

# Cooperative Federal Annual Meeting Agenda

Sunday, October 23, 2022 • Virtual Meeting

1. **Welcome & Call to Order** .....**3:00 pm**
2. **Minutes**.....**3:03 pm**
3. **Reports** .....**3:05 pm**
  - a. Governance ..... 3:05 pm
    - Written reports: Board of Directors, Supervisory & Credit Committee
    - Updated Bylaws and Changes to Credit Committee
  - b. Financial Condition ..... 3:15 pm
  - c. Community Impact ..... 3:25 pm
  - d. Questions & Answers on Reports ..... 3:30 pm
4. **Election** .....**3:45 pm**
  - a. Nominations Report ..... 3:45 pm
  - b. Board of Directors Candidates ..... 3:50 pm
5. **Unfinished Business**.....**4:00 pm**
6. **New Business**.....**4:00 pm**
  - a. Rebranding & New Website ..... 4:00 pm
  - b. Opening on Erie Blvd E..... 4:10 pm
  - c. Save the Date: Member Forum ..... 4:20 pm
  - d. Questions & Answers on New Business / Other Topics ..... 4:20 pm
7. **Adjournment**.....**4:30 pm**

## ★ 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 [www.cooperativefederal.org](http://www.cooperativefederal.org). We will also notify local radio and television stations.

Sunday, October 24, 2021

3:00 – 4:30 pm

Location: Virtual (Zoom platform)

## I. Call to Order

Frank Cetera, Board President, called the meeting to order at 3:00 pm and welcomed attendees. There were **40** attendees logged in.

## II. Minutes

Attendees reviewed minutes of the 2020 meeting (*in the meeting packet provided electronically*).

Proposal 1: Approve Minutes of the 2020 Annual Meeting.

Discussion: Hanah Ehrenreich asked to verify board election vote results from 2020 Annual Meeting were included in the minutes; directed to p. 6 under section VI.

*Election Results*

Vote: Yes: 19    No: 1    Abstain: 5    Motion carries.

## III. Governance Reports

1. Board of Directors: *Written report in packet*. Frank Cetera, President, acknowledged current BOD members. He acknowledged gratitude to all for persevering during the COVID-19 pandemic including Board members who stayed on for extended terms. The report summarized activities undertaken by the Board of Directors and Board Committees, and highlighted steps that the Board is taking to update bylaws as they correspond to NCUA published standards. Article of nominations procedures were updated to remove floor nominations and implement nominations by petition following procedural research of similar credit unions and consulting with the NCUA.
2. Supervisory Committee: *Written report in packet*. Frank Cetera directed meeting attendees to the report and acknowledged committee members.
3. *Credit Committee Report: Written report in packet*. Frank Cetera directed meeting attendees to the report and acknowledged committee members.

## IV. Financial Report

*Financial statements and glossary* are in packet. Christina Sauve, CEO, shared a PowerPoint presentation onscreen; slide deck PDF will be emailed to participants following the meeting. As of 12/31/2020, the credit union has \$29.8 million (M) in Assets; \$22.6 M in Loans Outstanding, \$26.7 M in Shares & Deposits, and 5,213 members (households, individuals, businesses, and organizations).

Key trends and results in 2020:

- We generated a small surplus, marking another year of positive earnings after losses in 2017 and 2018

- Our net worth position slipped due to enormous pandemic-driven asset growth (+\$5 million in Shares & Deposits)
- Loan delinquency fluctuated by quarter, staying within our historic range
- Loan loss rates returned to “normal” (following spikes in 2018 and 2019)
- Key Financial Ratios as of 12/31/20 (refer to tables in the Annual Meeting packet): Christina screen-shared graphs illustrating 5-year trends from 2016-2020 for Earnings (Return on Average Assets – ROAA), Capital Adequacy (Net worth to assets), and Asset Quality (Delinquency and Net charge-offs). The ratios indicate our trends relative to peer credit unions.
  - Christina noted that “peers” are not our peers in every sense; most are not Community Development Financial Institutions. Peer Ratios are the average for CUs with \$10-\$50 million in assets. Around 5% of all CUs are certified Community Development Financial Institutions (CDFIs).
- The credit union’s net worth position has improved in 2021 year-to-date, and we are continuing to see positive earnings.

## **V. Community Impact Report**

Christina Sauve, CEO, shared slides featuring testimonials and data points for each of our 4 major program pillars.

**Home Ownership:** The CU opened 36 home loans totaling \$2,728,555 in 2020. 58% were to first-time homebuyers. \$211,000 granted for down payment assistance.

**Personal Finance:** The CU opened 238 personal loans & credit lines, totaling \$1,098,374; 600 members used personal credit lines; 445 new members joined in 2020.

**Small Business:** 25 small & micro business loans were opened in 2020, totaling \$1,574,400. 61% loaned to minority or woman-owned businesses. The loans supported 23 jobs.

**Financial capability:** Our financial capability education and counseling reached 456 youth, adults, and small businesses. 51 youth credit union accounts were opened, and 23 matched savings accounts with our community partner, RISE (helping refugee and immigrant populations). The CU worked with the Syracuse Financial Empowerment Center (FEC) run by Home Headquarters, in partnership with the City of Syracuse to provide free, unlimited professional financial counseling and we also partnered with the City and CNY Works to provide credit union accounts to summer youth employment program participants.

Full-length member testimonials and program impact data are presented in our 2020 Annual Report publication, which will be available on CU’s website.

## **VI. Questions & Answers on Reports**

No questions. There will be another Q&A period at the end of the meeting.

## VII. Elections

Frank Cetera, Board President, gave a brief introduction reiterating updates that the Board made to the bylaws with respect to the nominations and board election procedure: in addition to the Board making nominations directly, we are now conducting nominations by petition and there are no nominations from the floor during Annual Meetings. For this election the committee did not receive any nominations by petition. The number of nominees this year equaled the number of open positions resulting in an uncontested election with no need for a ballot.

