

Credit Union 2015 Annual Report

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LTS Ratio
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Member Growth
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CALLAHAN & ASSOCIATES is dedicated to helping the credit union industry thrive. Our team of experts provides leading research, analytics, networking, and consulting solutions. More than 4,000 credit unions and industry suppliers rely on us for the latest data, actionable insights, and benchmarking tools to develop their competitive advantages and achieve their strategic goals.

Our 30-year history has enabled us to build an unparalleled knowledge transfer consortium that connects the industry's best minds. Visit Callahan.com to learn how you can join our network.

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FINANCIAL WELLNESS IS MORE THAN A CAMPAIGN PLEDGE

Credit unions have the opportunity to build on historic growth by helping members achieve fiscal fitness, one family at a time.

BY JON JEFFREYS



JON JEFFREYS,
MANAGING PARTNER,
CALLAHAN & ASSOCIATES

Hot buttons in this year's presidential election cycle include income inequality and the financial health of everyday Americans. Credit unions already do a lot when it comes to the latter, but they can do much more.

As an industry, performance metrics have never been better. Credit unions have nearly 104 million members and more than \$1 trillion in share balances — new all-time highs. They're posting record market share in mortgages and auto loans. And more than half — a full 55% — of credit union members now have a checking account at their credit union.

The Federal Credit Union Act, a product of the Great Depression, says credit unions exist to serve people of modest means. To many, that means low incomes. But it's much more than that. Many people with steady jobs and decent incomes are just a payday away from financial disaster.

“Credit unions are building on their well-deserved reputation for stepping up in hard times.”

Studies show that up to 75% of U.S. households report they are living paycheck to paycheck. And according to the “Report on the Economic Well-Being of U.S. Households in 2014” issued last May by the Federal Reserve:

- 47% of nearly 6,000 survey respondents cannot cover a \$400 emergency expense without selling something or borrowing.
- 31% went without some form of medical care in the previous 12 months because they could not afford it.

Just like the medical community, credit unions are in many cases pillars of their community, whether they're community charters or SEG-based, perhaps serving a community of

teachers, air traffic controllers, or machinists. So what are credit unions doing to boost the financial wellness of their members?

Consider financial wellness a meta issue that the credit union movement as a whole can get behind; it can be a catalyst for action and a rallying cry to help the industry continue on its upward trajectory.

Then, think about financial wellness from the individual credit union's point of view. It should be a part of every organization's strategic thinking every day. For example, credit unions used those record deposits to loan a record \$410 billion in 2015. But what about the loan-to-share ratio of individual members?

There is a lot credit unions can do to help ease members' debt burden. A plain-vanilla credit card that charges 10% interest instead of the 13% or more they're paying elsewhere could be a start.

And preparing for retirement? If a member's cash flow permits, a 10-year mortgage would pay off that house before the twice-monthly paycheck ends.

Credit unions are already building on their well-deserved reputation for stepping up in the hard times — for example, easing loan terms when a SEG is hit by layoffs or offering lower rates on loans and higher rates on savings.

More importantly, there's a trust there, the belief that credit unions are there to do the right thing. Now it's time to build on that, to expand those relationships, to do the most good for the most people. The best way to do that is one member at a time, new or existing, and making sure that in this era of universal staffers, everyone on board knows how to identify the best way to help everyone out there, at the teller line or online.

As you peruse the data presented here, please think about what you can do to ensure your credit union is on these lists next year. And please don't hesitate to reach out to Callahan to suggest ways we can help you get there, including sharing how other credit unions are doing it and how you can, too. ▶

2015 CREDIT UNION IMPACT REPORT

Lending, savings, community support, and more. Credit unions had a busy year.

LENDING

CREDIT UNIONS LENT
\$410 BILLION
TO MEMBERS IN 2015

FIRST MORTGAGE
ORIGINATIONS INCREASED
33.3%
IN 2015

CREDIT UNIONS LENT
\$1.6 BILLION
TO SMALL BUSINESSES IN 2015

CREDIT UNIONS CAPTURED
7.7%
MARKET SHARE IN
FIRST MORTGAGE
ORIGINATIONS IN 2015



2015
WAS THE YEAR OF THE MORTGAGE FOR
MANY CREDIT UNIONS ACROSS THE COUNTRY

SAVINGS

55%
OF MEMBERS HAD A CREDIT
UNION CHECKING ACCOUNT
AS OF DEC. 31, 2015
(ALL-TIME HIGH)

MEMBERS OPENED
3.1 MILLION
CHECKING ACCOUNTS IN 2015

SAVINGS BALANCES INCREASED
6.8%
AT CREDIT UNIONS ACROSS
THE COUNTRY IN 2015

CREDIT UNIONS RETURNED
\$63.4 MILLION
IN LOAN INTEREST TO
MEMBERS IN 2015

CREDIT UNIONS PAID
\$4.7 BILLION
IN SHARE DIVIDENDS
TO MEMBERS IN 2015



A REFERRAL PROGRAM AT FIRST FINANCIAL
FCU IN NEW JERSEY PAYS MEMBERS

\$25 FOR THE FIRST FRIEND THEY
BRING IN TO THE CREDIT UNION

\$35 FOR THE SECOND FRIEND THEY
BRING IN TO THE CREDIT UNION

\$60 FOR THE THIRD FRIEND THEY
BRING IN TO THE CREDIT UNION

MEMBER SERVICE

CREDIT UNIONS RESTRUCTURED
\$9.7 BILLION
 IN LOANS IN 2015

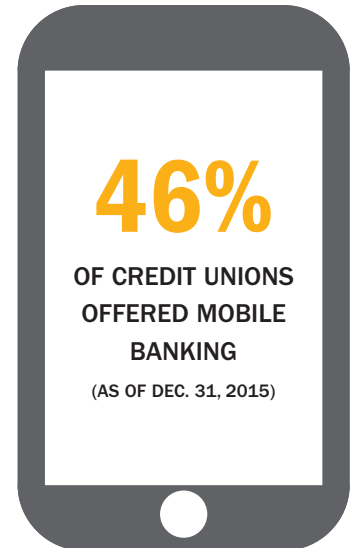
24%
 OF CREDIT UNIONS OFFERED
 REMOTE DEPOSIT CAPTURE
 (AS OF DEC. 31, 2015)



MEMBERS HAVE
 ACCESS TO
5,000+
 SHARED BRANCHES
 ACROSS THE COUNTRY
 (AS OF DEC. 31, 2015)

1,947
 CREDIT UNIONS
 OFFERED FINANCIAL
 EDUCATION IN 2015

CREDIT UNIONS LENT
\$410 BILLION
 TO MEMBERS IN 2015



46%
 OF CREDIT UNIONS
 OFFERED MOBILE
 BANKING
 (AS OF DEC. 31, 2015)

COMMUNITY IMPACT

CREDIT UNIONS INCREASED
 THEIR EMPLOYEE BASE
3.8%
 IN 2015

CREDIT UNIONS HAD
270,911
 EMPLOYEES AT THE
 END OF 2015



EVERY QUARTER, JEANNE D'ARC
 CREDIT UNION DONATES
\$1,500
 TO A CHARITABLE GROUP
 CHOSEN BY THE COMMUNITY
 VIA AN ONLINE VOTE

