**OPERATING EXPENSES/AVERAGE ASSETS.** Operating expenses (excluding the provision for loan & lease losses and cost of funds) divided by average assets, annualized as appropriate.

**PROVISION FOR LOAN & LEASE LOSSES/AVERAGE ASSETS.** Provision for loan & lease losses divided by average assets, annualized as appropriate.

**NET INTEREST MARGIN/AVERAGE ASSETS.** Loan income plus investment income minus the cost of funds divided by average assets, annualized as appropriate.

**OPERATING EXPENSES/GROSS INCOME.** Total operating expenses (excluding the provision for loan & lease losses and cost of funds) divided by gross income. This ratio is not annualized.

**FIXED ASSETS AND OREOs/TOTAL ASSETS.** The sum of land and building, other fixed assets and other real estate owned divided by total assets. This ratio is not annualized.

**NET OPERATING EXPENSES/AVERAGE ASSETS.** Total operating expenses (excluding the provision for loan & lease losses and cost of funds) minus fee income divided by average assets, annualized as appropriate.

## ASSET/LIABILITY MANAGEMENT

**NET LONG-TERM ASSETS/TOTAL ASSETS.** The sum of real estate loans which will not refinance, reprice or mature within 5 years (3 years prior to December 2000), member business loans, investments with remaining maturities of more than 3 years, NCUSIF deposit, land and building and other fixed assets divided by total assets.

**REGULAR SHARES/TOTAL SHARES AND BORROWINGS.** Regular shares divided by total shares and borrowings.

**TOTAL LOANS/TOTAL SHARES.** Total loans divided by total shares.

**TOTAL LOANS/TOTAL ASSETS.** Total loans divided by total assets.

**CASH AND SHORT-TERM INVESTMENTS/ASSETS.** Cash plus investments with less than one-year remaining maturity, divided by total assets.

**TOTAL SHARES, DEPOSITS AND BORROWINGS/EARNING ASSETS.** Total shares, deposits, and borrowings divided by the sum of total loans and total investments (excluding reverse repurchase transactions placed in investments for positive arbitrage).

**REGULAR SHARES + SHARE DRAFTS/ TOTAL SHARES AND BORROWINGS.** Regular shares plus share drafts divided by total shares and borrowings.

**BORROWINGS/TOTAL SHARES AND NET WORTH.** Total borrowings divided by total shares and net worth.

## PRODUCTIVITY

**MEMBERS/POTENTIAL MEMBERS.** Number of current members divided by the total of potential members.

**BORROWERS/MEMBERS.** Number of loans divided by number of current members.

**MEMBERS/FULL-TIME EMPLOYEES.** Number of current members divided by equivalent full-time employees.

**AVERAGE SHARES PER MEMBER.** Total shares and deposits divided by number of current members.

**AVERAGE LOAN BALANCE.** Total loans divided by number of loans.

**SALARY & BENEFITS/FULL-TIME EMPLOYEES.** Employee compensation and benefits divided by equivalent full-time employees.

## OTHER RATIOS

This section of the FPR shows growth ratios for net worth, shares, loans, assets, and investments. All growth ratios are computed using the same basic formula: Current Period (\*\*\*) minus Prior Year End (\*\*\*) divided by Prior Year End (\*\*\*) where (\*\*\*) is the growth item to be calculated (such as shares or loans).

**NET WORTH GROWTH.** This ratio measures the growth in total net worth. To compute the ratio, use total net worth in the basic formula discussed above and annualize as appropriate. (Note: The calculation of this ratio requires using the absolute value of the denominator.)

**MARKET GROWTH.** This ratio measures the growth in shares. To compute the ratio, use total shares in the basic formula discussed above and annualize as appropriate.

**LOAN GROWTH.** This ratio measures the growth in loans. To compute the ratio, use total loans in the basic formula discussed above and annualize as appropriate.

**ASSET GROWTH.** This ratio measures the growth in assets. To compute the ratio, use total assets in the basic formula discussed above and annualize as appropriate.