Frank then introduced Ed Griffin-Nolan, Board Member, representing the Nominations Committee, who thanked committee members for their willingness to serve. Those interested in serving on the Board can attend Board meetings and members can also join committees. The Board seeks a robust, diverse group of members that represents the communities that the Credit Union serves. Ed gave a brief review of the nomination process where the committee places announcements on several channels; staff are consulted; then, the committee reviews and prioritizes a list of potential candidates.

1. Nominations Committee Report: *Written in report packet.*
2. Board Candidate Introductions: Ed introduced the Nominations Committee's candidates for the Board of Directors. Each nominee's photo and biographic summary were shared on the screen (*also available in the written packet*) and were read aloud by Ed. Nominees included:
  - Alaa Alawaad
  - Jessica Azulay
  - Yasser Guerra Garcia
  - Moise Laub
  - Jessica Maxwell
  - Barbara Racculia
  - Joss Willsbrough
  - Randy White
3. Credit Committee Candidate Introductions: Ed introduced the Nominations Committee's candidates for the Credit Committee. Each nominee's photo and biographic summary were shared on the screen (*also available in the written packet*) and were read aloud. Nominees included:
  - Ron Ehrenreich
  - Christina Sauve
  - Ciceley Suris Milanese
  - Randy White

## VIII. Unfinished Business - None

## IX. New Business

1. **COVID-19 Response** – Presented by Angiliza Johnson, Accounting Manager. Angiliza shared PowerPoint slides onscreen highlighting our assistance to small businesses, other members, and our safety protocol.

#### Small Business Recovery

- 113 Small businesses received 1:1 advising related to COVID-19
- \$250,000 in small business recovery grants were made to 42 members (10 non-profits; 32 for profits)
- \$1.49 million in PPP funding to 68 members (6 non-profits; 62 for profits)

#### Equitable Access to Business Capital

- 45% of clients funded were minority-owned or controlled entities
- 48% were women-owned or controlled entities

#### Relief on Loans

- Automatic 3-month forbearance on credit cards
- \$2.4 million in case-by-case loan forbearances and modifications
- Virtual appointments for housing and financial counseling

#### Safety Protocol

- 2 allocations of additional staff paid sick leave
- Masks continuously required for anyone entering our offices
- Full Plexiglass barriers, upgraded air filtration, occupancy limits (as needed), and more

#### Office Closings

- Policies for quarantine and testing
- Confirm the schedule before you visit
- Please use Web Teller/Mobile App when possible

Christina Sauve, CEO, commented that CU kept lobbies open; however, we had to limit occupancy by adding a buzzer entry system at Westcott and many administrative employees worked at home, or continue to work at home, due to small shared workspaces at N Salina. By comparison, many other credit unions only provided drive-through service during the worst of the pandemic – and this is a segue to our next new business item.

- 2. *Our Next Move*** – Present by Jim Hartman, Lending Manager, and Christina Sauve, CEO. In order to offer improved services to our members and address the space and amenity limitations referenced above, the credit union is currently in the process of purchasing a building on Erie Blvd, near Westcott Street in the Near Eastside neighborhood. The purchase is not yet final, we are going through the site planning and approval process.

#### Benefits of New Location (Christina)

- Off-street parking; drive-thru service; spacious, modern facility; greater community visibility
- Relocating less than 1 mile from current Westcott Street location where we'll keep an ATM

- Better access for the greater East Side community, while maintaining other branch locations
- Building equity and opportunity: new location census tract: 68% BIPOC, 56% poverty rate vs. current location census tract: 20% BIPOC, 40% poverty rate

Site plan (Jim): PowerPoint slide deck included site, elevation, and interior space renderings.

- Proposed Drive-Through will feature two service lanes along with a full-service ATM in a third lane; has a considerable stacking distance; allows members to get through line quickly. Additionally, it will be well-lit, and adjacent to adequate parking where there will be permeable paving (mitigating storm water run-off), and a small parklike treed area .
- Modern 2-story building (constructed 2004) is fully ADA accessible, with a ground-level entrance on both floors (no steps) and an interior elevator; lower-level lobby / teller / member interaction area; upper-level administrative offices (replacing floor 2 of the North Salina Street Office, but the floor 1 branch on N Salina Street will remain open). Planned lobby/member service areas will facilitate confidential face-to-face interaction with members; adds tremendous growth opportunity.

Christina commented that just about all staff members have toured the building and we held an all-staff feedback session w/ architect on site; staff excited about much larger teller counter space (beneficial for both members and staff); new account intake area features more privacy with added space. Every one of our Westcott Member Service Representatives speaks a language other than English; we are planning to add digital signage on the languages available at each station. Still going through due diligence phase of land purchase. Expect to purchase by end of this year with anticipated opening by end of 3<sup>rd</sup> quarter 2022.

**X. Questions and Answers on New Business / Other:** Moderated by Jessica Azulay, Board

Q: Hanah Ehrenreich [text - read aloud by Mod]: I am uncomfortable with change in election process. How was 54 determined as a petition threshold? What was the average attendance at Coop Fed Annual Meetings for the last ten years, and how does this number compare to the new petition threshold? I am also very uncomfortable with the lack of communication from the Board to the membership about what happened to the elected slate of Board members last year. I would like the Board to clarify what advocacy did they provide to the elected Board members who were barred from serving by the NCUA's process? Including what investigation did the Board do, if any, to rule out political and/or racial discrimination in the determinations?

A: Frank Cetera [audio – summary]: In 2020 the NCUA vetting process for electees was carried out over an extended period of time, which affected prospective board members' ability to serve. It's hard to give specifics because some of the electees were not ultimately able to serve for personal or confidential reasons. Re: Advocacy: we worked to keep

communication as open as possible between the Board, electees, and NCUA; there may have been some confusion about the process and deadlines. The Board had no reason to suspect political or racial bias based on information we were privy to. Re: New election & nominations process: Whenever there is a contested election, we still hold our 1 member - 1 vote plurality votes by ballot. This year we did not have a contested election, therefore no ballot. The petition procedure was adopted from standard updated NCUA bylaws language, based on 1% of total membership (# of petition signatures required for a nomination outside of the nominations committee procedure).