SOURCE: CALLAHAN & ASSOCIATES, CO-OP FINANCIAL SERVICES

LEADERS IN RETURN OF THE MEMBER

FOR ALL U.S. CREDIT UNIONS | DATA AS OF 12.31.15

Rk	Credit Union	State	Total Assets	Total ROM Score (%)	Return To Savers (%)	Return To Borrowers (%)	Member Service Usage (%)
1	DEERE EMPLOYEES	IL	\$784,567,477	100.00%	99.82%	99.01%	100.00%
2	UNIVERSITY OF IOWA COMMUNITY	IA	\$3,195,095,197	99.98%	99.80%	99.95%	98.99%
3	FIREFIGHTERS FIRST	CA	\$1,056,587,829	99.97%	98.71%	99.80%	99.93%
4	COMMUNITY FIRST	WI	\$2,345,139,136	99.95%	99.33%	99.63%	99.46%
5	LAKE MICHIGAN	MI	\$4,089,397,141	99.93%	99.37%	99.92%	98.88%
6	IDAHO CENTRAL	ID	\$2,418,391,383	99.92%	98.47%	99.98%	99.22%
7	VERIDIAN	IA	\$2,952,893,688	99.90%	99.25%	98.00%	99.90%
8	NORTHEAST	NH	\$1,075,271,291	99.89%	98.23%	99.87%	98.55%
9	CITADEL	PA	\$2,433,630,022	99.87%	99.41%	98.23%	99.15%
10	CONSUMERS	MI	\$674,548,622	99.85%	97.82%	98.80%	99.27%
11	BCU	IL	\$2,358,314,773	99.84%	99.30%	98.27%	98.19%
12	COVANTAGE	WI	\$1,248,405,253	99.82%	97.69%	98.26%	99.01%
13	ALTRA	WI	\$1,142,256,066	99.80%	95.20%	99.79%	99.59%
14	EASTMAN	TN	\$3,260,257,025	99.79%	96.13%	98.34%	99.80%
15	NASSAU EDUCATORS	NY	\$2,378,631,018	99.77%	99.12%	99.25%	96.06%
16	DIGITAL	MA	\$6,823,816,016	99.76%	93.48%	99.97%	99.95%
17	CREDIT UNION OF VERMONT	VT	\$38,520,657	99.74%	99.15%	95.48%	99.54%
18	CONSUMERS	IL	\$901,950,354	99.72%	99.74%	95.83%	98.49%
19	BOSTON FIREFIGHTERS	MA	\$228,267,983	99.71%	97.04%	97.53%	98.91%
20	SERVICE 1ST	PA	\$281,198,175	99.69%	97.14%	97.95%	98.31%
21	RIVER VALLEY	OH	\$317,363,949	99.67%	97.64%	97.07%	98.44%
22	NUMERICA	WA	\$1,585,885,956	99.66%	98.11%	95.67%	99.07%
23	CREDIT UNION OF AMERICA	KS	\$655,085,249	99.64%	96.31%	98.89%	97.20%
24	MOBILOIL	TX	\$576,039,715	99.63%	96.86%	95.82%	99.66%
25	LINN AREA	IA	\$366,047,172	99.61%	94.79%	99.09%	97.95%
26	LOGIX	CA	\$4,230,820,541	99.59%	91.18%	99.84%	99.97%
27	ADVANTIS	OR	\$1,227,427,941	99.58%	93.69%	99.45%	98.05%
28	WESTMARK	ID	\$620,577,403	99.56%	94.22%	98.24%	98.72%
29	SUMMIT	WI	\$2,388,643,118	99.54%	90.78%	99.93%	99.89%
30	ROYAL	WI	\$1,711,373,152	99.53%	95.43%	99.27%	96.54%
31	FIREFLY	MN	\$1,040,259,544	99.51%	94.31%	96.89%	99.72%
32	KEMBA FINANCIAL	OH	\$978,458,980	99.50%	97.98%	93.64%	99.69%
33	PATELCO	CA	\$4,741,981,924	99.48%	97.80%	97.98%	95.48%
34	FORT KNOX	KY	\$1,289,160,294	99.46%	98.75%	92.71%	99.74%
35	COMMUNITY FINANCIAL	CO	\$236,785,580	99.45%	96.53%	99.19%	95.10%
36	SYNERGY	TX	\$217,606,545	99.43%	92.11%	98.52%	99.53%
37	NUSENDA	NM	\$1,692,747,858	99.41%	95.80%	98.42%	96.44%
38	COASTHILLS	CA	\$914,349,587	99.40%	94.24%	99.37%	96.65%
39	SUNCOAST	FL	\$6,920,280,851	99.38%	98.41%	93.03%	99.19%
40	MERITRUST	KS	\$1,109,497,023	99.37%	95.90%	98.94%	95.36%
41	SERVICE	NH	\$2,778,692,094	99.35%	92.96%	99.76%	96.89%
42	ENT	CO	\$4,389,713,766	99.33%	94.47%	99.61%	95.74%
43	MEMBERS COOPERATIVE	MN	\$628,943,926	99.32%	97.17%	97.01%	95.84%
44	VERMONT	VT	\$458,326,714	99.30%	99.85%	94.40%	95.92%
45	SPOKANE FIREFIGHTERS	WA	\$46,014,874	99.28%	94.57%	94.95%	99.84%
46	DUPACO COMMUNITY	IA	\$1,339,209,045	99.27%	94.21%	96.50%	98.57%
47	JEANNE D'ARC	MA	\$1,173,428,667	99.25%	92.29%	99.30%	97.36%
48	PCM	WI	\$194,565,272	99.24%	93.54%	95.75%	99.61%
49	SAN DIEGO COUNTY	CA	\$7,168,552,526	99.22%	90.84%	97.72%	99.79%
50	FIRST TECH	CA	\$8,649,723,431	99.20%	89.21%	99.12%	99.76%
AVERAGE FOR CREDIT UNION INDUSTRY			\$198,344,795				