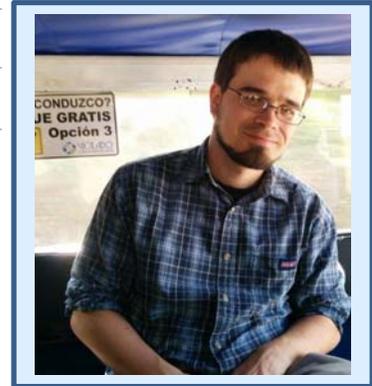
**INVESTMENT GROWTH.** This ratio measures the growth in investments. To compute the ratio, use total investments (excluding for all periods reverse repurchase transactions placed in investments for positive arbitrage) in the basic formula discussed above and annualize as appropriate. Beginning in December 2000 this ratio indicates growth in the sum of investments, cash on deposit and cash equivalents.

**Board of Directors**  
**Candidate Profile**

**Cooperative Federal**  
*Syracuse's community development credit union*



<b>Candidate Name:</b>	Jesse Harasta
<b>Member Since:</b>	2006



<b>Biographic Summary:</b>	Born and raised in Binghamton, Jesse moved north twelve years ago. Since earning his doctorate in anthropology at SU, he has taught international studies and social sciences at Cazenovia College. A former member of the Bread and Roses Housing Collective, he still lives in the Westcott neighborhood as a homeowner with his wife, step-son, cat and dog. Having lived and worked in Colombia, he speaks both Spanish and English.
<b>Candidate Statement:</b>	I believe in the power and importance of collective action – including cooperatives – in achieving a more just and equal world. In the past few years, serving on the Board of Cooperative Federal, I have come to appreciate the importance of our particular credit union in this city which is so divided by race and class. I hope to continue as a good steward of our shared resource and tool.

**Board of Directors  
Candidate Profile**



<b>Candidate Name:</b>	Louise Poindexter
<b>Member Since:</b>	Board Member since 2010 Credit Union Member since 2003

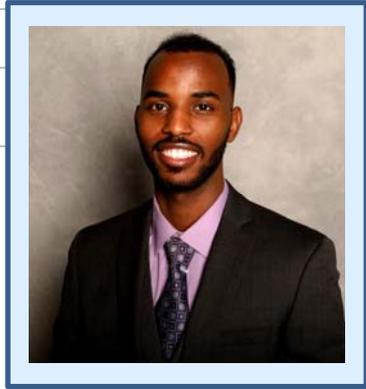


<b>Biographic Summary:</b>	Louise has lived in Syracuse since she was a small child and she has been a Syracuse resident for over 65 years. She is extremely involved in the local community serving as an active volunteer for Syracuse United Neighbors (SUN), Partnership for Onondaga Creek, Urban Jobs Task Force, PEACE Council, and her church group. Louise strives to increase equal opportunity for decent jobs and decent wages as well as the ability to better oneself through employment.
<b>Candidate Statement:</b>	I have served as Board Member for over 8 years. I am here to look out for our members, to uphold the mission statement, and to keep Cooperative Federal flourishing. It has been my pleasure to serve on the Board – I thoroughly enjoy it and I hope to continue. Always remember that the Board is here for you as a member and that you have a say!

**Board of Directors  
Candidate Profile**



<b>Candidate Name:</b>	Salat Ali
<b>Member Since:</b>	New Board Member Credit Union Member since 2016



<b>Biographic Summary:</b>	<p>I was born in Dadaab, Kenya and was raised there until the age of 11. My family moved to Syracuse before I turned 12 and it's become my second home ever since. On May 13<sup>th</sup> of 2017, I graduated from Cazenovia College with a Bachelors of Science in Psychology. I have also completed Minors in International Studies, Sociology, and Human Services. Currently, I work as a Substitute Teacher as well as a Youth Coordinator for an afterschool program. As far as community involvement goes, I have worked with Interfaith Works, Salvation Army, and Hopeprint. Additionally, I am currently a board member of a non-profit organization called Refugee &amp; Immigrant Self-Empowerment (RISE). I also have been part of the Board of Directors of Coop Fed as a result of an original elected Director leaving their position. Things that interest me include reading, sports, music, and socializing.</p>
<b>Candidate Statement:</b>	<p>I want to serve on Coop Fed's board because I want to see a better Syracuse. I have immense hope in the people and the non-profit organizations of Syracuse. I want to help Coop Fed reach the most vulnerable people in the city and use my experiences and skills to promote the mission of Coop Fed.</p>