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Q: Kanat Bolazar [text - read aloud by Mod]: Delinquent loans are very significant compared to peers. Delinquent loans/net worth is 86% for credit union vs 4.22% for peers. I understand community development means more high-risk loans but this sounds very high. Do we compare ourselves with community development credit unions? How do we compare?

A: Christina Sauve [audio summary]: We do compare ourselves to community development credit unions, but CDFI credit union peer data is not readily available in the same way. However, NCUA issued a supervisory letter (2016) stating that Examiners should expect CDFI credit unions to have higher than average operating expenses, delinquent loans, and charge-offs. We also need to consider the makeup of our loan portfolio; about 72% of our loans are mortgages, a lot higher than our peers; delinquency ratios include the entire mortgage balance, not just the past due amount, so mortgage lending leads to significant fluctuations in delinquency rate.

A: Jim Hartman [audio summary]: One of the biggest factors is that borrowers often have difficulty getting back on track after becoming delinquent on a mortgage. Not only does the large dollar amount affect our delinquency, but the recovery time also affects it.

A: Christina Sauve [audio summary]: That's where loan forbearances and modifications come into play. But we always want to make sure we're addressing the root cause of delinquency, to determine whether a modification or other changes will help them get back on track.

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Q: Kanat Bolazar [text - read aloud by Mod]: We appreciate significant growth in 2020 of membership and capital. CU can do even do more for the low-income community with a bigger capital base. A very focused campaign for direct outreach to engage progressive professors and professionals to motivate them to move their savings to credit union could go a long way.

A: Christina Sauve [audio summary]: That's a really good idea and has been discussed, but we don't have anything specifically targeted to professors and professionals and sounds like a good area to work on developing. We were part of the Reinvest CNY campaign a few years ago, to organize along these lines, but it was not targeted in quite the way you're suggesting. We're actually currently working on a really robust online account opening process, which will help position us to do a campaign like that, especially in the days of COVID when face-to-face interactions are not ideal.

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Q/Moderator: Jessica Azulay [audio summary]: There are questions and comments from several members in the chat about accessibility of the proposed new office location for pedestrians and bus commuters, and encouraging use of drive-through vs pedestrian traffic. Can the panel share some feedback about the thinking on this matter?

A: Christina Sauve [audio summary]: There is a bus stop on Erie Blvd. within a block or two of the proposed office location. As noted in the chat, what we've heard from staff members and other members that use the bus is that Westcott schedule is much less frequent than the schedules on more major roads like Erie Blvd. Currently, we have staff members walking to the Westcott Office from Erie Blvd or Fayette St., for example, and it's likely the same for other bus users. In fall 2020 we surveyed members on transportation modes and of the survey respondents, 85% were coming to the CU via vehicle; 3% biking; 12% walking (to our current branches).

A: Sam Eschenbrenner [audio summary]: Agrees, from the perspective of a Member Service Rep. Most members have access to vehicles and we get frequent complaints about not having a drive-through. None of our offices are parking-friendly. People of color in our membership are particularly impacted by not having good parking or drive-through access, considering that they're often commuting to Westcott or N Salina from other parts of the city and the majority of our on-foot traffic at Westcott is from white members.

A: Christina Sauve [audio summary]: City of Syracuse / Onondaga County completed the Erie Blvd. bike path which goes through the median right in front of the proposed office location.

A: Jim Hartman [audio summary]: The sidewalks added in the Erie Blvd median also provide a good, safe sidewalk to our new location.

Q: Moise Laub [text submitted privately - read aloud by Mod]: I don't think there's sidewalk on Westcott between Fayette and Erie. Any thoughts?

A: Christina Sauve [audio summary]: That's correct, there is not a sidewalk on that stretch of road.

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Q: Hanah Ehrenreich [text - read aloud by Mod]: The membership did not vote in the changes to the election process, even though this was not a bylaws change? Is that correct?

A: Frank Cetera [audio summary]: This was a bylaws change. Our process for amending the bylaws requires a 2/3 majority vote of the current sitting board, with proper notice of the proposed change in advance of the board meeting when the vote will take place. This bylaws change uses standard article language from the NCUA. A copy of our bylaws is available on our website or by request to the board; in the spirit of democracy, members are encouraged to review them and send comments to the board. We plan to continue reviewing our bylaws routinely to follow current best practices, while also keeping in mind that our social justice mission for equitable financial services is at the core of everything we do.



Q: Hanah Ehrenreich [text - read aloud by Mod]: But does this standard language NCUA article protect democratic process as we've upheld it at Cooperative Federal? And the Board is not obligated to notify the membership of a bylaws change?

A: Frank Cetera [audio summary]: We believe the standard language does protect the democratic process, providing nominations by the committee as well as by petition – which in some ways may be thought of as being more democratic: petitions from the floor may not give the membership or the nominating committee a chance to closely learn about and vet nominees. The new process provides a fair timeline for everyone involved including a time frame for getting petition signatures. The number of petitions required is 1% of our membership, and is not related to annual meeting attendance. To reiterate, democracy, cooperative culture, service, and diversity are very important to the board and we will be taking all of these comments into consideration. Members can contact the board via [board@coopfed.org](mailto:board@coopfed.org), which goes out to all board members and no staff members. If you would like a call or a meeting, we will do our best to accommodate.

Q: Hanah Ehrenreich [audio summary]: With respect, I don't understand how this bylaw change theoretically maintains our democratic process. We didn't vote today on the nominations to the board, and we won't ever need to unless we have a nominee with 54 petition signatures, is that correct? Also, with respect, last year's elections were very confusing because there was no communication from the board to the membership that the people we'd elected had not been seated, and that officers who had been not elected again, continued to serve.