SOURCE: CALLAHAN & ASSOCIATES 

LEADERS IN 12-MONTH MEMBER RELATIONSHIP GROWTH

FOR ALL U.S. CREDIT UNIONS* | DATA AS OF 12.31.15

Rk	Credit Union	State	Growth in Avg. Member Rel.**	Avg. Member Rel.**	Avg. Loan/Member**	Avg. Share Balance	Total Assets
1	GREEN MOUNTAIN	VT	36.00%	\$15,422	\$8,129	\$7,293	\$40,936,501
2	GENERATIONS	WA	25.57%	\$11,865	\$4,994	\$6,871	\$28,317,740
3	FAIRFAX COUNTY	VA	24.97%	\$31,129	\$15,217	\$15,912	\$332,669,421
4	ALPS	AK	23.64%	\$24,164	\$10,737	\$13,427	\$67,074,459
5	PLATINUM	GA	22.00%	\$13,729	\$5,749	\$7,980	\$69,234,287
6	LATINO COMMUNITY	NC	21.89%	\$5,259	\$2,623	\$2,636	\$198,187,408
7	CAHP	CA	19.83%	\$17,538	\$8,041	\$9,497	\$157,705,582
8	COMMUNITY FIRST	MI	19.31%	\$9,113	\$4,720	\$4,393	\$39,620,195
9	NARC	MD	19.26%	\$11,740	\$2,793	\$8,947	\$23,472,335
10	CALIFORNIA	CA	18.83%	\$23,679	\$10,540	\$13,139	\$1,463,540,384
11	THORNAPPLE	MI	18.76%	\$7,539	\$3,533	\$4,006	\$22,277,892
12	SERVICE FIRST	SD	18.22%	\$13,758	\$5,031	\$8,727	\$140,360,456
13	SONOMA COUNTY GRANGE	CA	17.95%	\$22,995	\$9,795	\$13,200	\$40,249,173
14	INSPIRE	PA	17.69%	\$12,247	\$6,220	\$6,027	\$104,989,944
15	AUGUSTA VAH	GA	17.37%	\$10,910	\$4,783	\$6,126	\$68,432,870
16	LATAH	ID	17.06%	\$17,487	\$6,115	\$11,371	\$84,785,873
17	ACHIEVA	FL	16.44%	\$16,182	\$7,458	\$8,723	\$1,356,755,896
18	NORTH PLATTE UNION PACIFIC EMPLOYEE	NE	16.05%	\$11,552	\$4,422	\$7,130	\$32,139,375
19	MOHAVE COMMUNITY	AZ	15.55%	\$9,637	\$4,248	\$5,388	\$31,202,294
20	NORTH STAR	MN	15.36%	\$18,940	\$8,964	\$9,976	\$35,184,098
21	TNCONNECT	TN	15.01%	\$12,586	\$5,676	\$6,910	\$49,492,990
22	INSPIRUS	WA	14.84%	\$20,598	\$8,857	\$11,741	\$1,102,656,652
23	MONROE COUNTY TEACHERS	FL	14.80%	\$23,459	\$10,602	\$12,858	\$27,966,574
24	TECHNOLOGY	CA	14.37%	\$39,971	\$15,159	\$24,812	\$2,065,689,521
25	OAHE	SD	13.53%	\$10,937	\$4,484	\$6,454	\$21,321,689
26	KALSEE	MI	13.40%	\$11,742	\$5,528	\$6,214	\$163,526,094
27	SUPERIOR CHOICE	WI	13.31%	\$17,863	\$7,644	\$10,220	\$331,111,225
28	ORION	TN	13.26%	\$15,551	\$7,076	\$8,475	\$595,214,833
29	PREMIER	IA	13.14%	\$15,397	\$7,244	\$8,153	\$144,863,867
30	1ST VALLEY	CA	12.95%	\$14,894	\$5,613	\$9,281	\$36,876,792
31	COLUMBUS UNITED	NE	12.88%	\$11,559	\$4,796	\$6,763	\$57,972,664
32	NORTHWEST CHRISTIAN	ID	12.73%	\$8,910	\$1,334	\$7,576	\$50,711,394
33	TELCO-TRIAD COMMUNITY	IA	12.69%	\$8,013	\$3,189	\$4,824	\$85,059,907
34	RICHFIELD-BLOOMINGTON	MN	12.65%	\$18,357	\$7,050	\$11,307	\$266,457,842
35	METRO NORTH	MI	12.40%	\$10,028	\$3,900	\$6,128	\$40,916,295
36	TURBINE	SC	12.16%	\$9,723	\$3,668	\$6,055	\$25,342,901
36	LENCO	MI	12.14%	\$15,040	\$5,226	\$9,814	\$73,967,315
38	MID-TEX	TX	11.95%	\$8,804	\$3,557	\$5,247	\$21,668,197
39	HALLCO COMMUNITY	GA	11.91%	\$9,320	\$3,812	\$5,508	\$69,109,991
40	SEATTLE METROPOLITAN	WA	11.86%	\$24,124	\$10,971	\$13,153	\$664,342,845
41	UNITED POLICE	FL	11.84%	\$11,783	\$3,019	\$8,764	\$49,667,939
42	USC	CA	11.74%	\$11,185	\$5,119	\$6,067	\$431,139,731
43	AFFINITY	IA	11.69%	\$12,191	\$6,116	\$6,074	\$92,792,863
44	SANTA CRUZ COMMUNITY	CA	11.67%	\$14,101	\$6,060	\$8,041	\$107,202,718
44	DOWN EAST	ME	11.62%	\$12,937	\$6,541	\$6,395	\$152,893,595
46	SUPERIOR CREDIT UNION, INC.	OH	11.61%	\$13,647	\$5,070	\$8,577	\$572,727,811
47	PIONEER MUTUAL	TX	11.59%	\$19,783	\$6,613	\$13,169	\$120,775,535
48	HUNTINGTONIZED	WV	11.52%	\$9,093	\$4,507	\$4,586	\$27,440,956
49	MID OREGON	OR	11.46%	\$13,187	\$5,202	\$7,984	\$217,743,276
50	SETTLERS	MI	11.45%	\$9,987	\$4,288	\$5,699	\$21,700,125
AVERAGE FOR CREDIT UNION INDUSTRY			4.32%	\$16,980	\$7,149	\$9,831	\$198,344,795

* FOR ALL U.S. CREDIT UNIONS WITH MORE THAN \$20 MILLION ASSETS, MEMBER GROWTH GREATER THAN OR EQUAL TO ZERO, AND EXCLUDING SIGNIFICANT MERGERS. **EXCLUDING MEMBER BUSINESS LOANS

