



Florida Credit Union News

A publication of the Florida Credit Union League 

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Two Florida CUs Win National Bridge Awards

Windjammer Teen Newsletter, youth newsletter of *FAIRWINDS* CU in Orlando, has been named national winner in the newsletters category, \$30 million in assets or more, in the 2001 Bridge Awards for Excellence in Member Education Communications. Marcie Hill is the newsletter's editor.

The top winner in the newsletter category, \$30 million in assets or less, is *The Quarterly Dividend*, membership newsletter of *TMHFCU* in Tallahassee. Lyndell Maxwell is the newsletter's editor.

FAIRWINDS CU also earned second place in the Member Education Program category with its *Windjammer* youth organization materials, including brochures, education course materials, and newsletters.

Educational Community Credit Union in Jacksonville and MacDill Federal Credit Union of Tampa both received an Honorable Mention Award in the Member Education Program.



Marcie Hill, editor of *FAIRWINDS* CU's *Windjammer Teen Newsletter*, displays the publication that won first place in the Bridge Awards.

FAIRWINDS CU and *TMHFCU* will be presented their awards at the 2002 CUNA Government Affairs Conference in Washington on Feb. 26. Bridge Award winners each receive a free registration to attend the conference.

Legislators and CU Professionals Interact at Legislative Summit

More than 80 credit union professionals, volunteers and staff gathered in Florida's Capital City January 30-31 to hear updates on important legislative issues affecting credit unions and to visit with state legislators. This year's attendance at the Legislative Summit represents an all-time high in the number of credit union people attending the annual event, according to FCUL Executive Vice President Aletta Shutes.

Another record was set Wednesday night at a reception held to kick off the Summit. Forty-three state legislators were on hand with Summit attendees to exchange views and relax the night before the Summit. Never in the history of this event had so many legislators made an appearance at the reception.

The Summit began with a welcome from FCUL President/CEO Guy Hood. Hood pointed out that the involvement of the League and individual credit union professionals and volunteers in the 2000 campaigns of many legislators helped create



(L to R) Rep. Donna Clarke (R-69); Rep. Stan Jordan (R-17); FCUL Executive Vice President Aletta Shutes; Rep. Don Davis (R-18); and Rep. Annie Betancourt (D-116) gather together at the reception.

the current atmosphere of credit union acceptance by legislators. He also noted that the League's lobbying efforts included former Attorney General and Secretary of State Jim Smith and former House Speaker Lee Moffitt.

"The real horsepower is in this room," said Hood, referring to the Summit attendees.

On Thursday, the Summit began with an address by State Representative Mark Flanagan (R-Bradenton), Chairman of the House Banking Committee. Rep. Flanagan informed attendees about the many and varied issues facing the legislature this year; issues ranging from reapportionment to government reorganization to budget problems.

"I need your help and your guidance in letting me know how you feel on these issues," said Flanagan. "I rely on your expertise."

State Comptroller Robert Milligan, state regulator of credit unions, appeared to give his perspective on legislative events. Comptroller Milligan explained the issue of



FCUL President/CEO Guy Hood (right) introduces Florida Comptroller Robert Milligan during the 2002 Legislative Summit.

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Florida Credit Union League Board of Directors

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The *Florida Credit Union News* is a monthly publication of the Florida Credit Union League. For business information or subscriptions, write the Florida Credit Union League, call (800) 342-1266, or e-mail bwells@fcu.org.

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www.fcu.org

Raising the Bar

When you read this we'll only be a few short days away from the beginning of the Annual CUNA Government Affairs Conference. And, as of this date, the total number of Florida credit union people who have signed up to go to Washington is nearing 100. This represents an increase in numbers from last year. That's good.

Our recently concluded Legislative Summit also produced a record number of attendees. Nearly 80 of you packed up and came to Tallahassee in late January to "hike the hill" and to hear from your elected officials. That is also good.

What makes all this significant is that the major focus of most legislators both in Washington and Tallahassee is on reapportionment, budgets and government reorganization. Be secure in knowing that our input is sought on these issues, but threats to credit unions through new taxes or new regulations appear to be minimal, which is what all of the hard work maintaining a dialogue with our elected officials is all about.

What all this means is that more and more of you are making the decision that it is important to maintain contact and continue to stay visible to your elected officials. You have taken our message to heart when we told you, upon the conclusion of the successful campaign to enact the Credit Union Membership Access Act, that we can't go away. We have to maintain our visibility so we don't have to come to

Washington or Tallahassee with our hat in hand any more.

And by attending the GAC in Washington and the Legislative Summit in Tallahassee, we show our elected officials that we mean business and that we will continue to be players. At the Legislative Summit, for example, your visibility and accessibility led more than 40 state legislators to come to our reception and to spend considerable quality time talking with you, getting to know you and to listen to your concerns. That kind of access pays dividends in future years.

There is no question that not only are we on most elected officials radar screens, they are circling their calendars when they receive our invitations. Yes, our location and time that we selected this year helped attract more legislators, but credit unions are important to them and they recognize that fact now. Our past support that led to their election also makes them extremely grateful and anxious to listen to us.

Obviously, we have to maintain the pace. We are establishing a performance record that will continue to be noticed. As CUNA's John McKechnie noted during his presentation, the Florida Credit Union League is on the front row of leagues for our advocacy efforts, and that each year we seem to "raise the bar" for effectiveness. We have to make sure we keep it up.

I'll see all of you in Washington at GAC.



*Guy M. Hood
President/CEO*

Catch the Next WAVE

Credit Union Choices and Challenges

*Turn to pages 12 and 13 for
in-depth information on the
68th Annual Convention
and Exposition!*

May 30 – June 1, 2002

**Orlando World Center
Marriott**

Dora Maxwell, Louise Herring Award Programs Help to Demonstrate the Credit Union Difference

As in past years, the National Recognition Awards Program has a special significance. But as we move into a new era, one where the credit union industry will be a major player in the political arena, it's more important than ever to recognize that credit unions are unique providers of financial services for millions of working Americans.

Developing and entering your social responsibility project helps your local community — and its representatives in state and federal government — better understand the *credit union difference*. The greater the understanding of this difference, the greater chance that the credit union tax exempt status will be preserved and accessibility to credit unions guaranteed for all consumers.

Since 1987, the Dora Maxwell Social Responsibility Award has honored credit unions for their charitable works in their communities. Some credit unions have ongoing programs and establish a special relationship with local social service agencies

or school programs. Other programs address many different needs in the community. No matter the size or scope of a project, each participating credit union builds its reputation as a good corporate citizen along the way.

Credit unions enter the Dora Maxwell Award program in one of six asset categories or the chapter category.

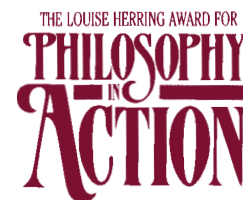
Beginning in 1990, the Louise Herring Award for Philosophy in Action has commended credit unions that make exceptional efforts to include credit union philosophy in their daily operations and member service. Programs that provide financial education to particular member groups within the credit union or special assistance to low-income members struggling to pay heating bills, for example, are clear examples of the philosophy that sets credit unions apart from other financial institutions.