A: Frank Cetera [audio summary]: Yes, most of the feedback from last year's annual meeting was related to the confusion of last year's election and it prompted us to reexamine that process. Due to confidentiality, we can't share further details on individual electees. There are a few results which could have happened during the seating process: 1) The person could have voluntarily withdrawn their application to sit on the board after election, 2) They could have been barred by the NCUA, or 3) They could have been seated. Last year, two electees were seated and the others were not for various reasons. To clarify, regarding not voting today on Board nominees, the membership never votes on the Board's nominees; rather the nominations committee proposes a slate of nominees to the Board and the Board decides whether to accept those nominees and bring them before the membership at the Annual Meeting. This year the number of nominations was the same as the number of open seats, so there was no vote per the acclamation process. If a nomination by petition is received in the future, then a vote by ballot would take place at the Annual Meeting. Reiterated the nominations process outlined earlier by Ed.

**XI. Call to Adjourn:** Frank Cetera, Board President, closed the meeting due to time. Further questions can be addressed individually offline and the Board looks forward to carrying on this conversation. Attendees will receive an email with a link to the presentation and a meeting evaluation survey; please share feedback. Reminder, the Board can be contacted any time at [board@coopfed.org](mailto:board@coopfed.org). Adjourned at 4:36pm

## 2021 Annual Report: Board of Directors

## Cooperative Federal

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Presented October 23, 2022 by Frank Cetera, President of the Board of Directors

We're celebrating lots of changing times this year including changes in our committee structure, and the construction of a new branch location on Erie Blvd East. Our staff, led by CEO Christina Sauve, has been no less than stellar in communicating changes to our members, and in adopting the needed changes in operations to adjust. We expect no less than that change to continue with the swift evolution of technology, our gradual and continual member growth, and the ever-present needs of those members due to the society's economic expanse of inequitable wealth gaps.

### Directors

I want to thank a particularly vocal and participatory group of Directors over the past year in discussions about many agenda items at our monthly meetings. As Chair, it thrills me that we worked to nominate an intelligent, curious, and questioning batch of volunteers to lead our credit union in its mission of "finance for the people." I'm quite confident that once again this year, the crop of nominees for service as Directors is just as strong. As a credit union, we are a cooperative entity that is owned and governed by you – the members. Your Board of Directors are all members with accounts, who work as volunteers to serve all of us with equity and an eye to the future of all member financial service needs.

Unfortunately, that means we will be missing a few stalwarts of our group that are leaving Board service at this time, including David Kauffman who was a very important member of our budget and technology committees in particular over numerous years. Appreciations must also be expressed to Shawndell Burden who is finishing her term of service as a Director on our Board.

### Futures

We want to hear from you throughout the year, not just at the Annual Meeting, or during our pop-ups at events such as the Westcott Street Fair, the downtown Juneteenth Festival, and the Northside Festival this year. We want to hear from you to have the best sense and idea of what your needs and wants are in an active relationship between members and Directors, for guiding our future; please use the Board email address at [board@coopfed.org](mailto:board@coopfed.org)

Although membership is growing as the need is still present in our communities for our services, we must also work to keep up with deposits and loan business from members in order to provide the credit union with assets to carry out our goals and initiatives. This is where it takes all of our members to rise up and speak out on behalf of your financial institution of choice. Please tell your friends and family and colleagues not just about Cooperative Federal, but why you are a member of Cooperative Federal. Only by choosing where we as a community place our money can we successfully flip the script on inequality.

I will finish by appreciating our members for your patronage and participation. Thank you for choosing Cooperative Federal as your financial institution and fueling our mission-oriented financial approach. Members may continue to directly contact the Board of Directors via email communications to the Board distribution email address: [board@coopfed.org](mailto:board@coopfed.org). And I would encourage those who would be interested in serving on the Board in the future, to contact us at any time to learn about Board service opportunities such as attending meetings as guests or serving on committees.

## **2021 Annual Report: Supervisory Committee**

## **Cooperative Federal**

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Presented October 23, 2022 by Liz Crockett, Chair of the Supervisory Committee

The Supervisory Committee is appointed by the Board to independently evaluate the soundness of the credit union's operations and activities, monitor that management implements sound internal controls, and maintains practices and procedures that adhere to generally accepted accounting principles (GAAP).

The Committee engaged Firley, Moran, Freer and Essa, CPA, PC (FMFE), to carry out the annual audit effective 3/31/2022. FMFE was also engaged to complete the Automated Clearinghouse and SAFE Act audits for 2021. Gayle Shutte, CPA provided the Bank Secrecy Act audit.

The Committee meets monthly and conducts a variety of additional oversight activities. This year we reviewed a sample of loan files, reviewed General Ledger account reconciliations, and other procedures.

The current Committee members are Liz Crockett, John Faley, and Sarah Terrell. We are seeking interested volunteers to join the Committee.

## 2021 Annual Report: Credit Committee

## Cooperative Federal

Three or more members of the Credit Committee meet to review loans that loan officers do not have the authority to approve. The Committee also reviews reports on lending activity and delegate approval authority.

**Credit Committee:** Ron Ehrenreich, Lanny Freshman, Kip Hargrave, Jonathan Trier, Randy White; **Alternates:** Tiffany Lloyd, Christina Sauve, Ciceley Suris, Meagan Weatherby

**Lending Staff:** John Catera, David Colavita, Leyanis De La Peña, Hanah Ehrenreich, Jim Hartman, and Melinda Partrick.

**Business Opportunity Loan Committee:** El-Java Abdul-Qadir, Kira Crawford, Victoria Coit, Ron Ehrenreich, Carolyn Evans-Dean, Daniel Kolinski, Kevin LaMontagne, Andrew Obernesser, Duane Owens, Stephanie Pasquale.

**1. Lending Activity:** The credit union **opened 269 new loans** last year for a total of **\$8.3 million**. The credit union denied 1 loan, and 116 were withdrawn or cancelled (counteroffer not accepted, incomplete, reapplied for different amount or type, found other financing).