SOURCE: CALLAHAN & ASSOCIATES

LEADERS IN CUSO INVESTMENTS*

FOR ALL U.S. CREDIT UNIONS | DATA AS OF 12.31.15

Rk	Name	St	Investments & Loans in CUSOs	\$ Investments in CUSOs	\$ Loans to CUSOs	# of CUSO participations**	Total CU Assets
1	STATE EMPLOYEES'	NC	\$181,709,222	\$181,709,222	\$0	6	\$31,820,568,729
2	BELLWETHER COMMUNITY	NH	\$107,023,734	\$107,023,734	\$0	4	\$431,760,742
3	NAVY	VA	\$85,208,576	\$85,208,576	\$0	7	\$73,279,078,865
4	FIRST TECH	CA	\$73,605,373	\$29,017,797	\$44,587,576	8	\$8,649,723,431
5	TEXANS	TX	\$70,050,000	\$50,000	\$70,000,000	3	\$1,445,267,460
6	CREDIT UNION OF TEXAS	TX	\$64,011,120	\$59,011,120	\$5,000,000	4	\$1,284,744,882
7	WRIGHT-PATT	OH	\$56,073,729	\$43,907,329	\$12,166,400	10	\$3,202,505,016
8	ALASKA USA	AK	\$49,211,485	\$49,211,485	\$0	11	\$6,149,860,075
9	WESCOM	CA	\$46,316,478	\$46,316,478	\$0	12	\$3,007,815,087
10	STATE EMPLOYEES	NY	\$45,897,699	\$21,897,699	\$24,000,000	4	\$3,042,780,974
11	DUPACO COMMUNITY	IA	\$34,761,183	\$34,761,183	\$0	5	\$1,339,209,045
12	PENTAGON	VA	\$34,625,702	\$34,625,702	\$0	5	\$19,460,442,369
13	SECURITY SERVICE	TX	\$31,838,633	\$31,838,633	\$0	8	\$9,237,936,319
14	MICHIGAN LEGACY	MI	\$30,065,227	\$30,005,227	\$60,000	5	\$167,788,004
15	BELLCO	CO	\$27,166,156	\$10,263,656	\$16,902,500	13	\$3,109,283,079
16	BETHPAGE	NY	\$26,646,668	\$25,146,668	\$1,500,000	10	\$6,247,752,315
17	KINECTA	CA	\$26,335,698	\$15,835,698	\$10,500,000	8	\$3,800,424,323
18	WESTERN	CA	\$25,567,329	\$15,567,329	\$10,000,000	7	\$2,173,989,886
19	HOOSIER HILLS	IN	\$25,225,074	\$25,225,074	\$0	3	\$434,533,899
20	ESL	NY	\$25,143,198	\$25,143,198	\$0	1	\$5,666,403,125
21	MERIWEST	CA	\$24,171,126	\$24,171,126	\$0	3	\$1,224,933,913
22	ASCENTRA	IA	\$24,135,032	\$12,790,105	\$11,344,927	3	\$369,221,598
23	MEMBERS 1ST	PA	\$23,897,085	\$102,085	\$23,795,000	5	\$3,013,725,681
24	EDUCATORS	WI	\$22,985,291	\$460,507	\$22,524,784	6	\$1,567,686,503
25	MAX	AL	\$22,807,622	\$1,181,380	\$21,626,242	3	\$1,178,213,634
26	OREGON COMMUNITY	OR	\$21,728,022	\$1,604,572	\$20,123,450	5	\$1,431,031,170
27	ALLEGACY	NC	\$21,358,635	\$21,358,635	\$0	5	\$1,169,357,339
28	SUNCOAST	FL	\$19,967,581	\$19,967,581	\$0	9	\$6,920,280,851
29	PUBLIC SERVICE	CO	\$19,834,772	\$9,834,772	\$10,000,000	3	\$1,630,608,122
30	CAP COM	NY	\$19,753,749	\$19,655,465	\$98,284	3	\$1,251,255,575
31	COMMUNITYAMERICA	MO	\$19,114,354	\$19,114,354	\$0	9	\$2,184,204,062
32	VERIDIAN	IA	\$18,616,730	\$7,042,936	\$11,573,794	15	\$2,952,893,688
33	RANDOLPH-BROOKS	TX	\$17,534,536	\$15,526,164	\$2,008,372	12	\$6,991,325,903
34	GREATER IOWA	IA	\$17,270,038	\$120,038	\$17,150,000	4	\$358,748,608
35	TDECU	TX	\$17,024,129	\$15,124,129	\$1,900,000	9	\$2,773,770,497
36	NORTHWEST	VA	\$16,556,455	\$15,106,455	\$1,450,000	5	\$3,093,778,820
37	TEACHERS	IN	\$16,268,394	\$16,268,394	\$0	10	\$2,862,352,070
38	SERVICE	NH	\$15,980,549	\$199,490	\$15,781,059	5	\$2,778,692,094
39	AMERICAN HERITAGE	PA	\$15,847,255	\$5,947,255	\$9,900,000	13	\$1,643,797,102
40	KERN SCHOOLS	CA	\$15,040,468	\$10,040,468	\$5,000,000	4	\$1,345,310,330
41	UNITED NATIONS	NY	\$14,824,419	\$14,824,419	\$0	2	\$4,357,291,509
42	LIBERTY FIRST	NE	\$14,310,476	\$7,158,238	\$7,152,238	3	\$204,214,592
43	MICHIGAN EDUCATIONAL	MI	\$13,308,585	\$838,921	\$12,469,664	3	\$727,271,950
44	ARIZONA	AZ	\$12,861,175	\$9,367,863	\$3,493,312	4	\$1,396,614,851
45	MISSION	CA	\$12,514,934	\$12,514,934	\$0	4	\$2,863,597,220
46	AFFINITY	NJ	\$12,476,875	\$12,476,875	\$0	5	\$2,401,536,848
47	PROVIDENT	CA	\$11,661,835	\$11,661,835	\$0	5	\$2,124,975,421
48	VYSTAR	FL	\$11,469,425	\$11,469,425	\$0	3	\$5,652,796,448
49	NUSENDA	NM	\$11,363,375	\$11,363,375	\$0	8	\$1,692,747,858
50	TOWER	MD	\$11,141,246	\$8,741,246	\$2,400,000	8	\$2,758,438,493
AVERAGE FOR CREDIT UNION INDUSTRY			\$479,535	\$363,395	\$116,140	0.40	\$198,344,795