Entrants in the Louise Herring Award program compete in two asset categories.

First place winners will advance to the national competition. National winners will be honored at the Governmental Affairs Conference in Washington, D.C., in February 2003.

By entering the National Social Responsibility Awards Program, you're accomplishing many goals: you are helping your community and your members, and showing lawmakers that credit unions are something special — and should remain that way.

For more information, contact Billy Wells, public relations coordinator, at (800) 342-1266 or bwells@fcu.org.



Southeast Corporate Announces Annual Meeting

Southeast Corporate's *Flight 2002: Attaining New Heights with Southeast Corporate*, a combination annual meeting, golf tournament, economic forum and ALM workshop, will be held March 25-27, 2002.

Day one begins with a round of golf and awards luncheon on Monday, March 25, followed later that afternoon by the annual meeting at Orlando's Caribe Royale, with guest speaker Cynthia Grow. Cynthia will entertain and stimulate her audience with innovative techniques used to attract and retain membership. An outdoor reception will take place immediately following the meeting in Caribe Royale's Tropical Breezeway.

On Day two, the economic forum will be held, featuring a lineup of nationally recognized financial experts – Tim James Higham, author of *The Winds of Change: Electronic Commerce in the Financial*

Services Industry; Jim Likens, recipient of the CUES 2001 DEF Director of the Year award; Bill Hampel, CUNA's Chief Economist; and Dr. Donald Ratajczak, exclusive consulting economist to Morgan Keegan.

New to Southeast Corporate's annual agenda are two sets of breakout sessions, featuring topics such as *Security in your Credit Union*, presented by the head of FDLE's Terrorist Security Task Force, John Burke; and *Clicks or Mortar* with Cynthia Grow.



S O U T H E A S T
C O R P O R A T E

The ALM Workshop is the order of the day for March 27. Brad Spears will continue where he left off at Southeast's Fall ALM workshop by providing new case studies and delving deeply into actual credit union models, interest rate exposure and credit union risk factors.

This year's event is open to anyone who desires to attend. To register, contact Southeast Corporate's marketing department at (800) 342-0203, option 4, or register online at www.secCorp.org by clicking on the *Flight 2002* icon. The cost for both the economic forum and ALM workshop is \$100 per person. The golf tournament is \$75 per person.

The Caribe Royale Resort and Convention Center is reserving a limited block of queen-double rooms at \$159 per night. Rooms may be reserved by calling the Caribe Royale at (800) 823-8300.

Alternative Capital: Is It Time to Consider?

By Mark Ivester, Vice President of Communications

When then President Bill Clinton signed into law the Credit Union Membership Access Act of 1998, it culminated the massive effort by credit unions all across the nation to restore the membership requirements that had earlier been struck down by a U.S. Supreme Court decision. Everywhere, credit unions, CUNA and the leagues congratulated each other for a job well done. But, lurking in the shadows was an issue

The debate is the issue of allowing credit unions to raise capital in some other manner other than the traditional and legal manner, namely, retained earnings.

that had been tossed into the discussion, P r o m p t C o r r e c t i v e Action (PCA). PCA was added to H.R. 1151 during the final days of

debate and some saw it as a negative that took the luster off the victory of H.R. 1151. Once the dust had settled and once NCUA had adopted rules to implement PCA, the end result was a reopening of a debate that has come and gone over more than three decades. That debate is the issue of allowing credit unions to raise capital in some other manner other than the traditional and legal manner, namely, retained earnings.

Under PCA, a credit union is considered “well capitalized” if it has achieved a net worth to assets ratio of greater than 7 percent. “Adequately capitalized” falls between 6 and 7 percent. “Undercapitalized Tier I” and “Undercapitalized Tier II” are 5 to 6 percent and 4 to 5 percent respectively. A credit union is considered “Significantly undercapitalized” at 2 to 4 percent and “critically undercapitalized” at less than 2 percent.

Those who would propose a secondary means of raising capital point to PCA as the factor that should lead to consideration of such proposals. If a credit union needs to raise capital, and in a hurry, in order to avoid PCA, then such a credit union cannot wait to grow through retained earnings.

The issue of alternative capital has been discussed off and on for quite a while. CUNA appointed a body called the National Credit

Union System Capitalization Commission to study the issue in depth in 1981. Florida had one member on the commission, John Phillips, who at the time was president of Pinellas County Teachers Credit Union. Mr. Phillips died prior to the completion of the commission’s work.

At the time this study was begun, credit unions nationally had seen their capital to assets ratio sink to historic low levels. In the years just prior to 1981, this ratio on the average had fallen to under 6 percent, compared with today’s average of just under 12 percent. Projecting that to today’s PCA standards, it meant that on the average every credit union in the United States was considered under capitalized. The commission concluded its study by recommending that capital accumulation be given priority consideration at all levels of the credit union movement.

Although the issuance of secondary capital could provide a number of strong benefits to credit unions, some credit unions may have concerns about securing the power to issue alternative capital. Chief among these are the question of whether issuance of secondary capital is consistent with credit union philosophy and cooperative principles, and the effect the power to issue secondary capital might have on credit unions’ legislative and regulatory status. Because of the likelihood of divergent views on the question, thorough analysis and debate of the subject at all levels of the credit union movement will be necessary. Secondary capital is unlikely to ever serve an effective role in credit union operations unless it is preceded by an informed consensus of the movement that the power to issue it is warranted.

Alternative capital could take on a number of forms, but the one that seems to be the most discussed is the issuance of a form of subordinated debt. State Employees Credit

Union in North Carolina has received approval from its state regulator to raise capital from other credit unions through selling “equity shares.” The money offered as capital would not be insured and would definitely be “at risk” but it would be institutional. Although this plan was approved by the regulator, NCUA disallowed it, saying that the Credit Union Membership Access Act recognized no other form of capital except that from retained earnings.

Since secondary capital holders would take on risk of loss of their funds should the credit union fail, they will expect to receive a higher rate of return than on risk-free, fixed-rate investments such as Treasury securities or federally insured deposits. Likely spreads above risk-free rates might range from two to five percentage points. Assuming a three-percentage point premium over Treasury securities, for each one-percentage point of assets a credit union issued in secondary capital, the annual cost to the credit union would be 3 basis points on assets. [This assumes the credit union invests the proceeds of issuing secondary capital at the current yield on Treasury securities.] At these terms, a two-percentage point boost in the capital ratio generated by secondary capital would cost about 6 basis points of assets per year. That’s about 7 percent of recent annual net income of about 90 basis points.

The recently completed work of CUNA’s Renaissance Commission, as part of a long report on recommendations for changes in credit union regulation, recognized the need to consider a change in alternative capital. As part of the Commission’s report, one of the vision statements says: “Credit unions must have the ability to build alternative capital, subordinated to their share insurance fund, so that they have the financial base to offer these services and adjust to fluctuating conditions.”