	Loans Originated*		Loans Outstanding	
	# of Loans	\$ Amount of Loans	# of Loans	\$ Amount of Loans
Homeownership	38	3,565,569	297	15,808,027
Personal	188	1,244,039	1380	3,499,524
Small Business	43	3,499,389	180	6,989,308
<b>Total Loans</b>	<b>269</b>	<b>8,308,997</b>	<b>1,857</b>	<b>26,296,859</b>

\*Principal balances of Term Loans opened in 2021, plus credit limits of Lines of Credit & Home Equity LOCs opened in 2021.

During 2021 the credit union **disbursed funding on 774 loans** for a total of **\$10,227,403**. This *Loans Granted* data includes disbursements on term loans opened in 2021; and advances during 2021 on Lines of Credit & Home Equity Loans of Credit that were opened in any year.

### 2. Real Estate & Commercial Lending:

	LOANS ORIGINATED 2021		TOTAL LOANS OUTSTANDING 12/31/21	
	# of Loans	\$ Amount of Loans	# of Loans	\$ Amount of Loans
Real Estate Loans**	77	5,737,001	428	22,405,052
NCUA Commercial Loans***	1	240,000	13	1,230,861

\*\**Real Estate Loans* includes loans secured by residential or commercial real estate.

\*\*\**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, a single 1-4 family residential property, or shares of the borrower).

### 3. Delinquency & Charge Offs:

Delinquency at Year End	# of Loans	\$ Amount of Loans
Loans 2 to 6 Months Delinquent	50	869,261
Loans 6 to 12 Months Delinquent	12	222,437
Loans 12 Months & Over Delinquent	7	466,262
<b>Total Delinquent Loans</b>	<b>69</b>	<b>1,557,961</b>

42 loans were charged off last year for \$260,328, and \$23,985 was recovered on charged off loans. Though charged off, collection efforts will continue unless prohibited by law.

**4. Total Loans Outstanding:** The credit union had a **grand total of 1,857 loans** at year-end with a combined balance of **\$26,296,859**.

**5. 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 34 for a dollar value of \$449,144.

October 2022

In the past 40 years, Cooperative Federal has grown from a small group of visionary members working around a kitchen table to a full-service credit union with four branches serving diverse constituencies in multiple languages in marginalized neighborhoods across the city. Recognizing our growth in both size and diversity, we are adapting our policies and practices to meet the changing needs of our members while staying grounded in our mission.

We're searching for new ways to grow our commitment to justice and ensure that Cooperative Federal is welcoming and accountable to our full range of members. This includes grappling with and taking action to address: historically low wages and poor benefits for staff, an honest look at structural racism and privilege within our organization and bringing consistency to our external mission and our internal practices.

- We have new leadership and a revitalized board that is reviewing our bylaws and policies to ensure we are providing the best possible member services.
- We are preparing to launch a new Eastside branch at 1816 Erie Blvd, with more space and convenient amenities.
- We are rebranding Cooperative Federal and building a new website with expanded online and mobile services.
- We are investing in our staff, so we can attract and retain talented professionals who are committed to our mission. We have increased wages by more than 25% since 2018, have an improved 401k plan going into effect Jan 1, and are exploring ways to improve our health insurance plan.

As part of this larger journey, our board has **amended our bylaws** to update and professionalize our lending process to create more efficient services to members and align with best practices for Credit Unions of our size.

In the past we have relied on a volunteer committee of dedicated community members to review loan applications. **We are enormously thankful to the members who have stepped up over the years to serve on this committee**, especially during times when our staffing levels have been lean.

Thanks to years of commitment and hard work, we are excited to be able to transition this responsibility to our growing professional lending staff. As such, we will no longer have an elected Credit Committee of volunteers; instead, professional lending staff will oversee all loan transactions, and the Board of Directors will review appeals and appoint reviewers for loan denials.

As we grow and change, we know that some of our members will miss those early days when we were smaller, and services felt more personal. For a small group of people, perhaps they were. The Board feels strongly that this amendment and other changes we're implementing will increase access to a wider group of people.

If you have questions, please feel free to reach out to leaders on our staff or board prior to the Annual Meeting on October 23: Christina Sauve (CEO), [christinasauve@coopfed.org](mailto:christinasauve@coopfed.org) or 315-473-0250, or Frank Cetera (Board President), [fcetera.board@coopfed.org](mailto:fcetera.board@coopfed.org).



National Credit Union Administration  
Financial Performance Report - Financial Summary

Annual, Ending Dec 2021

Charter	Name	Street	City	State	ZipCode	Region
23865	SYRACUSE COOPERATIVE	800 N SALINA ST STE 200	SYRACUSE	NY	13208-2513	1