*LEADERS DETERMINED BY COMBINED DOLLARS INVESTED IN AND/OR LOANED TO A CUSO

**NUMBER OF PARTICIPATIONS DATA AS OF DECEMBER 2014

SOURCE: CALLAHAN & ASSOCIATES

LEADERS IN SHARE DRAFT PENETRATION

FOR ALL U.S. CREDIT UNIONS* | DATA AS OF 12.31.15

Rk	Credit Union	St	% of Members w/ Share Draft Account	# Share Draft Accts.	Avg. Share Balance	Total Assets
1	COMMUNITY	CA	188.62%	10,644	\$13,219	\$85,357,319
2	MID MINNESOTA	MN	158.50%	59,547	\$6,613	\$282,870,210
3	ARC	PA	142.32%	17,279	\$5,556	\$73,394,163
4	NUMERICA	WA	117.79%	138,078	\$11,259	\$1,585,885,956
5	DISTRICT OF COLUMBIA TEACHERS	DC	113.57%	6,493	\$7,055	\$46,239,452
6	IDB-IIC	DC	108.91%	10,759	\$39,987	\$513,994,342
7	UNITED CONSUMERS	MO	106.98%	18,292	\$6,812	\$132,276,479
8	POWER FINANCIAL	FL	106.81%	32,076	\$14,114	\$538,238,964
9	ALABAMA CENTRAL	AL	103.69%	18,179	\$7,046	\$136,559,336
10	IBM SOUTHEAST EMPLOYEES	FL	101.77%	71,894	\$11,286	\$892,481,353
11	CITY & COUNTY	MN	101.51%	38,949	\$10,449	\$457,457,683
12	PACIFIC MARINE	CA	100.90%	80,185	\$7,763	\$731,196,801
13	ENTRUST FINANCIAL	VA	98.13%	10,481	\$7,216	\$83,338,995
14	COMMUNITY SOUTH	FL	96.47%	9,307	\$9,612	\$108,970,398
15	AMERICA'S CHRISTIAN	CA	93.73%	70,942	\$3,664	\$313,307,131
16	1ST ADVANTAGE	VA	93.25%	52,334	\$9,572	\$623,682,712
17	DESERT VALLEYS	CA	89.78%	3,374	\$7,200	\$29,246,614
18	ARIZONA	AZ	88.67%	108,777	\$9,571	\$1,396,614,851
19	PAHO-WHO	DC	88.59%	4,356	\$34,119	\$204,566,377
20	ALTERNATIVES	NY	88.35%	8,779	\$8,369	\$95,093,062
21	WINSTON-SALEM	NC	88.25%	10,453	\$4,469	\$62,370,367
22	CONSUMERS	IL	86.79%	70,247	\$10,095	\$901,950,354
23	ARROWHEAD CENTRAL	CA	85.16%	107,758	\$6,321	\$960,036,233
24	ANHEUSER-BUSCH EMPLOYEES	MO	85.06%	102,764	\$11,346	\$1,552,518,987
25	TROPICAL FINANCIAL	FL	84.16%	44,715	\$9,943	\$587,455,027
26	NORTHWOODS COMMUNITY	WI	83.72%	6,750	\$8,191	\$74,086,817
27	POLICE AND FIRE	PA	83.35%	196,392	\$15,153	\$4,368,287,632
28	SOLANO FIRST	CA	83.26%	8,240	\$11,839	\$137,617,157
29	BEUCU	WA	82.96%	780,384	\$13,543	\$14,471,060,884
30	OLYMPIA	WA	82.72%	2,800	\$8,964	\$33,535,580
31	VERIDIAN	IA	82.62%	160,776	\$13,101	\$2,952,893,688
32	ONPOINT COMMUNITY	OR	82.32%	242,769	\$11,615	\$3,906,086,689
33	UNIVERSITY	TX	82.25%	164,670	\$8,677	\$1,947,497,751
34	MIDFLORIDA	FL	82.16%	185,136	\$8,560	\$2,400,405,607
35	O.A.S. STAFF	DC	81.92%	5,029	\$28,638	\$190,866,849
36	USE	CA	81.73%	35,269	\$17,091	\$832,475,061
37	TWIN RIVERS	NY	81.66%	2,417	\$8,194	\$27,729,559
38	FLORIDA CENTRAL	FL	81.58%	42,343	\$7,219	\$413,754,980
39	LAFAYETTE	MD	80.63%	12,040	\$22,891	\$419,060,165
40	BANK-FUND STAFF	DC	80.54%	67,045	\$44,785	\$4,216,261,725
41	WESTSTAR	NV	80.14%	17,201	\$5,932	\$147,907,647
42	TECHNOLOGY	CA	79.66%	59,363	\$24,812	\$2,065,689,521
43	WESTMARK	ID	79.50%	41,079	\$10,591	\$620,577,403
44	PEOPLE'S COMMUNITY	WA	79.46%	9,869	\$13,611	\$191,435,416
45	WHATCOM EDUCATIONAL	WA	79.45%	61,694	\$13,016	\$1,224,257,012
46	UNIVERSITY OF WISCONSIN	WI	79.33%	167,265	\$8,824	\$2,076,988,387
47	MID-ATLANTIC	MD	78.86%	18,853	\$11,802	\$301,117,530
48	SAN DIEGO FIREFIGHTERS	CA	78.71%	2,903	\$22,779	\$92,485,483
49	SAN DIEGO COUNTY	CA	78.56%	241,981	\$19,924	\$7,168,552,526
50	CLARK COUNTY	NV	78.47%	29,205	\$13,659	\$586,152,950
AVERAGE FOR CREDIT UNION INDUSTRY			55.09%	9,319	\$9,896	\$198,344,795

*FOR ALL U.S. CREDIT UNIONS WITH MORE THAN \$20 MILLION IN ASSETS

SOURCE: CALLAHAN & ASSOCIATES

LEADERS IN AUTO LOAN PENETRATION

FOR ALL U.S. CREDIT UNIONS* | DATA AS OF 12.31.15

Rk	Credit Union	St	% of Members w/ Auto Loans	Auto Loans/ Total Loans	Total Auto Loans	12-Mo. Auto Loan Growth	Indirect Loans Outstanding
1	CITIZENS COMMUNITY	IA	99.91%	88.64%	\$123,661,115	1.99%	\$107,745,533
2	CONSOLIDATED	OR	76.95%	27.81%	\$37,423,065	-1.18%	\$26,842,984
3	COMMUNITY CREDIT UNION OF LYNN	MA	76.14%	46.26%	\$48,180,129	-0.53%	\$45,002,351
4	ATLANTA POSTAL	GA	73.93%	59.38%	\$666,079,568	27.50%	\$0
5	COMMUNITYWIDE	IN	72.90%	84.84%	\$284,731,740	18.33%	\$285,628,954
6	SISKIYOU CENTRAL	CA	67.45%	64.69%	\$15,472,165	15.86%	\$0
7	ASSOCIATED	GA	64.64%	62.78%	\$572,830,378	12.64%	\$121,021,457
8	EAGLE COMMUNITY	CA	61.29%	42.54%	\$48,784,326	11.08%	\$21,754,707
9	HANIN	CA	59.33%	85.93%	\$17,417,239	8.62%	\$0
10	HOMETOWN	IN	58.84%	67.17%	\$10,447,618	12.53%	\$0
11	LAFAYETTE	MD	58.75%	4.73%	\$17,497,544	-12.61%	\$19,870,484
12	GENERAL ELECTRIC	OH	57.31%	64.67%	\$1,321,550,780	10.41%	\$1,489,770,942
13	MCGRAW-HILL	NJ	56.50%	37.35%	\$103,245,036	91.26%	\$76,300,449
14	FIREFLY	MN	54.80%	40.94%	\$338,404,808	45.89%	\$158,640,741
15	POINT WEST	OR	53.47%	50.05%	\$32,916,371	12.38%	\$20,572,420
16	MERITRUST	KS	53.03%	69.43%	\$677,631,428	24.84%	\$563,558,144
17	KAHULUI	HI	51.24%	13.75%	\$3,109,036	72.14%	\$0
18	GEORGIA'S OWN	GA	50.76%	43.55%	\$693,436,856	-3.79%	\$15,999,346
19	SECURITY SERVICE	TX	50.25%	66.38%	\$5,602,568,212	-3.77%	\$5,209,166,038
20	FLORENCE DUPONT EMPLOYEES	SC	50.04%	76.61%	\$22,984,896	-29.73%	\$0
21	CHARTWAY	VA	48.72%	61.27%	\$986,231,226	13.36%	\$333,038,286
22	PORTALLIANCE	VA	48.35%	88.98%	\$65,810,285	5.70%	\$58,516,611
23	HERITAGE COMMUNITY	CA	48.33%	54.20%	\$73,857,166	44.34%	\$43,487,460
24	COLUMBUS METRO	OH	47.28%	81.97%	\$152,702,083	-4.98%	\$141,447,323
25	PENINSULA COMMUNITY	WA	47.02%	50.79%	\$59,750,190	22.09%	\$36,687,001
26	RIVER REGION	MO	46.98%	68.73%	\$67,938,967	5.50%	\$42,782,280
27	CONSUMERS COOPERATIVE	NE	46.91%	72.40%	\$12,653,423	7.29%	\$0
28	1ST RESOURCE	AL	45.59%	33.92%	\$9,390,264	3.88%	\$0
29	MESQUITE	TX	45.54%	67.37%	\$9,180,515	-10.34%	\$0
30	FIRST FLORIDA	FL	45.31%	45.93%	\$157,934,118	21.37%	\$20,247,272
31	HTM AREA	OH	44.62%	82.56%	\$11,334,379	9.32%	\$3,628,673
32	RIVERSIDE COMMUNITY	IN	44.33%	59.41%	\$15,800,108	4.05%	\$1,363,299
33	OREGON COMMUNITY	OR	44.22%	51.56%	\$622,238,035	-15.15%	\$751,673,044
34	COMPASS FINANCIAL	FL	43.86%	86.18%	\$15,824,419	-1.16%	\$0
35	SHERIDAN COMMUNITY	WY	43.79%	78.88%	\$28,208,573	11.45%	\$2,345,024
36	GRANCO	WA	43.77%	40.99%	\$15,425,519	26.63%	\$0
37	SUPERIOR SAVINGS	OH	43.62%	85.27%	\$13,113,104	3.21%	\$9,225,822
38	DOVER	DE	42.95%	54.18%	\$149,021,563	51.24%	\$47,614,271
39	COASTHILLS	CA	42.89%	32.95%	\$260,559,913	12.95%	\$182,943,356
40	COMMUNICATION	OK	41.76%	72.43%	\$496,008,510	20.91%	\$286,703,149
41	MONTEREY	CA	41.75%	78.81%	\$95,994,780	3.62%	\$29,953,185
42	HORIZON	MO	41.65%	86.73%	\$12,628,398	17.28%	\$0
43	ELEMENT	WV	41.55%	76.79%	\$20,256,636	8.07%	\$1,865,643
44	CREDIT UNION OF AMERICA	KS	41.40%	57.91%	\$315,993,481	14.64%	\$174,207,568
45	LINN-CO	OR	41.25%	81.72%	\$54,395,530	12.63%	\$43,810,582
46	HEARTLAND	IL	41.04%	84.35%	\$158,936,691	6.97%	\$120,575,319
47	COMMUNITY ALLIANCE	MI	40.95%	62.93%	\$60,424,831	13.43%	\$62,932,706
48	1ST MIDAMERICA	IL	40.67%	68.77%	\$380,070,928	12.44%	\$316,362,918
49	FIRST CASTLE	LA	40.31%	75.02%	\$44,919,600	13.39%	\$30,388,239
50	POTLATCH NO 1	ID	40.30%	58.41%	\$389,292,119	8.08%	\$306,598,477
AVERAGE FOR CREDIT UNION INDUSTRY			18.52%	33.21%	\$43,034,836	14.39%	\$22,332,382