Ed Baranowski, long-time president of FAIRWINDS Credit Union in Orlando, has followed this discussion from the beginning. He remembers that the issue first surfaced

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Florida Credit Unions Can Soon Be Part of CU Match Up

Credit unions in Florida will soon have the opportunity to become part of a nationwide database that will allow people to research how to join a Florida credit union. CU Match Up, developed initially by the California Credit Union League, will soon include credit unions in 11 states, including Florida.

"CU Match Up will now allow residents of Florida and outside of Florida to find a credit union that will meet their needs while they live or vacation in our state," said Guy Hood, president/CEO of the Florida Credit Union League.

"We're extremely pleased with the growth of the Match Up program," said Kim Bannan, vice president of credit union development and research and information for the California League. "It is developing into a truly national resource that will allow consumers across America, and even around the world, to locate a credit union in the United States for themselves, their family and their friends, whether they're going to be in one of our participating states long-term, or whether they're just visiting."



CU Match Up can be accessed via the Internet at www.howtojoinacu.org. The first image a site visitor sees is a map of the United States. Participating states are highlighted in gold. If the user clicks one of the participating states, a new screen appears displaying that state league's logo and fields where visitors can enter information about themselves. Other fields allow for entry of other data that will help

in the search for a particular credit union. Once all the fields have been supplied information, a new screen appears listing all the credit unions the visitor may be eligible to join, with a link to each credit union for additional information. Site users can search in both English and Spanish.

Credit unions in Florida that may be interested in participating in this program are encouraged to contact the Florida Credit Union League for additional information. You may contact Mark Ivester, vice president of communications, at (800) 342-1266, extension 313 or e-mail mark.ivester@fcul.org.

CUNA Mutual Mortgage Corp. Sets Two Records

CUNA Mutual Mortgage Corp. provided more than \$3.1 billion in mortgage-loan origination services to credit unions and their members in 2001, surpassing its record of \$2 billion set in 1993. Capping off the year was a record December, when the company funded more than \$260 million in mortgage loans.

Mortgage loan services are comprised of loans made to credit union members, loans purchased from credit unions, and loans serviced for credit unions.

CUNA Mutual Mortgage set a second record Jan. 14, 2002, when it topped \$7 billion in loans serviced. This is the combined value of all loans for 80,000 members, another milestone reached a few days later on Jan. 18. The company surpassed \$6 billion of loans serviced in August 2001.

"These milestones are the result of continued credit union support, a very favorable mortgage market and a dedicated staff," said Stephen P. Renock IV, president and chief executive officer of CUNA Mutual Mortgage Corp. "Loan servicing is an economies of scale business. Reaching a portfolio of \$7 billion and 80,000 loans is significant because it helps us achieve efficiencies and levels of service unavailable to smaller servicers."

National Credit Union Youth Week is April 14-20

Struggling for economic prosperity is difficult for everyone...and especially hard for young people who've never learned how to plan to achieve financial security.

What we face today, confirmed by poor financial literacy test scores from across the country, is a need for leadership to help raise the awareness of financial issues for young people.

We, as member-owners of credit unions, are ideally positioned to respond because

we have always believed in the power of education and information put to practical use to improve the lives of our neighbors and our community.

Our movement's tradition of service and philosophy of self-help make credit unions a natural source of leadership in the fight against economic ignorance.

Join us this year as we celebrate National Credit Union Youth Week from April 14-20.

This special week, and every week, credit unions are leaders in financial education and helping youth become prosperous, savvy adults. As credit union pioneer Roy Bergengren said, "The best evidence of

present leadership is to be found in its capacity to develop future leadership."

And the future being shaped in the present is what National Credit Union Youth Week is all about.

Is your credit union planning any special events for National Credit Union Youth Week? Send in your photos and you might see them in an upcoming issue of Florida Credit Union News!





Send submissions for the "News From You" section to the League by the first of each month.

**Panhandle Educat-
ors FCU** announces two recent promotions. Brenda Evans has been named vice president of operations. She has been with the company since 1995.



Karen Barss, CCUE, CFSP, was also promoted to vice president of accounting. She has been with the company for more than 11 years. Congratulations!

Southeast Corporate FCU welcomes Shirley Austin, portfolio manager, to its team. Austin brings with her more than 11 years of financial experience. During her eight years at VolCorp, she oversaw the finance department and was responsible for portfolio management, asset-liability management, and credit analysis. Austin graduated from New Mexico State University with a degree in Agricultural Finance and holds Series 7 and 63 NASD licenses.

Credit Union Partners for Informed Consumers (CUPIC) is hosting an Identity Theft Seminar on Thursday, March 28. Michael Phillips, special agent supervisor for the Florida Department of Law Enforcement, will be the featured speaker. The seminar will be held at the Leon County Public Library in Tallahassee.

Navy Federal CU Gives to MCRS Pentagon Relief Fund

In an ongoing effort to support Pentagon Disaster Relief efforts, **Navy Federal Credit Union** recently made a \$345,000 donation to the MCRS Pentagon Relief Fund (\$56,000 of that was allocated to the FEEA World Trade Center/Pentagon Fund). An additional \$203,000 was donated to the American Red Cross. The donated funds came from members, employees, and corporate NFCU contributions.



(L to R) ADM J. L. Johnson, USN (Ret.), President/CEO of the Navy-Marine Corps Relief Society accepts check from Brian McDonnell, President/CEO of Navy Federal Credit Union

Golden Gem Credit Union Merges with Bell-Tel Credit Union

Bell-Tel recently announced its merger with Golden Gem Credit Union. The Board of Directors of Bell-Tel Credit Union and Golden Gem Credit Union recently voted on an agreement to merge the two credit unions effective Feb. 1, 2002.

"We are excited to welcome our new members," says Lynn W. Owen III, President/CEO of Bell-Tel Credit Union, "Our

continued growth allows us to extend our exclusive member benefits to more Central Floridians and their families." Member benefits include checking accounts, debit cards, access to low APR credit cards and loans, competitive mortgage rates, and automated services including home banking and online bill payer.

Pen Air FCU Makes Donation to Navy-Marine Corps



(L to R) John Ochs, Pen Air FCU Exec. VP; Buck Miller, Director of the NMCRS; Captain Randy Bahr, CO of NAS Pensacola; and John A. Davis Jr., President/CEO of Pen Air FCU.

Pen Air Federal Credit Union helped raise funds for the Navy-Marine Corps Relief Society. These funds go to help military families in need of financial assistance due to unforeseen events. As Pensacola Naval Air Station's credit union, Pen Air FCU was able to contribute a check for \$5,000 to the Relief Society.



Regulatory Update

Bill Berg, CCUE, CUCE, vice president of compliance, brings regulatory changes to your attention through this column. If anyone has questions or suggestions for additional topics, call (800) 342-1266 or (850) 576-8171, FAX to (850) 574-6374 or e-mail billb@fcu.org.