Line Item	Dec-2017	Dec-2018	%Chg	Dec-2019	%Chg	Dec-2020	%Chg	Dec-2021	%Chg
	Amount	Amount		Amount		Amount		Amount	
<b>ASSETS:</b>									
Cash & Equivalents	2,691,140	3,135,706	16.5	1,337,820	-57.3	5,875,103	339.2	5,118,071	-12.9
TOTAL INVESTMENTS	293,843	117,227	-60.1	417,004	255.7	417,381	0.1	419,674	0.5
Loans Held for Sale	217,730	119,900	-44.9	220,890	84.2	0	-100.0	0	N/A
Real Estate Loans	16,692,935	16,357,857	-2.0	16,516,199	1.0	18,255,793	10.5	22,405,053	22.7
Unsecured Loans	1,737,986	1,884,117	8.4	1,878,702	-0.3	1,494,294	-20.5	1,314,918	-12.0
Other Loans	3,337,422	3,439,245	3.1	3,626,123	5.4	2,881,983	-20.5	2,576,888	-10.6
TOTAL LOANS	21,768,343	21,681,219	-0.4	22,021,024	1.6	22,632,070	2.8	26,296,859	16.2
(Allowance for Loan & Lease Losses or Allowance for Credit Losses on Loans & Leases )	(146,631)	(345,041)	135.3	(366,546)	6.2	(444,988)	21.4	(373,467)	-16.1
Land And Building	251,903	241,223	-4.2	263,280	9.1	255,027	-3.1	875,333	243.2
Other Fixed Assets	182,098	145,873	-19.9	112,523	-22.9	114,096	1.4	90,746	-20.5
NCUSIF Deposit	215,115	233,108	8.4	226,545	-2.8	212,201	-6.3	257,727	21.5
All Other Assets	1,029,706	1,170,071	13.6	753,550	-35.6	763,932	1.4	1,255,990	64.4
TOTAL ASSETS	26,503,247	26,499,286	0.0	24,986,090	-5.7	29,824,822	19.4	33,940,933	13.8
<b>LIABILITIES &amp; CAPITAL:</b>									
Dividends Payable	0	0	N/A	0	N/A	0	N/A	0	N/A
Notes & Interest Payable	542,412	401,094	-26.1	353,513	-11.9	129,586	-63.3	200,172	54.5
Accounts Payable & Other Liabilities <sup>3</sup>	432,293	939,780	117.4	956,095	1.7	1,002,792	4.9	2,642,338	163.5
Uninsured Secondary Capital and Subordinated Debt Included in Net Worth <sup>4</sup>	976,575	997,303	2.1	1,145,000	14.8	1,060,000	-7.4	990,000	-6.6
Share Drafts	6,140,133	5,713,958	-6.9	6,463,291	13.1	9,045,776	40.0	9,907,981	9.5
Regular shares	4,922,589	6,215,941	26.3	5,877,380	-5.4	8,484,319	44.4	9,001,543	6.1
All Other Shares & Deposits	12,521,737	11,499,471	-8.2	9,389,332	-18.3	9,241,234	-1.6	9,734,782	5.3
TOTAL SHARES & DEPOSITS	23,584,459	23,429,370	-0.7	21,730,003	-7.3	26,771,329	23.2	28,644,306	7.0
TOTAL LIABILITIES <sup>5</sup>	1,951,280	2,338,177	19.8	24,184,611	934.3	28,963,707	19.8	32,476,816	12.1
Regular Reserve	224,150	224,150	0.0	250,645	11.8	250,645	0.0	282,952	12.9
Other Reserves	0	0	N/A	0	N/A	0	N/A	0	N/A
Undivided Earnings	743,358	507,589	-31.7	550,834	8.5	610,470	10.8	1,181,165	93.5
TOTAL EQUITY	967,508	731,739	-24.4	801,479	9.5	861,115	7.4	1,464,117	70.0
TOTAL LIABILITIES, SHARES, & EQUITY	26,503,247	26,499,286	0.0	24,986,090	-5.7	29,824,822	19.4	33,940,933	13.8
<b>INCOME &amp; EXPENSE:</b>									
Loan Income*	1,187,187	1,237,197	4.2	1,370,868	10.8	1,242,188	-9.4	1,266,817	2.0
Investment Income*	10,307	34,674	236.4	35,559	2.6	7,867	-77.9	23,384	197.2
Other Income*	500,455	530,323	6.0	505,416	-4.7	523,071	3.5	709,440	35.6
Total Employee Compensation & Benefits*	780,024	792,956	1.7	930,451	17.3	1,008,051	8.3	1,190,881	18.1
NCUSIF Premium Expense*	0	0	N/A	0	N/A	0	N/A	0	N/A
Total Other Operating Expenses*	1,004,404	923,460	-8.1	997,563	8.0	853,434	-14.4	938,654	10.0
Non-interest Income & (Expense)*	254,709	211,860	-16.8	463,599	118.8	416,654	-10.1	956,464	129.6
NCUSIF Stabilization Income*	N/A	N/A		N/A		N/A		N/A	
Provision for Loan/Lease Losses or Total Credit Loss Expense*	161,269	440,571	173.2	295,170	-33.0	201,901	-31.6	170,869	-15.4
Cost of Funds*	93,492	92,837	-0.7	82,518	-11.1	66,758	-19.1	52,700	-21.1
NET INCOME (LOSS) EXCLUDING STABILIZATION EXPENSE & NCUSIF PREMIUM* <sup>1</sup>	-86,531	-235,770	-172.5	N/A		N/A		N/A	
Net Income (Loss)*	-86,531	-235,770	-172.5	69,740	129.6	59,636	-14.5	603,001	911.1

\* Items are year-to-date. %Change ratios are Annualized.

\* **Annualization factor: March = 4; June = 2; September =4/3; December = 1 (or no annualizing)**

1/ 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.

2/ 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.

3/ March 2014 and forward includes "Non-Trading Derivative Liabilities"

4/ December 2011 and forward includes "Subordinated Debt Included in Net Worth."

5/ Prior to 3/31/19, Total Liabilities did not include Total Shares and Deposits.



# National Credit Union Administration

## Financial Performance Report - Key Ratios <sup>7</sup>

**Annual, Ending Dec 2021**

Charter	Name	Street	City	State	ZipCode	Region
23865	SYRACUSE COOPERATIVE	800 N SALINA ST STE 200	SYRACUSE	NY	13208-2513	1