*FOR ALL U.S. CREDIT UNIONS WITH MORE THAN \$20 MILLION IN ASSETS

SOURCE: CALLAHAN & ASSOCIATES 

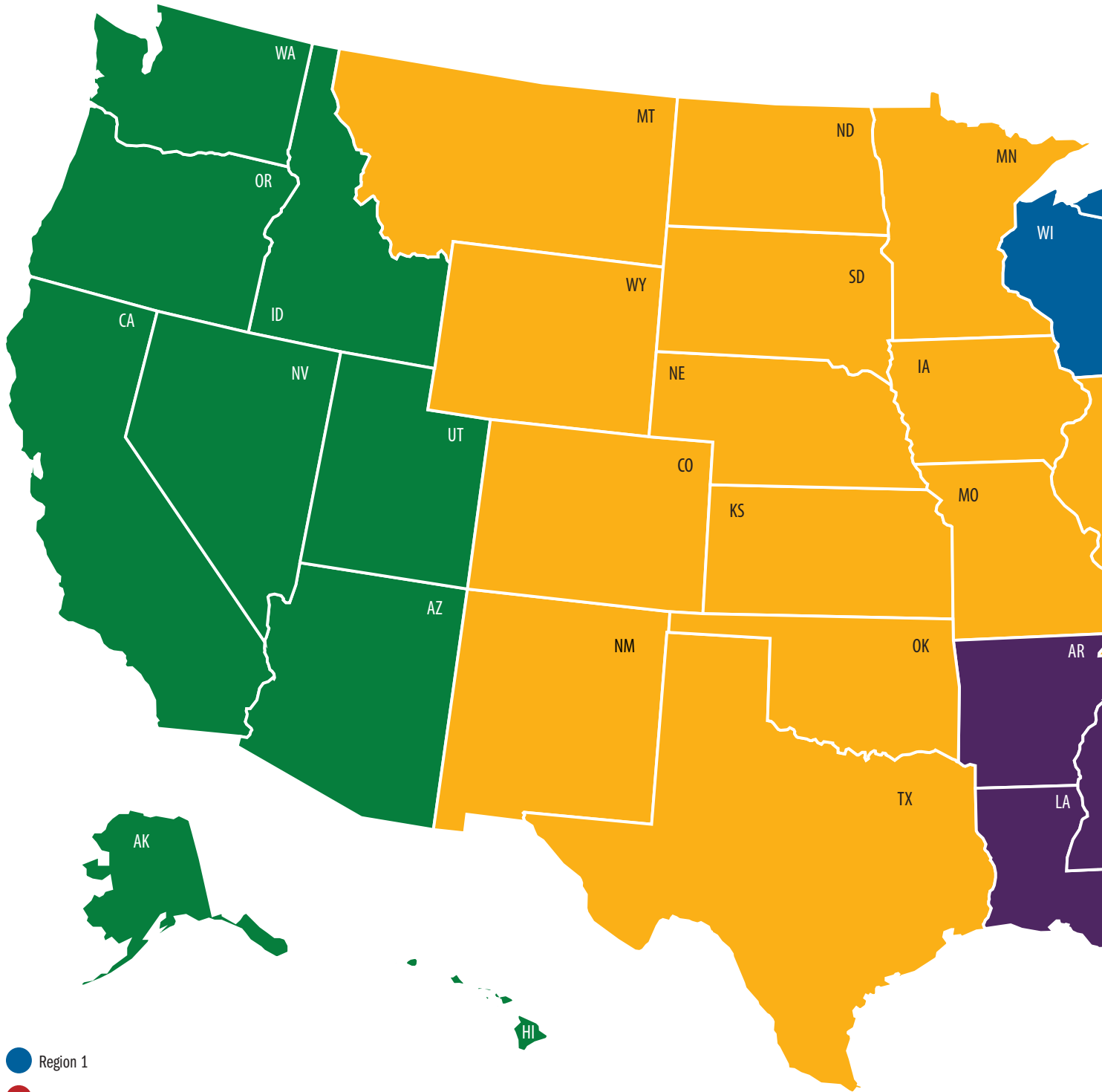
LEADERS IN 12-MONTH FIRST MORTGAGE GROWTH

FOR ALL U.S. CREDIT UNIONS* | DATA AS OF 12.31.15

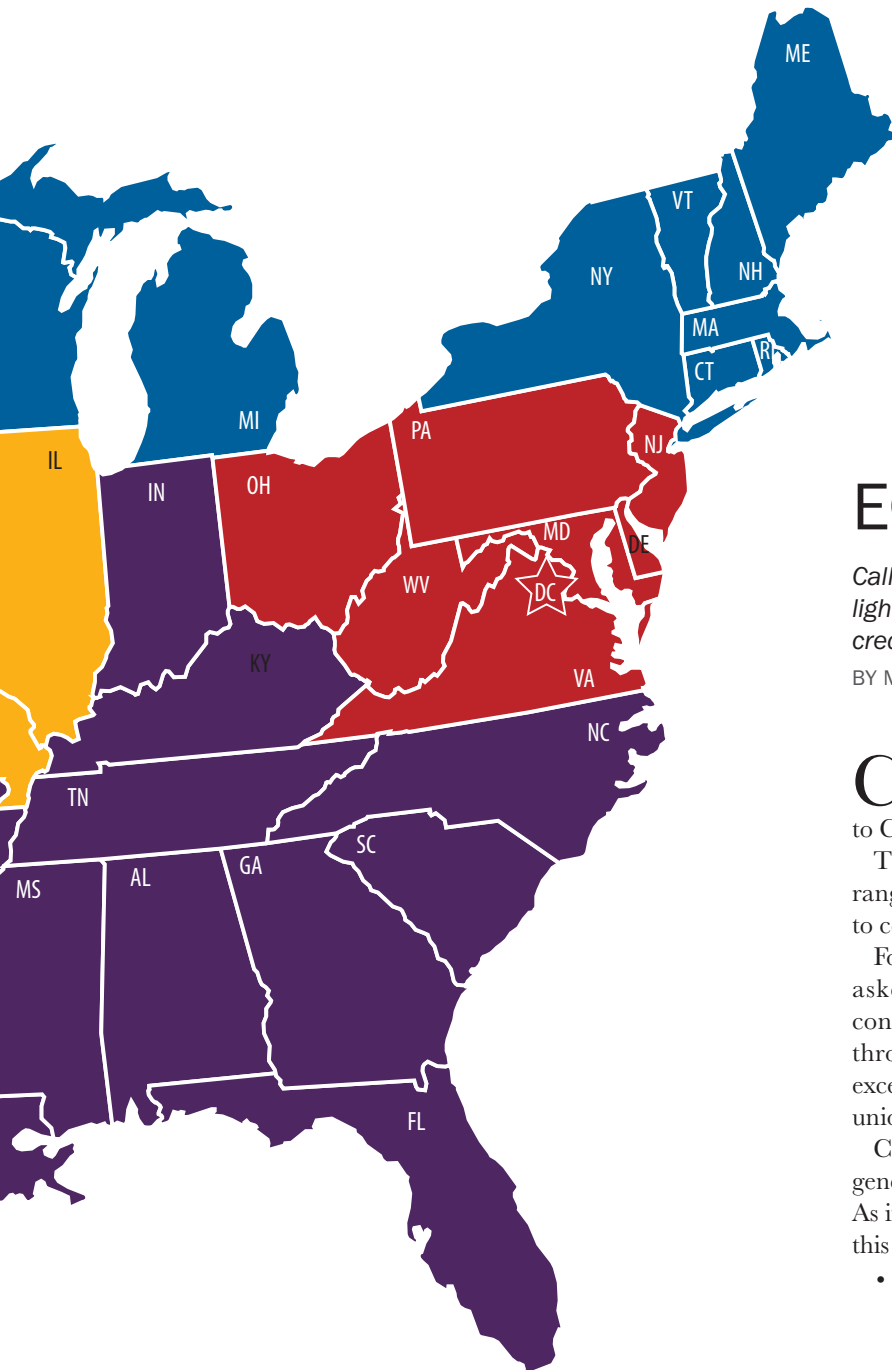
Rk	Credit Union	St	12-Mo. Growth in First Mtgs Outstanding	First Mtgs Outstanding	First Mtg / Total Loans	First Mtg Delinquency	Past 12 Months of First Mtg Originations	Total Assets
1	LA FINANCIAL	CA	349.22%	\$124,452,612	56.75%	0.70%	\$55,486,573	\$363,023,332
2	DVA	DC	343.70%	\$21,338,779	38.82%	5.25%	\$7,876,728	\$107,912,806
3	MIRAMAR	CA	343.12%	\$64,025,142	79.24%	0.00%	\$30,194,597	\$172,439,235
4	CALIFORNIA STATE & FEDERAL EMPLOYEES #20	CA	331.67%	\$15,850,392	65.65%	0.00%	\$3,680,000	\$127,539,839
5	SAGINAW MEDICAL	MI	325.16%	\$15,745,978	28.51%	0.00%	\$10,042,489	\$125,689,419
6	EXCEL	GA	323.38%	\$28,847,686	45.43%	1.58%	\$10,794,158	\$96,734,295
7	RED RIVER	OK	318.84%	\$5,011,083	11.14%	0.21%	\$1,013,594	\$76,676,186
8	COLUMBINE	CO	318.28%	\$9,703,709	27.02%	3.17%	\$3,473,918	\$55,516,971
9	COMMUNITY FINANCIAL	MO	317.05%	\$7,164,189	20.13%	0.00%	\$4,683,575	\$62,190,558
10	DADE COUNTY	FL	314.50%	\$49,953,310	14.73%	0.37%	\$21,621,270	\$636,640,381
11	HONOLULU	HI	308.48%	\$41,545,949	32.16%	0.00%	\$14,272,371	\$246,111,828
12	CLEARVIEW	PA	307.65%	\$115,296,355	18.33%	0.80%	\$41,661,691	\$986,247,357
13	LOUISVILLE	KY	298.90%	\$6,053,002	39.54%	0.00%	\$2,670,332	\$34,062,328
14	GREATER NEVADA	NV	296.73%	\$152,600,794	39.80%	0.31%	\$60,246,086	\$584,799,925
15	VANTAGE TRUST	PA	295.78%	\$7,870,482	45.99%	7.66%	\$890,500	\$59,274,545
16	HAWAII STATE	HI	289.10%	\$215,005,254	32.43%	1.85%	\$128,466,095	\$1,406,453,824
17	RTP	NC	284.99%	\$11,032,740	18.07%	0.00%	\$2,085,869	\$106,861,798
18	SRI	CA	284.52%	\$14,657,235	41.49%	0.00%	\$2,503,200	\$79,136,018
19	OMAHA	NE	279.12%	\$9,114,044	17.72%	0.00%	\$1,499,220	\$70,458,107
20	CLARK COUNTY	NV	272.66%	\$150,541,908	41.32%	4.18%	\$62,007,399	\$586,152,950
21	1ST ADVANTAGE	VA	270.74%	\$159,049,921	33.82%	4.33%	\$18,486,276	\$623,682,712
22	SOUTH JERSEY	NJ	267.72%	\$38,587,038	23.80%	2.16%	\$21,516,924	\$331,667,803
23	PARTNER COLORADO	CO	263.67%	\$26,013,481	11.40%	0.91%	\$6,447,779	\$303,314,479