2002 NCUSIF Normal Operating Level

The NCUA Board set the 2002 normal operating level of the NCUSIF at 1.3 percent. NCUA and the credit union industry have had minimal losses and manageable problems for an extended period of time. NCUA looks to ensure the stability of the NCUSIF and the long-term viability of credit unions.

Technical Amendments

The NCUA approved technical changes to various rules and added and revised some definitions. A scope section and definitions of "paid-in and unimpaired capital and surplus" and "unimpaired capital and surplus" were added and obsolete definitions and references were deleted.

Other changes include correcting a citation in the supervisory committee audits rule, and updating the rule concerning changes in officials of newly chartered or troubled credit unions.

This rule became effective Jan. 22, 2002.

Annual Performance Plan

The NCUA approved its Final Annual Performance Plan 2002 (Plan), which is based on the NCUA Initial Annual Performance Plan 2002. NCUA continues its efforts in providing regulatory flexibility for the credit union movement and has taken steps to ensure it is well understood that, as always, all five strategic goals are elements of evaluating credit union safety and soundness.

Additionally, NCUA has taken steps to integrate the five government-wide initiatives of *The President's Management Agenda* into its Plan. These initiatives address management of human capital, competitive sourcing, improved financial performance, expanded

electronic government, and budget and performance.

For more information on NCUA's Plan, go to NCUA's web site at www.ncua.gov.

Privacy Guidance

The NCUA and other federal agencies that supervise banks, thrifts, and credit unions jointly issued guidance on the consumer privacy regulations. The guidance is in question-and-answer format and addresses several situations, most of which have already been established.

Most significant in these Q's and A's are questions which verify the ability for credit unions to skip trace and verify pay-off balances to car dealers.

Check Truncation of Bill Payments

NACHA (The National Automated Clearing House Association) approved a temporary modification to its Operating Rules regarding Account Receivable Truncated Check Debit Entries (ARC), which remains in effect from Dec. 15, 2000, through Mar. 14, 2002. This rule would allow a merchant, who received a check in the mail as bill payment, to convert the consumer's check into an ACH debit.

If approved, the rule changes would create a new standard entry class code for these entries that identify this type of transaction on the ACH file.

Additionally, the rule would expand ARC so that it accepts checks placed in a drop box in addition to those that are mailed. The rule would also specify that Regulation E covers ARC entries and eliminate the check warranties within the NACHA Rules. It would make notice to a consumer of the ARC program sufficient as a method of obtaining a consumer's consent, and it would eliminate the opt in/opt out requirements for consumers.

The original checks used to create ARC entries also would have to be destroyed 14 days after settlement.

Payment for Goods and Services Via Telephone-Initiated ACH Debit Entries

NACHA amended its Operating Rules to allow consumers to pay for goods and services authorized or initiated over the telephone. The consumer will provide oral authorization and a financial institution's routing number and account number to the merchant over the telephone. The originator will then initiate a single-entry ACH debit to the consumer's account in order to collect payment. The Operating Rules have been amended to implement a new Standard Entry Class (SEC) Code, TEL, that will identify a single ACH debit that a consumer has orally authorized for withdrawal from his or her account.

The Long-term Direction of ACH Policy & Practice

The NACHA Board of Director's Next Generation ACH Task Force is requesting comments on a draft report detailing their preliminary recommendations for future changes to the ACH system. A strategic initiative began last year to determine what changes need to be made to the ACH Network to meet the future payment needs of financial institutions and their customers. The task force believes that the ACH Network remain a low-cost, highly reliable and secure, batch-processing, universal payment system that supports financial institutions and their corporate customers. The Task Force does not believe that the ACH Network should evolve into a real-time, online network similar to the debit and credit card payment systems.



Credit Union Political Action

Broward County Credit Unions Target Future Voters

Broward County Credit Unions and the Credit Unions of South Florida recently helped sponsor a Kids Voting Broward, Broward Congressional Delegation Recognition Luncheon. Randy Witte of Broward Schools Credit Union is on the Board of Directors of Kids Voting Broward and helped organize the event. Rep. Alcee Hastings and Rep. Clay Shaw were able to attend the event, while Rep. Robert Wexler

and Rep. Peter Deutsch sent representatives in their stead because they were out of the country in the Middle East.

Kids Voting Broward is a nonprofit, nonpartisan electoral process education organization that prepares and motivates future voters through nationally renowned classroom curriculum in kindergarten through high school.



Patrick Mason, President - Sun Credit Union (left), and U.S. Rep. Clay Shaw (R-22)



U.S. Rep. Alcee Hastings (D-23) (left) and Randy Witte, Broward Schools Credit Union



(L to R) Bob Silverstein, Tropical Financial CU; Greg Blount, Tropical Financial CU; Sandra Spence, City County CU; Fernando Reyes, FAA CU; Rosa Gordon, Peoples CU; and Jessica Kruger, Broward Schools CU



(L to R) Jim Wagy, Tropical Financial CU; Joe Pitcher, Med-Health FCU; Nancy Dultz, Sentinel Graphics FCU; Joy Gold, Forum FCU; Patrick Mason, Sun CU; Randy Witte, Broward Schools CU; and Bill Marquardt, City County CU

It's Hunting Time!



Grace Potter Freni and Mark Landreth, from FCUL's Governmental Affairs Department, recently attended Senator Durell Peaden's Quail Calcutta charity event held at the Hard Labor Creek Hunting Preserve. At this event, they were able to make connections with seven State Representatives, five State Senators, two aides and two members of Gov. Bush's office.



Pictured at top left is Grace with Sen. Peaden and pictured bottom left is Grace with Clint Fuhrman, Special Assistant to the Governor (left), and Hayden Dempsey, Director of Legislative Affairs for the Governor (right).



The FCUL CUPAC Trustees recently held a business meeting. Among many subjects, the group discussed fundraising ideas for 2002.

Pictured: (back row) Bill Enfinger, CCUE, FSH Employees CU; John Hirabayashi, Educational Community CU; Randy Mims, CCUE, Florida State University CU; special guest Karen Kincer, CUNA & Affiliates Political Affairs Director; Guy Hood, FCUL President/CEO; and Ray Cromer, Envision CU; (front row) John Deese, CCUE, THE CU of Palm Beach County; Trudy Prince, CCUE, Committee Chair, Central Florida HealthCare FCU; and Chris Brooks, Monsanto Employees CU.

Florida CUs Gather for Legislative Summit

continued from page 1

reorganization, which is required this year because of the constitutionally mandated merger of the Comptroller's Office and the State Treasurer's Office. Those two offices also regulate banking and insurance. Milligan favors a plan that would create a separate department to regulate the state's banking, credit union, securities and insurance industries, and another department to handle the constitutional duties of the comptroller and treasurer. He said that placing all of those responsibilities under one person would be too much.

"That person would be encumbered by a loss of focus," said Milligan, "on the primary function of managing the state's budget. Instead, they would spend a great deal of time on the time-consuming duties of regulating the state's banking and insurance industries."