Board of Directors  
Candidate Profile



<b>Candidate Name:</b>	Yasser A Guerra
<b>Member Since:</b>	Board Member since 2015 Credit Union member since 2012



<b>Biographic Summary:</b>	From Cuban origin with 5 years of college studies in Accounting and Finances. After completion, worked for close to two years in an accounting department, and also had eight years of experience as a small business owner. In 2010, relocated to Ecuador where lived for two years working as a teacher in an educational complex with children ranging from 8-to-15 years old. In October 2012, arrived to Syracuse and one month later was working on his first job in the US. Currently working at CXTEC in North Syracuse, helping the company with its marketing efforts. Other previous experience in the US include working as a tax preparer for H&R Block and with Cardinal Health located on Molloy Rd. I've been a Board member for Cooperative Federal since 2015.
<b>Candidate Statement:</b>	My biggest interest in being part of the board is get to know where the community needs extra help and understand the mechanism and options available for our residents to achieve their financial goals, specifically those who struggle most to access the products of big and traditional financial institutions. I'm aware that part of our members speak Spanish, I would like to tell them that I speak the language too and I'm really open to listen to their concerns, needs and suggestions.

**Board of Directors  
Candidate Profile**



<b>Candidate Name:</b>	David Kauffman
<b>Member Since:</b>	Board Member since 2016 Credit Union Member since 2009



<b>Biographic Summary:</b>	<p>I have been a member of the credit union since 2009 and joined the Board in 2016. During my first 2 year term I served on the Technology Committee, Budget Committee, and Nominations Committee. I have been involved in the leadership of several cooperatives in different cities, including President of the Madison Community Cooperative in Wisconsin where I helped the organization through several financial struggles. For several years I worked in a consulting practice that did risk assessments of local religious, non-profit, and business organizations in order to guide them toward improving their internal controls, better managing their risk, and securing their finances. I currently work at a local manufacturing company doing data visualization and project management.</p>
<b>Candidate Statement:</b>	<p>I would like to do whatever I can to see the credit union succeed as an alternative to the for-profit banking system and continue to assist in rebuilding Syracuse. I have seen the many ways Cooperative Federal has helped our community through the support of both businesses and individuals who might otherwise not have many non-exploitative banking options. I want to continue to be a part of making Cooperative Federal an even more effective organization so that we improve our current services and then grow to serve even more members of our community.</p>

**Board of Directors**  
**Candidate Profile**



<b>Candidate Name:</b>	Paul Ciavarri
<b>Member Since:</b>	Credit Union Member since 2017



<b>Biographic Summary:</b>	<p>I work for Legal Services of Central New York as the Community Development Organizer for a new project dedicated to responding to the increasing concentration of poverty in Syracuse.</p> <p>I have organized with the United Farm Workers of America (UFW), New York State United Teachers (NYSUT), and residents of Central Appalachia fighting to end mountaintop removal coal mining. I have also taught English in Guatemala. Through Legal Services, I teach a class in community organizing to young community leaders in Syracuse.</p>
<b>Candidate Statement:</b>	<p>Soon after I moved to Syracuse in 2017, I was introduced to Ron and Cooperative Federal and my membership application was sealed. Like Coop Fed board’s decision to “Stand with Standing Rock” I am firmly committed to serving the interests of those who want their financial assets to promote family, community, and positive social change.</p> <p>As a member of Coop Fed’s 35<sup>th</sup> Anniversary Gala committee, I got to know several board members and discuss at length the challenges, tactics, and skills called on to steer Coop Fed’s model of community finance. I would seek especially to support the development of the financial leadership capacity of our youth members, and to demonstrate more clearly to the larger community the power and promise of the cooperative model for local, economic development.</p>

**Board of Directors  
Candidate Profile**



<b>Candidate Name:</b>	Frank Cetera
<b>Member Since:</b>	Board Member since 2010 Credit Union Member since 2005