24	FEDCOM	MI	263.10%	\$5,951,080	13.91%	1.70%	\$3,872,451	\$59,120,775
25	UNITED FINANCIAL	CA	258.57%	\$14,769,619	70.25%	4.53%	\$3,147,229	\$36,679,347
26	GEORGIA HERITAGE	GA	253.58%	\$9,119,061	13.24%	0.67%	\$1,590,400	\$85,278,368
27	PEARL HAWAII	HI	253.37%	\$38,907,872	27.47%	0.00%	\$9,449,000	\$337,788,514
28	DAVISS COUNTY TEACHERS	KY	252.69%	\$11,790,117	45.71%	0.00%	\$4,084,372	\$39,053,513
29	VERITAS	TN	252.42%	\$5,491,976	20.52%	0.00%	\$690,740	\$40,637,605
30	PALISADES	NY	250.78%	\$21,233,309	20.35%	8.38%	\$1,929,300	\$151,734,187
31	CAROLINAS TELCO	NC	248.51%	\$69,040,766	39.49%	0.76%	\$13,102,200	\$393,797,852
32	SHAREPOINT	MN	244.47%	\$40,215,038	30.61%	0.15%	\$29,549,340	\$190,783,274
33	PENINSULA COMMUNITY	WA	243.26%	\$24,356,820	20.70%	0.00%	\$12,046,763	\$165,967,617
34	ALPS	AK	241.27%	\$15,731,750	36.18%	0.92%	\$9,278,366	\$67,074,459
35	WELD SCHOOLS	CO	238.21%	\$5,984,243	20.42%	0.00%	\$3,118,982	\$65,554,411
36	UKRAINIAN SELFRELIANCE MICHIGAN	MI	237.71%	\$26,398,535	87.68%	1.28%	\$7,913,062	\$115,515,445
37	OREGON PIONEER	OR	237.46%	\$5,729,950	54.86%	2.89%	\$3,155,292	\$24,019,912
38	ALLIANCE	CA	234.55%	\$79,014,099	28.39%	0.53%	\$40,176,118	\$383,740,151
39	BAYOU	LA	233.81%	\$13,145,766	26.36%	0.00%	\$4,077,100	\$69,572,992
40	VALLESTAR	VA	223.05%	\$82,034,549	52.02%	1.61%	\$27,156,541	\$276,321,942
41	LOMTO	NY	222.98%	\$6,480,196	2.67%	0.00%	\$2,037,560	\$273,481,915
42	NEW YORK TIMES EMPLOYEES	NY	217.38%	\$17,522,798	50.15%	5.45%	\$1,164,800	\$73,003,696
43	ST. MARY'S & AFFILIATES	WI	217.27%	\$5,244,368	30.60%	0.00%	\$1,453,635	\$32,714,202
44	OLD HICKORY	TN	216.84%	\$47,875,704	43.17%	0.19%	\$16,996,567	\$227,213,266
45	COMMUNITY UNITED	GA	216.68%	\$11,700,712	73.06%	2.27%	\$3,533,077	\$20,928,791
46	PINNACLE	NJ	214.69%	\$22,905,526	18.32%	1.25%	\$13,878,960	\$144,493,546
47	DIXIES	SC	213.10%	\$9,285,282	32.08%	0.30%	\$1,147,557	\$40,249,984
48	MILLSTREAM AREA	OH	209.78%	\$6,240,434	21.81%	0.00%	\$1,996,675	\$36,597,604
49	NASCOGA	TX	206.16%	\$19,710,000	38.35%	0.00%	\$7,712,937	\$85,243,938
50	MAGNIFY	FL	204.76%	\$23,350,366	52.18%	0.42%	\$792,477	\$75,771,152
AVERAGE FOR CREDIT UNION INDUSTRY			14.83%	\$53,181,864	41.04%	0.75%	\$20,465,282	\$198,344,795