CUNA Senior Vice President of Governmental Affairs John McKechnie,

noting the huge turnout in participants and, in turn, the heavy turnout of legislators to meet with them, said the event meant only one thing.

"They recognize you are players," said McKechnie. He congratulated the League for a very well run, successful event.

Ray Cromer, President/CEO of Envision Credit Union of Tallahassee, and chairman of the League's Governmental Affairs Committee, summarized to attendees why he thought so many of them came to Tallahassee.

"You are here because you believe in the democratic principles that the nation was founded on," said Cromer.

Attendees spent the rest of the day visiting with legislators in their offices in the Capitol, outlining credit union positions on the host of issues that was on the legislative agenda.



(L to R) Sandy Adcock, Sarasota Coastal CU; Rep. Mike Bennett (R-67) and wife Dee; and Mark Landreth, FCUL Director of Legislative Development



(L to R) Rep. Mike Hogan (R-13); Wendell Worth, Florida Telco CU; William Ball, Florida Telco CU; and Bob Gipson, Florida Telco CU



(L to R) Bob Beskovoyne, CCUE, President - Martin FCU; Trudy Prince, CCUE, President - Central Florida HealthCare FCU; and Rep. Frank Attkisson (R-79)



(L to R) Ray Cromer, President - Envision CU; Rep. Lorraine Ausley (D-9); and John McKechnie, CUNA's Senior Vice President of Governmental Affairs



(L to R) Rep. Tim Ryan (D-99); Rep. Don Davis (R-18); Tom Embree, FAIRWINDS CU; and Rep. Allen Trovillion (R-36)



Rep. Mark Flannagan, (R-68), Chair of the House Banking Committee, was one of the speakers at this year's Summit



Laida Garcia, Florida Central CU and Chair of the FCUL Board of Directors, welcomed the credit union representatives attending the Summit



John McKechnie, CUNA's Senior Vice President of Governmental Affairs, informed the audience on many issues, including privacy



(L to R) Greg Blount, Tropical Financial CU and Rep. Tee Holloway (D-103)

STAR, VAP, and MERIT Certificates

Congratulations to the following individuals who have earned certification levels in the Staff Training and Recognition (STAR), Volunteer Achievement (VAP), Volunteer Leadership Program (VLP) and Mid-Manager's Enrichment Training (MERIT) Programs.

Additionally, we salute these credit unions who have recognized the importance of investing in their most important assets ... their staff and volunteers.

VAP CERTIFICATES

Escambia County ECU: George Wilkinson

Pan Am Horizons FCU: John Breslin

University CU: Eric Davidson

STAR CERTIFICATES

8 Flags FCU: Amy Everett

Bay Pines FCU: Sheila Henderson

Central Florida HealthCare FCU: Janice Bynes, Carolyn Campbell, Randalynn Candalino, Pat Coon, Sharon Koenig, John Rivera, Glendaliz Trinidad, Angela Watson

Central Florida Postal CU: Kristina Asher, Rachel Farris

Community Educators CU: Jacqueline Hydorn, Keith Nyberg

Eckerd CU: Angela Lingerfelt

First Choice CU: Angela Artola, Sandra Estrada, Roxanne Tennant

Florida Aircraft FCU: Jaycee Martin

Florida Central CU: Sabrina Drzal

Florida Commerce CU: Barbara Pace

GTE FCU: Maureen Imrisek, Sally Herrington, Michael Johnston, Sandra Whidden

Indian River FCU: Grant Doner, Stacy Wingate

Jax Navy FCU: Brenda Luethy, Mansueta Rector

MacDill FCU: Catherine Kennedy, Melissa Terpening

Orlando FCU: Elaine Tang, Elizabeth Torres

Pen Air FCU: Melinda Cannon, Kristal Kelley, Kathy Rogers

Pinellas County Teachers CU: Darla Binge, Julia Berry Smitten, Linda Hayes, Connie Thomas, Kay Washer, Nancy Sanchez

Power 1 CU: Janette Alvarez, David Chavis, Anita Eboka, Lillian Lamas

San Antonio Citizens FCU: Janet Cannon

Seminole County Teachers FCU: Linda Cara

Suncoast Schools FCU: Mona Arnold, Cynthia Beach, Kristy Broughton, Sylvia

Chapman, Cheryl Cobble, Kim Collins, Donna Crowl, Maria DeLeon, Karen Encinosa, Robert Finch, Rashawn Gadson, Kimberly Griffin, James Gukeisen, Linda Guthrie, Karen Haynes, Celina Hernandez, Sally Howard, Linda Huger, Tessa Littlejohn, Alpha Lundy Williams, Jill McDaniel, Darla Mendenhall, Edward O'Neill, Cathy Owen, Elaine Partenheimer, Susan Perritt, Kathleen Pringle, Cynthia Ramirez, Judith Reed, Sana Sadberry, Susan Scott, Karen Singleton, Iris Skeens, Deanna Tomlinson, Amy Yates

Sunshine State CU: Gloria Dann, Theron Gibson, Gary Wiley, Cary Wright

Suwannee River FCU: Susan Wood

TMHFCU: Lemeal Clyne

University CU: Eric Davidson

West Coast Federal ECU: Raymond Townsend

MERIT CERTIFICATES

Educational Community CU: Tiffany Otto

First Choice CU: Roxanne Tennant

Florida Commerce CU: Michael Gable

Jax Navy FCU: Shelley Washington

Martin FCU: Mary Derrick

Power 1 CU: Felipe Sediles

Suncoast Schools FCU:

Judith Shaughnessy, Linda Steele

The STAR, VAP, VLP and MERIT Programs are nationally recognized standards of professionalism for credit union staff and volunteers. These staff and volunteers have expanded their capabilities for the benefit of their credit union. For additional information on any of these programs, call the League Education Department at 800-342-1266 or 850-576-8171.

SRCUS Financial Counseling School

...Because your members depend on you to help them succeed financially

In today's tough economic environment, many credit union members have found their dollar doesn't stretch far enough. And when it comes to leading members through tough times, many credit unions have found their financial counseling skills have fallen short, too. In the wake of the tragedy on September 11, unemployment has increased, along with a mounting number of bankruptcies being filed and credit card debt higher than ever before. Credit unions must position themselves now to give assistance through financial counseling.

Counseling today's credit union member requires more than offering a simple brochure on budgeting. It requires a deep understanding of the member's needs, sensitive interviewing techniques, the skills to teach responsibility, decision-making and prioritization, and much more.

It requires a real commitment to learn effective financial counseling skills – the kind of skills you'll learn at SRCUS Financial Counseling School. Now in its 28th year of helping credit union professionals enhance the quality of service offered to members, SRCUS Financial Counseling School will be held April 21 – 25 at the University of Central Florida in Orlando.

Credit union managers, loan officers, collection counselors, member service representatives, credit committee volunteers, or any credit union professional who deals with members' credit applications will benefit from the SRCUS Financial Counseling School.

The SRCUS Financial Counseling School tuition is \$695 for affiliated credit union league members. Registrants paying before March 21 may take an early-bird discount and pay only \$645. If you would like more information or a brochure, please call the Education Department at (800) 342-1266.