<b>Biographic Summary:</b>	<p>My work involves a wide range of cooperative enterprises and initiatives beyond Cooperative Federal. I have been a resident at Bread and Roses housing coop, and am currently living and developing the Bitternut Collective Urban Homesteading coop on the Near Westside of Syracuse. I am a member of both the Syracuse Real Foods Coop (SRFC) and Eat-To-Live food coop (ETL). I work in my day job as a NYS Senior Business Advisor at the Onondaga SBDC (Small Business Development Center, located on the OCC campus, helping small businesses start-up and develop, including focusing on cooperatives. I am one of the founders of the NY Cooperative Network and engage regularly with professionals and educators regarding cooperative principles and organizing.</p>
<b>Candidate Statement:</b>	<p>I have been a Board Member for 8 years, (6 of which acting as President), and I request your vote to continue as a Board Member for another term. It has been a great learning and development experience to be part of Cooperative Federal during a time of great change and struggle, and to have come out of it much stronger as an individual and an organization following the 2008 recession and aftermath of maintaining and regrowing our capacities. My experience during this time period provides great context, and it is exciting to be part of a team leading us towards ever more creative and forward thinking initiatives such as solar lending with Renovus, an exciting partnership for homeowners to obtain access to distributed solar energy from farm installations.</p>

# Nominations Committee Report

## Nominees

### Board of Directors

The board size for 2018 is set at 13. There are six Two-Year Terms open and one One-Year Terms after a board member resigned in mid-term and a successor was appointed. Jenny Pennington resigned for personal reasons and the vacancy was filled by Salat Ali, whose appointed position expires today. Six board members are continuing their current terms.

### Nominees for Board

Salat Ali  
Frank Cetera  
Paul Ciavarrri  
Yasser Guerra Garcia  
Jesse Harasta  
David Kauffman  
Louise Poindexter

### Credit Committee

3 Two Year Terms open. 2 members are continuing.

### Nominees for Credit Committee

Lanny Freshman  
Kip Hargrave  
Jonathan Trier

### Credit Committee Alternates

3 Two Year Terms open. 1 member is continuing.

### Nominees for Credit Committee Alternates

Carolina Arango-Vargas  
Tiffany Lloyd  
Meagan Weatherby

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## Balloting Details

1. Voting is done on a single ballot.
2. Listing on the ballot is determined randomly.
3. When there are two year terms and one year terms, the two year terms go to the candidates with the higher vote count.
4. Ties are broken by a coin toss.

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## Continuing Current Terms of Office

**Board:** Continuing on the board are Carolina Arango-Vargas, Liz Crockett, Elmore Davis, Ron Ehrenreich, Nicole Hershberger and Tiesha McNeal.

**Credit Committee:** Continuing on the credit committee are Ron Ehrenreich and Simon Morrin; and Alternate Christina Sauve.

# Cooperative Federal

## Considerations for Nomination

Candidates must be members, at least 14 years old, must be bondable, and not have a conflict of interest. We like all candidates to be reasonably responsible with personal finances and to use the credit union as their primary financial institution.

## Board Considerations

A good board member is a member who is thoughtful, level-headed, involved in the community and loves the credit union and what we try to do.

## Credit Committee Considerations

A good credit committee member must be reliable, able to keep members' information confidential, have good judgment, & be able to meet every two weeks.

## Diversity

The nominating committee is always trying to diversify the committees in ways that reflect the membership.

## The Nominations Process

1. Notices are in our newsletter, statements, email list-serve, our website and Facebook Page.
2. Members, board, volunteers, and staff are solicited to submit the names of members who they think would be good candidates.
3. Staff prepare a report listing each candidate's name, membership and description of account activity (example: S1, S31, 2 loans; consistent activity and no delinquency), date joined, address and zip, annual meeting attendance, and comments (example: works at XYZ community center, active with ABC neighborhood organization, bilingual).
4. Staff are consulted about interactions with potential candidates. Comments are included.
5. Nominations committee reviews and prioritizes the list.
6. The committee or staff contacts the members in order of priority, soliciting interest, providing information about the responsibilities, training, and answering questions. Keeps the committee informed about acceptances and declinations.
7. The final nomination list is used to create the ballot.

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## The Nominations Committee

Ron Ehrenreich, Heather Engelman, Stasya Erickson  
Jesse Harasta, and David Kauffman

The committee is charged with coming up with at least one well qualified nominee for each open position, and follows other guidelines in the board policy.