SOURCE: CALLAHAN & ASSOCIATES

*FOR ALL U.S. CREDIT UNIONS WITH MORE THAN \$20 MILLION IN ASSETS, AT LEAST \$1 IN FIRST MORTGAGES OUTSTANDING FIVE YEARS AGO AND \$5 MILLION OUTSTANDING THIS YEAR, AND AT LEAST \$1 IN FIRST MORTGAGE ORIGINATIONS FOR EACH OF THE PAST THREE YEARS, EXCLUDING SIGNIFICANT MERGERS.



- Region 1
- Region 2
- Region 3
- Region 4
- Region 5



2016

ECONOMIC OUTLOOK

Callahan's annual executive outlook survey shines a light on the economic challenges and opportunities for credit unions in the months ahead.

BY MARC RAPPORT

Challenges abound for credit unions in the months ahead, according to the more than 100 respondents to Callahan's 2016 Executive Outlook Survey.

Those challenges — and opportunities they present — range from global economics to developing a strong team to compete in the local market.

For the fifth installment of the online survey, Callahan asked respondents to summarize their local market conditions looking ahead through 2016. We then culled through the responses and are presenting a selection of excerpts according to the NCUA region in which the credit union is headquartered.

Credit union leaders from across the United States were generous enough with their time to offer thoughtful insight. As in past years, there are commonalities in the responses to this year's survey. Two, in particular, stand out:

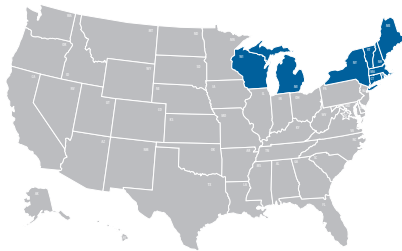
- Global and local economic conditions are requiring credit unions to fight harder for wallet share. As one respondent from a Virginia credit union nicely summed it up: "There is a strong local economy and tough competition from banks and large credit unions. Lending demand is strong and property values are high. Members adopt new technology early and push on us to innovate."
- And from Oklahoma: "The credit union expects



heightened borrower credit risk over the next one to two years as layoffs and hiring freezes impact oil industry workers in our field of membership. This could result in slowing loan demand or increased charge-offs and delinquencies, which would negatively impact the credit union's growth and credit quality goals."

The following answers, which have been excerpted and edited for readability, are a representative sample of the larger survey. The home state and asset size of the respondent's credit union follow the responses.

To read all the comments from the survey in their entirety, visit CreditUnions.com and download the 2016 Economic Outlook PDF.



REGION 1

"The market looks promising for 2016. With increasing interest rates, we will be able to favorably reprice our short-term indirect auto portfolio and improve our net interest margin."

Michigan, \$100M-\$250M

"We will have to move into new geographic areas, which is very costly."

New York, \$100M-\$250M

"We need additional production in a rising rate environment. A significant amount of production from 2015 was the result of three rate declines that resulted in increased production due to refi business."

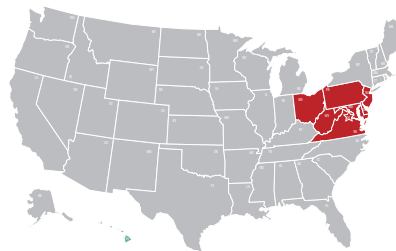
Wisconsin, >\$1B

"The economy in the New England region seems to be holding up pretty well. Competition in the financial industry space is quite strong, although we expect a continued trend of consolidation to occur."

Massachusetts, >\$500M-\$1B

"In Vermont, our shrinking labor force is causing wage pressures to bubble, making external talent searches difficult. World economic turmoil might spill over domestically, too."

Vermont, \$250M-\$500M



REGION 2

"There is a strong local economy and tough competition from banks and large credit unions. Lending demand is strong and property values are high. Members adopt new technology early and push on us to innovate."

Virginia, \$100M-\$250M

"Our local market will see modest growth in economic output, low unemployment, and good housing demand."

West Virginia, \$50M-\$100M

"Our local economy is stagnant. Consumers are cautious."

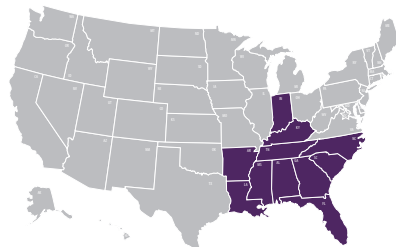
Ohio, \$500M-\$1B

"Our area has recovered nicely overall. Unemployment is below national and overall state levels. Real estate pricing has increased, although it has not fully recovered from pre-2008 levels. Company layoffs have slowed to virtually be only from merger or buyout activity. Loan delinquencies and charge-offs are down to pre-2008 levels."

Pennsylvania, >\$1B

"The local economy is growing and producing jobs."

District of Columbia, <\$50M



REGION 3

"Unemployment is high, 8%, and the average wage for most jobs created is \$12/hour. There are no new houses being built."

Indiana, \$50M-\$100M