CU Succeed Promotes Credit Unions to Teens

The long-term health of credit unions depends upon attracting younger members. CU Succeed, a new program developed by the New Mexico Credit Union League, aims to help your credit union do just that – easily, effectively, and affordably.

CU Succeed is a credit union program designed to provide teenagers with valuable financial education and introduce teens to your credit union. It was created as a turnkey program – meaning CU Succeed does the work and the credit unions reap the benefits.



CU Succeed is designed to appeal to teens 13 to 18 years old. By making use of full-color print materials and the latest technological innovations, CU Succeed will help you reach teen members effectively.

Annual program fees start as low as \$200, which includes access to the CU Succeed web site, as well as a full-color newsletter. Compare this to the cost and time required to research, design, and maintain your own program and the benefits become clear.



2 Easy Ways to Sign Up!

- Instant online sign-up at www.cusucceed.net/info
- Call toll-free at (866) 262-TEEN

Tampa Chapter Trains 150 HSFPF Volunteers

By Carolyn Parslow, SVP of Suncoast Schools Federal Credit Union and VP of the Tampa Chapter of Credit Unions

The Tampa chapter was one of the first in the nation to adopt the HSFPF as a project about four years ago. In her first communication in the summer of 2000, Carolyn Parslow reported that 11 credit unions in the chapter had assembled 70 volunteers to teach the program at eight area high schools that fall. An update follows.

The Tampa Chapter was again invited to attend the pre-planning meeting of the Diversified and Marketing Education Teachers of the Hillsborough County School District in July 2001. The purpose of the meeting was to review the new High School Planning Program offered by NEFE and offer materials and volunteers to present the Program to their students. The response we received this year was overwhelming.

Teachers from 16 high schools who wanted to offer the Program to their students contacted us. Three additional teachers from two other schools wanted the materials for their curriculum but did not want volunteers

at this time. We had NEFE send materials for 250 students for these three teachers.

The teachers from the 16 high schools requesting volunteers wanted enough materials and volunteers to teach approximately 33 classes totaling approximately 900 students during the 2001-2002 school year. We have completed those classes scheduled during the first semester of the school year and touched approximately 455 students using 73 volunteers from CUs within the Tampa Chapter. The remaining classes either have already been scheduled to begin soon or are in the process of being scheduled for the second semester.

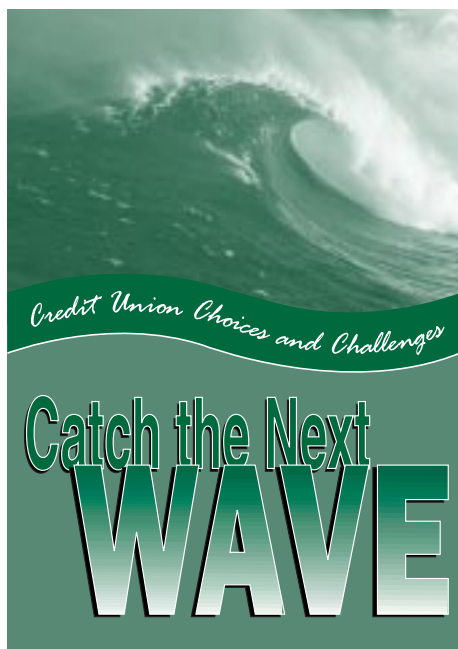
After receiving the overwhelming response from teachers, we contacted all Chapter CUs requesting volunteers and were pleased to get a total of 150 volunteers for training, and Amy Pilcher of NEFE offered two half-day training classes for all volunteers in late August.

Our Program is going very well with very positive response received from both

volunteers and classroom teachers involved with us in this Program. We in the Chapter are very excited about this Program and it's future in our area. There is still much we can do; and I believe as word of the Program spreads, demand for our services and materials will continue to increase.

Please remember to report your High School Financial Planning Program (HSFPF) classroom presentations through the National Youth Involvement Board web site (www.nyib.org, select "Classroom Report"). Doing so will ensure accurate data on HSFPF units taught rather than just on orders of Student Guides.

68th Annual Convention



2002 Convention Information

Catch the Next Wave: Credit Union Challenges and Choices – the theme for the 68th Annual Florida Credit Union League Convention and Exposition reflects the change taking place around us. The sessions will motivate, inspire and challenge you to reach your highest potential and develop a positive attitude toward the future.

Whether you are a credit union CEO or manager, board member, volunteer, vice president, marketing professional or human resource specialist there are sessions that will interest you. From the changing economy to planning for management succession there are dynamic sessions to help you adapt to today's rapidly changing political, regulatory and workplace environment. There are special sessions for your guest on Friday.

Meet your credit union friends at the social events on Thursday in the CUPAC Golf Tournament, Friday at The Beach Ball with the ever-popular silent auction, and at the Saturday dinner that will be followed with dynamic entertainment.

On the pages that follow are details about every aspect of the 68th Annual Florida Credit Union League Convention. Please read carefully – as you won't want to miss a thing. But, should you have questions, feel free to call the League Education Department at (800) 342-1266. We are here to help.

We look forward to seeing everyone in Orlando!

Convention Schedule

Thursday, May 30

6:45 a.m. – Golf Tournament Registration
7:30 a.m. – Golf Tournament - Shotgun start
8:30 a.m. - 6 p.m. – Convention Registration
12 - 12:45 p.m. – Governmental Affairs Sessions
Session 1 – NCUA Update
Session 2 – State of Florida Update
1 - 3 p.m. – Governmental Affairs Luncheon
3:15 - 4:15 p.m. – Directors Institute
Session 1 – Financial Reports (V02M)
Session 2 – Strategic Planning (V404M)
Session 3 – CEO Performance, Appraisal and Accountability (VL07M)
3:15 - 4:15 p.m. – Concurrent Education Sessions
Session 1 – The Art of Interviewing
Session 2 – Credit Union Investments
Session 3 – Children's Miracle Network
3:30 - 4:30 p.m. – Expo Preview
(Invitation only)
4:30 - 6 p.m. – Opening Reception and Exhibits
6 - 7 p.m. – CUPAC Reception for Capital/Ambassador Club Members

Friday, May 31

7:15 a.m. – CUES Breakfast
8 a.m. - 2:30 p.m. – Convention Registration
8:30 - 9:30 a.m. – Keynote Address:
Catch the Next Wave (Jim "The Rookie" Morris)
9:30 - 10 a.m. – Awards Presentations
10:15 - 11:45 a.m. – Concurrent Education Sessions
Session 1 – Choosing the Charter Option That's Right for Your Credit Union
Session 2 – Leadership Skills for Credit Union Executives
Session 3 – The Economic Update
Session 4 – Sales and Service: A Winning Combination
Session 5 – Maintaining An Optimistic Workplace
Session 6 – Marketing Outside The Box
Session 7 – Think Globally, Act Locally for Small Credit Unions
Guest Session: Hello Humor, Goodbye Gloom
11:30 a.m. - 1:30 p.m. – Exhibits Open with Luncheon (Free box lunch for Education Day registrants)
1:45 - 3:15 p.m. – Concurrent Education Sessions