Line Item	Dec-2017	Dec-2018	Dec-2019	Dec-2020	Dec-2021	Peer Avg.
<b>CAPITAL ADEQUACY RATIOS</b>						
Net Worth / Total Assets <sup>5</sup>	7.33	6.52	7.79	6.44	7.23	12.18
Net Worth / PCA Opt. Total Assets (if applies)	7.72	6.55	7.79	6.57	7.28	12.19
Net Worth + ALLL or ACL / Total Assets + ALLL or ACL <sup>5</sup>	7.85	7.73	9.12	7.82	8.24	12.50
RBNW Requirement <sup>6</sup>	5.01	4.29	4.46	4.21	4.40	5.23
GAAP Equity / Total Assets	3.65	2.76	3.21	2.89	4.31	12.08
Loss Coverage	140.10	170.71	124.12	111.65	114.80	8.09
<b>ASSET QUALITY RATIOS</b>						
Delinquent Loans / Total Loans	6.66	7.95	6.85	7.28	5.92	0.81
Delinquent Loans / Net Worth	74.61	99.75	77.46	85.79	63.48	3.20
Rolling 12 Month Net Charge Offs / Average Loans <sup>2</sup>	0.55	1.12	1.27	0.54	0.97	0.23
Delinquent Loans + Net Charge-Offs / Average Loans	7.38	9.06	8.17	7.92	7.33	1.04
Other Non-Performing Assets / Total Assets	1.18	1.21	0.20	0.15	0.06	0.01
<b>MANAGEMENT RATIOS</b>						
Net Worth Growth <sup>1</sup>	19.69	-11.06	12.58	-1.30	27.74	4.40
Share Growth <sup>1</sup>	8.32	-0.66	-7.25	23.20	7.00	8.91
Loan Growth <sup>1</sup>	5.15	-0.40	1.57	2.77	16.19	2.20
Asset Growth <sup>1</sup>	8.58	-0.01	-5.71	19.37	13.80	8.24
Investment Growth <sup>1</sup>	61.72	7.08	-56.23	373.38	-9.01	14.78
Membership Growth <sup>1</sup>	-5.08	5.15	2.30	6.63	5.16	-1.17
<b>EARNINGS RATIOS</b>						
Net Income / Average Assets (ROAA) <sup>1</sup>	-0.34	-0.89	0.27	0.22	1.89	0.41
Net Income - Extraordinary Gains(Losses) / Average Assets <sup>1</sup>	-0.44	-0.86	0.35	0.22	1.88	0.39
Operating Expenses / Average Assets <sup>1</sup>	7.01	6.48	7.49	6.79	6.68	3.13
PLL or Credit Loss Expense / Average Assets <sup>1</sup>	0.63	1.66	1.15	0.74	0.54	0.07
<b>ASSET / LIABILITY MANAGEMENT RATIOS</b>						
Est. NEV Tool Post Shock Ratio <sup>4</sup>	3.28	2.34	2.43	2.75	3.72	11.96
Est. NEV Tool Post Shock Sensitivity <sup>4</sup>	-24.69	-32.49	-40.70	-28.22	-29.74	-12.37
Total Loans / Total Assets	82.13	81.82	88.13	75.88	77.48	43.27
Cash + Short-Term Investments / Assets <sup>3</sup>	11.02	12.03	5.35	19.87	15.23	30.93

1 Exam date ratios are annualized.

2 Exam Date Ratio is based on Net Charge Offs over the last 12 months.

3 This ratio relies on maturity distribution of investments reported per 5300 instructions. Thus, the maturity distribution could be based on the repricing interval and not the actual maturity of the investment.

4 Applicable for credit unions under \$100 million.

5 For periods after March 2020, Assets in the denominator excludes Small Business Administration Paycheck Protection Program loans pledged as collateral to the Federal Reserve Bank Paycheck Protection Program Lending Facility.

6 Applies only if total assets are greater than \$50 million and the RBNW Requirement is greater than 6% and greater than the Net Worth Ratio (NCUA regulations section 702.103).

7 The FPR was recently reorganized resulting in some ratios being relocated but not deleted. The ratio you are looking for may be on the Historical Ratios tab.



# National Credit Union Administration

## Financial Performance Report - Historical Ratios <sup>6</sup>

### Annual, Ending Dec 2021

Charter	Name	Street	City	State	ZipCode	Region
23865	SYRACUSE COOPERATIVE	800 N SALINA ST STE 200	SYRACUSE	NY	13208-2513	1

Line Item	Dec-2017	Dec-2018	Dec-2019	Dec-2020	Dec-2021	Peer Avg.
<b>CAPITAL ADEQUACY</b>						
Has the credit union adopted ASC topic 326 (CECL)?	N/A	N/A	No	No	No	N/A
Effective date of adoption of ASC Topic 326 - Financial Instruments - Credit Losses (CECL)	0	0	0	0	0	N/A
Net Worth/Total Assets excluding one time adjustment to undivided earnings for the adoption of ASC topic 326 (CECL) <sup>5</sup>	0.00	0.00	7.79	6.44	7.23	12.18
Solvency Evaluation (Estimated)	108.24	107.38	108.96	107.18	108.57	114.36
Classified Assets (Estimated) / Net Worth	7.54	19.96	18.83	23.16	15.22	3.37
<b>ASSET QUALITY</b>						
*Net Charge-Offs / Average Loans	0.55	1.12	1.27	0.54	0.97	0.23
Fair (Market) HTM Invest Value/Book Value HTM Invest.	0.00	0.00	0.00	0.00	0.00	100.37
Accum Unreal G/L On AFS/Cost Of AFS	0.00	0.00	0.00	0.00	0.00	-2.08
Delinquent Loans / Assets <sup>3</sup>	5.47	6.51	6.03	5.53	4.59	0.34
<b>EARNINGS</b>						
*Return On Average Assets Excluding Stabilization Income/Expense & NCUSIF Premium <sup>2</sup>	-0.34	-0.89	N/A	N/A	N/A	N/A
*Gross Income/Average Assets	6.67	6.80	7.43	6.47	6.27	3.74
*Yield on Average Loans <sup>4</sup>	5.59	5.69	6.23	5.54	5.18	5.39
*Yield on Average Investments	0.51	1.35	1.86	0.24	0.44	0.74
* Fee & Other Op.Income / Avg. Assets	1.97	2.00	1.96	1.91	2.23	0.94
*Cost of Funds / Avg. Assets	0.37	0.35	0.32	0.24	0.17	0.25
*Net Margin / Avg. Assets	6.30	6.45	7.11	6.23	6.11	3.49
*Net Interest Margin/Avg. Assets	4.34	4.45	5.14	4.32	3.88	2.54
Operating Exp./Gross Income	105.09	95.24	100.85	104.98	106.50	85.35
Fixed Assets & Foreclosed & Repossessed Assets / Total Assets <sup>1</sup>	2.82	2.67	1.70	1.39	2.91	1.40
*Net Operating Exp. /Avg. Assets	5.08	4.57	5.60	4.93	4.93	2.61
<b>ASSET / LIABILITY MANAGEMENT</b>						
Net Long-Term Assets / Total Assets	16.15	11.51	13.85	10.91	13.40	18.71
Reg. Shares / Total Shares. & Borrowings	19.61	25.04	25.30	30.34	30.17	64.18
Total Loans / Total Shares	92.30	92.54	101.34	84.54	91.80	49.76
Total Shares, Dep. & Borrs / Earning Assets	103.49	101.98	100.18	99.31	95.25	90.99
Reg Shares + Share Drafts / Total Shares & Borrs	44.07	48.05	53.13	62.69	63.38	78.88
Borrowings / Total Shares & Net Worth	5.95	5.56	6.33	4.15	3.83	0.06
<b>PRODUCTIVITY</b>						
Members / Potential Members	3.13	3.29	3.37	3.66	3.85	33.42
Borrowers / Members	47.68	45.18	43.44	37.56	33.87	82.82
Members / Full-Time Empl.	206.59	191.16	195.56	212.78	219.28	457.01
Avg. Shares Per Member	\$5,189	\$4,903	\$4,445	\$5,135	\$5,225	\$10,059
Avg. Loan Balance	\$10,045	\$10,042	\$10,368	\$11,559	\$14,161	\$11,339
* Salary And Benefits / Full-Time Empl.	\$35,456	\$31,718	\$37,218	\$41,145	\$47,635	\$65,234

