

To: Pamela Williams, NCUA  
 From: Elaine Golden & Brenton Peck, Financial Health Network  
 Re: Questionnaire for Interviewees  
 Date: March 22, 2022

1. Team introductions

Project Introduction

The NCUA's Office of Credit Union Resources and Expansion (CURE), which administers the agency's Minority Depository Institution (MDI) Preservation Program, supports the growth of all credit unions, with a particular focus on low-income-designated credit unions and minority institutions.

Financial Health Network has been contracted by the NCUA to conduct in-depth analysis of MDIs, in addition to seeking input from industry experts. Specifically, we seek your guidance in:

- Outlining systemic and practical barriers facing MDIs;
- Discussing products and services that are (or should be) provided by MDIs to improve their financial performance; and
- Defining ways MDIs can collaborate amongst each other.

Your input to this important work will be compiled alongside others', in a final assessment report presented to the NCUA later this year.

2. Any questions before we begin?

|  |  |
|--|--|
| <p>Outlining systemic and practical barriers facing MDIs</p> | <ul style="list-style-type: none"> <li>● What are some of the barriers to member and asset growth MDIs are facing? Are these specific to MDIs or credit unions in general? What are the opportunities for growth?</li> <li>● From your perspective, how are MDIs (and, <i>if relevant</i>, your MDI specifically) coping with the changing competitive landscape in the communities they serve?</li> <li>● What are some of the main challenges MDIs face while working in historically underserved communities?</li> <li>● Do MDIs tend to have high market share in the communities served? If not the MDI, what institution?</li> </ul> |
|--|--|

|  |   |
|--|---|
| <p>Discussing products and services</p>  | <ul style="list-style-type: none"> <li>● What are some of the highly sought products and services provided by MDIs?</li> <li>● How have products and services offered at MDIs (and, <i>if relevant</i>, your MDI specifically) adapted to the changing landscape?</li> <li>● Do you have any examples of innovative credit unions that adapted their offerings in a way that improved their financial performance?</li> <li>● What are the products and services offered today at MDIs that derive the most value to the credit union?</li> <li>● How do community members – generally speaking – learn about the offerings provided at MDIs? How could this be improved?</li> <li>● Who at MDIs (and, <i>if relevant</i>, your MDI specifically) keeps a pulse on the needs of the community? How often is the community engaged in discussions with the MDI? (i.e., roundtables, surveys, etc.)</li> <li>● What resources are MDIs (and, <i>if relevant</i>, your MDI specifically) utilizing to identify and define their market niche? (national or local)</li> </ul> |
| <p>Defining ways MDIs can collaborate</p>  | <ul style="list-style-type: none"> <li>● What institutions do MDIs (and, <i>if relevant</i>, your MDI specifically) consider their main competitors?</li> <li>● What are some of the main costs incurred at MDIs that hinder their ability to grow?</li> <li>● How does the community and its members view the importance of MDIs?</li> <li>● How can MDIs work together to gain economies of scale? (shared support)</li> <li>● What can the NCUA be doing to help improve the performance of MDIs?</li> </ul>   |
| <p>Additional Questions to Explore if Time Permitting / Applicable to the Credit Union</p> | <ul style="list-style-type: none"> <li>● Could you share more about how you, the team, and external stakeholders prioritize strategic decisions at your credit union?</li> <li>● What has made your credit union’s model successful?</li> <li>● What is the level of engagement of your credit union’s volunteers, including the board and the supervisory committee?</li> </ul>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• What challenges are at the top of mind for your credit union?</li><li>• What types of connections would you want to build between your credit union peers and others? What type of programming would be most valuable to you?</li></ul> |
|--|---|

3. If MDIs had unlimited time and resources, what would they do to improve their financial performance?
4. Do you have any final thoughts we did not get to regarding this project?

Thank you!