Session 1 – Choosing the Charter Option That's Right for Your Credit Union
Session 2 – Planning for Management Succession
Session 3 – The Economic Update
Session 4 – Timing Teamwork: Successful Starts
Session 5 – Powerful Communication Skills
Session 6 – The FISH Philosophy
Session 7 – Think Globally, Act Locally for Large Credit Unions
Guest Session: IRAs for You and Your Family
3:30 - 4:30 p.m. – Closing Session: *Inside the White House* (Steve Ford)
4:30 - 6 p.m. – Exhibits Open
4:30 - 5:30 p.m. – CCUE Reception
8 - 11 p.m. – The Friday Night Beach Ball: Silent Auction, Live Entertainment and Dessert

Saturday, June 1

8 - 9 a.m. – Delegate Registration
9 a.m. - 12 p.m. – Annual Business Meeting
6:00 p.m. – Reception
6:30 p.m. – Installation of Officers, Annual Dinner
8:30 p.m. – Entertainment: Steve Kelley

Annual Golf Tournament

Compete against some of the best credit union golfers in the state at the 68th Annual CUPAC Golf Tournament on Thursday, May 30, at the Hawk's Landing Golf Club. The tournament, sponsored by the FCUL Service Group and CUNA Mutual Insurance Group, will feature a SCRAMBLE format with a shotgun start at 7:30 a.m. Registration begins at 6:45 a.m., and a continental breakfast will be served outside the Hawk's Landing Golf Club Pro Shop.

A maximum of 144 players can participate in the tournament, so be sure to register with your payment early. This registration can be submitted separate from your convention registration to ensure you a place in the tournament. A portion of the \$100 fee goes to CUPAC, our political action committee.

Prizes will be awarded to the winning teams (low gross and using a modified Callaway system), for closest-to-the-pin, and longest drive. CUNA Mutual will give away a special prize of \$10,000 for a hole-in-one.



Friday Night Beach Ball

Come to the beach party Friday night! Wear your cut-offs, Hawaiian shirt and flip-flops, and dance to the music of the Landsharks Band. This popular band has performed in thousands of music shows at Disney, Universal Studios and other major venues.



The Landsharks

The Friday Night Beach Ball will include the ever-popular silent auction, giving you an opportunity to bid for items and help the credit union movement at the same time! The money raised goes to the Credit Union Political Action Campaign (CUPAC), the Florida Credit Union Foundation, and the National Credit Union Foundation. New this year, you will be able to see your credit union friends on "the big screen" while you limbo the night away.



Dinner and Entertainment

The League's annual dinner and entertainment showcase is an excellent way to end the 2002 convention festivities. The reception will start at 6 p.m., the installation of the Board of Directors officers will be at 6:30 p.m., immediately followed by dinner and the after-dinner entertainment.

This year's entertainer will be Steve Kelley, one of America's funnymen. His award-winning editorial cartoons for *The San Diego Union* are syndicated nationwide in more than 1,200 newspapers. In addition, his work has been broadcast on the *MacNeil/Lehrer News Hour*, the *CBS Morning News*, and *Face the Nation*. Not content with being funny in print, Steve Kelley launched his very successful second career as a stand-up comic. His insightful humor leaves audiences thinking as well as laughing! You won't want to miss this top-notch performer!



Steve Kelley

How to Register

We've made registering easy as 1-2-3 by offering three methods of payment: check/share draft, direct transfer and credit card. If you are paying by direct transfer or credit card, you may fax your registration forms directly to the League. Registration forms will be available in the upcoming *Convention Schedule and Sessions Information* brochure that will be mailed to each credit union. **To pre-register, send your registration to the Education Department by May 15, 2002.** After this date, all registration forms must be brought to the Convention registration desk at the Orlando World Center Marriott, where they will be processed onsite.

Annual Business Meeting

Arrive to the meeting early and watch for your member friends in the photo-show prior to the start of the business meeting.

This year Nan Ellen Nelson, U.S. Senator Bill Nelson's daughter, will open the meeting with a rendition of the National Anthem.

Learn about the activities of the past year and exercise your right to vote at the Florida Credit Union League's 68th Annual Business Meeting on Saturday, June 1.

Watch for the 2002 Convention Schedule and Sessions Information brochure for complete details on the 68th Annual Convention and Exposition...Coming Soon!

Important Dates

Monday, April 29

Orlando World Center Marriott cut-off date

Rooms reserved after this date may not be available at the \$145 group rate

Wednesday, May 15

Convention pre-registration closes

After this date, registration arrangements must be made onsite at the Orlando World Center Marriott convention desk.

Thursday, May 30

Florida Credit Union League's 68th Annual Convention and Exposition begins

FCUL Service Group Holds Auto Lending Meeting

The FCUL Service Group hosted an informational luncheon in Tampa on Jan. 31. The focus of this luncheon was sub-prime automobile lending and the solutions offered by Centrix Financial, LLC. More than 20 participants from 10 credit unions in the Tampa area attended the two-hour session.

The Florida Credit Union League is very excited about this product because it can assist credit unions in offering a more affordable solution to consumers who are attempting to rebuild or repair past credit problems. As we look to the future, this is a key product that will allow credit unions to safely serve an ever-increasing underserved population of consumers.

Centrix Financial, a financial and risk

management firm, offers a turnkey program that safely and profitably enables credit unions to provide non-standard auto loans to credit-impaired members.

This one-of-a-kind program offers annual yields ranging from 9 to 11 percent. Through its exclusive Portfolio Management Program (PMP), Centrix provides its Guaranteed Asset Protection on a loan-by-loan basis. This upfront default coverage, which is furnished by national A+ rated insurance companies, protects the credit union from principal loss if a member defaults on a loan. Centrix handles all aspects of the program, including marketing, underwriting, servicing, collections and asset reallocation for PMP loans.

For more information on the Centrix program, please contact Keith Hopkins at (800) 342-1266 ext. 317 or via e-mail at keith.hopkins@fcul.com.



Participants at the luncheon in Tampa heard information regarding Centrix Financial's auto lending program

Horizons

CUNA's Travelers Cheques Program Growing Steadily

CUNA's travelers cheque program is off to a successful start. Recently, a North Carolina-area credit union became the 100th credit union to offer Travelex Visa Travelers Cheques through the program. CUNA began offering Travelex travelers cheques to credit unions in September 2001, in response to concerns expressed by credit unions and leagues over changes in another travelers cheque provider's fees.



Connie Stoutamire

"We are really pleased that so many credit unions are seeing the value in this program," says Wes Millar, vice president of CUNA Strategic Services, Inc (CSSI). "Travelex and CUNA have worked very hard to deliver a product that would meet the needs of the credit union market. This milestone is just one sign that we're on the right track."