1/ For periods before 2004, the Fixed Assets & Foreclosed And Repossessed assets did Not include repossessed vehicles.

2/ 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.

3/ 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.

\* **Annualization factor: March = 4; June = 2; September =4/3; December = 1 (or no annualizing)**

4/ Prior to September 2019, this ratio did not include Loans Held for Sale in the denominator. Prior to June 2019, the numerator may or may not have included interest income on Loans Held for Sale.

5/ For periods after March 2020, Assets in the denominator excludes Small Business Administration Paycheck Protection Program loans pledged as collateral to the Federal Reserve Bank Paycheck Protection Program Lending Facility.

6/ The FPR was recently reorganized resulting in some ratios being relocated but not deleted. The ratio you are looking for may be on the Key Ratios tab.



## 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.

## Nominees

### Board of Directors

The board size for 2022 is set at 13. There are six Two-Year Terms open. Two board members are continuing their current terms. One appointed member is also running for election.

### Nominees for Board

Frank Cetera  
Ebony Farrow  
Tanika Jones  
Pie Manirarora  
Duane Owens  
Andrea Wandersee

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### Balloting Details

1. Listing on the ballot is determined randomly.
2. Ties are broken by a run-off vote.

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### Continuing Current Terms of Office

Continuing on the Board of Directors are Alaa Alawaad, Barbara Racculia, Jessica Azulay, Jessica Maxwell, Joss Willsbrough, Moise Laub, and Randy White.

### 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.

### Diversity

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

### The Nominations Committee

Frank Cetera, Heather Engelman, Stasya Erickson, and Christina Sauve.

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.

### The Nominations Process

1. Notices are in our newsletter, statements, emails, 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 based on predetermined criteria.
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 presented to the Board of Directors via its Secretary, and notice is sent to membership at least 75 days prior to the Annual Meeting.
8. Nominations can also be made by filing a petition signed by 1% of the members (as of 12/31/2021, 54 people) with the Board Secretary.
9. If petitions are received, a revised notice of nominations is sent to the membership.

October 2022



**Frank Cetera** (incumbent) is a NYS Senior Business Advisor at the Onondaga Small Business Development Center specializing in cooperative enterprises and employee ownership. Frank is a Westside Delegate to Citywide TNT (Tomorrow's Neighborhoods Today), cofounded the Bitternut Collective Urban Homesteading co-op on the Near Westside, and has more than 10 years' experience leading Coop Fed's board. He has Masters degrees in Forestry and Sustainable Systems from SUNY ESF and Slippery Rock University of Pennsylvania.



**Ebony Farrow** is the Program Manager for Pathways to Apprenticeship at Centerstate CEO, working with women and people of color in Syracuse to prepare for and gain access to registered Building Trade apprenticeship programs. She previously worked for COR Development, Syracuse EOC, and other community organizations in Syracuse. Ebony holds two degrees from Onondaga Community College in Interior Design and Architectural Technology. She lives in Syracuse with her family.



**Tanika Jones** owns and runs a 24/7 childcare business, It Takes a Village Childcare Center, where she aims to create a "village" in Syracuse for families who need one. A Syracuse native and mom of two daughters, she is passionate about serving her community and wants to be a change agent in the world. Before launching her daycare center, she worked in many roles in the nonprofit space - supporting community members to become the best versions of themselves through advocacy, empowerment and inspiration.



**Pie Manirarora** is a Refugee Reception and Placement Manager at Interfaith Works of CNY. Born in Rwanda, Pie arrived in the US in 2018 and is now a resident of Syracuse. He previously worked as a Technical Vocational Education & Training Schools Administration Monitor in the eastern province of Rwanda and holds a Bachelor's degree in Computer Engineering & Information Technology from the University of Rwanda College of Science and Technology. His mission is to help people set goals and turn their dreams into reality.



**Duane Owens** (incumbent) is the NYS Regional Director of Historical Sites, Parks & Recreation. He formerly served as Onondaga County Commissioner of Personnel, Commissioner of Facilities Mgt. and MWBE Consultant, and has an extensive background in business and real estate development. Duane currently serves on the boards of CNY Works and Inclusive Economy CNY, among others, and is a member of Coop Fed's Business Opportunity Loan Committee. He holds a Bachelor's in Economics from Wake Forest University.



**Andrea Wandersee** (incumbent) is the Executive Director of NEDHA, the Northeast Hawley Development Association, where she focuses on community development on Syracuse's Northside. She is actively involved with the Northside Business Partnership, Exceptional Family Resources, and the CA\$H Coalition of CNY. With over 30 years of experience in non-profit leadership, she has an MPA from the Maxwell School at Syracuse University and a BA in History from Hartwick College. Andrea has lived in Eastwood with her son since 2007.