Products available to credit union members through the Travelex program include Visa Travelers Cheques and *mytravelwallet.com*, an online service that allows members to purchase Visa TravelMoney pre-paid debit cards, foreign currency travelers cheques, and foreign bank notes, as well as access to TravelSolve, an international travel assistance and emergency service source. In addition, credit unions receive marketing materials at no additional cost.

There are no upfront fees and no annual fees for credit unions wishing to participate in the Travelex program. Travelers cheques are \$.40 per \$100 of travelers cheques sold—and could become free as aggregate credit union volume increases. According to CUNA statistics, approximately 60 percent of credit unions offer travelers cheques to their members.



CUNA Mutual Toolkit Helps Small CUs Make Smart Technology Choices

A new "toolkit" now available to credit unions with less than \$20 million in assets promises to help them make smarter technology decisions.

The Small Credit Union Connectivity Toolkit from the CUNA Mutual Group features three components: a guidebook, a calculation tool and a Filene Research Institute report. Each "tool" in the kit will help credit unions make better and faster decisions about connecting to the Internet and other networks, while adding important technology for members.

"About 40 percent of credit unions with assets under \$20 million don't have a business-to-business Internet connection," said Steve Goldberg, CUNA Mutual vice president, small credit union development. "This Toolkit will equip more small credit unions to make that connection, and add other important technologies."

The Toolkit sells for \$39.95, and can be ordered at www.smallcu.com, from a CUNA Mutual account relationship manager, or by calling (800) 937-2644, ext. 3551.

Human Resource Management — Evolution or Revolution?

by Anita Stoumbelis, Vice President, Human Resources



Anita
Stoumbelis

Did you know that upwards of 70 percent of the cost of operating a service business is payroll and benefits? If you had equipment or machinery that you relied on to manufacture your primary product, I think you would be oiling, polishing and servicing it constantly, making sure it was performing at peak capacity. Credit unions manufacture services—and people deliver services! How well you handle the maintenance and polishing of your human resources will be the number one determinate of your success going forward.

How *evolved* are the human resource initiatives in your credit union?

It was in the 1930s and 1940s that we saw the emergence of a separate department in the workplace called the Personnel Department. The Personnel Department was primarily responsible for payroll and benefits, tasks previously handled in the Accounting Department.

In the 1950s, the field of industrial psychology entered the workplace and behavior-based studies were conducted. The Personnel Department became involved in recruiting and testing applicants for jobs.

In the 1960s, human resource compliance came to the forefront with the passing of Title VII legislation. The Personnel

Department became compliance specialists and record keepers.

In the 1970s and 1980s, with the rising litigation climate, the Personnel Department drafted policies and became involved with development and management of compensation strategies. The Personnel Department became the Human Resource Department.

During the next 20 years and up to today, the human resource function has continued to expand and grow. Performance management has become an important function along with training responsibilities.

Human resource management continues to change and one of the new trends revolves around automating and outsourcing some of the transactional duties of HR. Large and small businesses alike have discovered it is not cost effective to maintain expensive payroll systems and administer complicated benefits programs. Companies like GE and AT&T have outsourced these functions. The Professional Employer Organization (PEO), companies that manage these functions for businesses, is the fastest growing service industry in the United States at the present time. The Department of Labor estimates that by the year 2020, some 50 percent of the American workforce will be a part of a PEO.

Along with the outsourcing trends, we are also seeing a new-style HR manager

evolve. Many companies are refocusing their HR resources in new directions.

The new HR Manager has business knowledge and is a strategic thinker. They assist managers in determining optimum staffing levels and assist the manager in recognizing performance deficiencies and setting standards for jobs.

The new HR Manager is a member of the management team and a consultant to managers. They are in the best position to see the big picture of the entire organization and are of great benefit to managers for long-term planning for development of staff.

The new HR Manager is a change manager. They recognize the impact changes have on staff productivity and morale and can assist managers in crafting change-management strategies.

The new HR Manager spends more attention on retaining employees; thereby reducing the time spent recruiting employees.

Whether your human resource functions are performed by the CEO, a department manager or a designated HR Department or individual, human resource management needs to continue its evolution.

Whether you believe it is evolution or revolution, those credit unions that are willing to allow their HR resources to evolve will have the best chance of success in the future.

Alternative Capital

continued from page 4

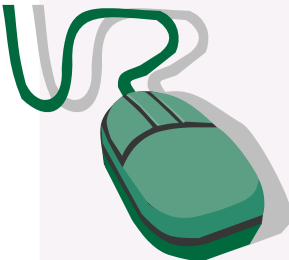
back in the 1970s as part of a banking study that was underway at the time. Ed admits that getting all credit unions to support the concept will be difficult. "All credit unions that have assets in excess of \$100 million," said Baranowski, "generally are supportive, while those smaller than \$100 million are generally less than enthusiastic about the proposal."

Baranowski said that he estimates that 25 credit unions have switched charters and become banks as a result of not having the

ability to raise alternative capital. He predicts that number will only increase. He said that the issue should be debated now.

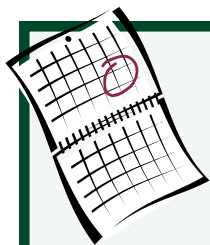
"I compare it to a person who feels a headache coming on," said Baranowski. "Should I take a pain reliever now or wait until I have a migraine? The time has come to begin the debate."

(NOTE: CUNA's Chief Economist Bill Hampel contributed some of the background for this article.)



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FCUL Calendar of Events

MARCH 2002

Date Event

6-7 Trauma Management Workshop

Orlando - Fee: \$295

Compliance Training Series

13 Tallahassee - Fee: \$150

14 Pensacola - Fee: \$150

20-21 Branch Manager Institute

St. Petersburg - Fee: \$350

Compliance Training Series

26 Orlando - Fee: \$150

27 Jacksonville - Fee: \$150

28 Train the Trainer

Tampa - Fee: \$99

APRIL 2002

Date Event

Compliance Training Series

9 Ft. Lauderdale - Fee: \$150

11 Tampa - Fee: \$150

11 NCUA/FCUL Small Credit Union Conference

Orlando - Fee: \$99

17-18 Chapter Leadership Conference

Tallahassee

21-25 SE Regional Financial Counseling School

Orlando - Fee: \$695

CHAPTER MEETINGS

For further information, please refer to the League web site

www.fcul.org

Broward Chapter

March 12 • April 9

Central Florida Chapter

March 21

Gulf Coast Chapter

April 11

Southernmost Chapter

March 12 • April 9

Tallahassee Chapter

April 16

The *Florida Credit Union News* is a monthly publication of the Florida Credit Union League (www.fcul.org). For business information or subscriptions, write the Florida Credit Union League, P.O. Box 3108, Tallahassee, FL 32315-3108, call (800) 342-1266, or e-mail bwells@fcul.org. Two copies are supplied free to each affiliated credit union in Florida. Additional copies may be purchased for \$3 per issue or \$36 for a single one-year subscription. Articles may be submitted to the editor for publication, and are subject to editing and approval.

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