



Delivering a remarkable member service experience is a priority at Dupaco. To that end, staff gather regularly for training and development opportunities, like this one held Dec. 3 at Dupaco's Pennsylvania Avenue branch in Dubuque. (Dupaco photo)

# The Dupaco Times

THE FINANCIAL HOME YOU OWN | ESTABLISHED 1948 | ACCOUNTS FEDERALLY INSURED BY NCUA

## GreenBack Impact Saves Members More than \$3.6 Million

DYERSVILLE, Iowa—Tired of feeling let down by her long-time financial institution, Wanda Echard was ready to try something new last fall.

At her sister's suggestion, Echard reached out to Dupaco Community Credit Union, even though the closest branch to the Luana woman's home is 60 miles away.

Distance, it turns out, is only a number.

Echard received a free Money Makeover during Dupaco's GreenBack Impact 2.0 campaign. The three-month initiative aimed to save members interest by moving their outstanding loans to Dupaco. The experience gave Echard a lesson in the value of quality service and led her to her lifetime financial home.

"I was treated like a person instead of a number, and it meant the world to me,"

*"I was treated like a person instead of a number, and it meant the world to me."*

*—Wanda Echard, a new Dupaco member*

Echard said.

She shared her financial hopes and dreams with Lynne Willenborg, a lending consultant at Dupaco's Dyersville branch. Approaching retirement, the 54-year-old woman hopes to be debt-free when that day comes.

During the Money Makeover, Willenborg showed Echard how Dupaco could save her \$27,000 total in interest by refinancing her mortgage into a Mini-Mortgage and rolling her auto loan and credit card debt into a home equity loan. The best part? Echard could



### ▲ SCENE IN: 2015

Member Ermina Soler is proof positive that Dupaco is delivering on its mission to improve members' financial positions. In April 2015, Soler, of Dubuque, Iowa, was able to purchase a home with the help of Dupaco's MoneyMatch, an Individual Development Account program where the savings of a participant are matched dollar-for-dollar with grant money. Read Soler's story on page 9. (J. Reilly photo)

have her debt paid off before she retires in the next decade or so. Echard was stunned.

"Until we did the Money Makeover, I never realized how much I was actually paying in interest on all of my credit cards," she said. "Lynne was the best thing since sliced bread for me. She took care of not one problem but a lot of payments. It was like the weight was lifted off my shoulders."

Because Echard was referred to Dupaco by another member and she moved her loans to the credit union during GreenBack Impact, she also received \$100. It was a bonus, if you will, for sharing in the success of her credit union's goal to save its members a collective \$3 million in loan interest.

During the campaign, which ended Oct. 31, Dupaco saved members more than \$3.6 million in interest—far exceeding its goal and continuing to deliver on its mission to improve members' financial positions.

"Wanda was willing to move everything to Dupaco, even though she's an hour away, because we were willing to try to help her reach her goals," Willenborg said. "It's great when we can help people this way."

As a long-distance member,

Echard has found plenty of ways to access her money. She takes advantage of direct deposit and automatic loan payments, monitors her funds daily with Shine Online Banking, uses Privileged Status® ATMs and makes purchases with her Dupaco VISA® credit card (she has since shredded her other credit cards).

"I've told many people about Dupaco, and I hope some of them will consider going there too," Echard said.

[dupaco.com/GreenBack](http://dupaco.com/GreenBack)

### GreenBack 2.0 IMPACT

#### by the numbers:

- Total interest saved during GreenBack Impact: **\$3,659,081**
- Duration of campaign: **3.5 months** | **\$24,200** paid to members for referrals
- Loans brought back to Dupaco from other lenders: **1,170** (of which 561 were auto loans)
- Dupaco members in **21 states** participated in GreenBack Impact (More than 9,000 members live more than 50 miles from a physical Dupaco branch!)
- Number of times Dupaco's website was visited during GreenBack Impact: **1,124,143**

### The Dupaco Difference

Dupaco spends 45-plus minutes with each new member, explaining the credit union difference, reviewing products and services that fit the member's needs, and providing financial education and counseling. In 2015, 12,922 new members joined the credit union.

## Welcome to the Financial Home You Own

On behalf of the Dupaco Community Credit Union Board of Directors and staff, I'm delighted to present your credit union's 2015 annual report. It highlights Dupaco's pursuit of fulfilling our mission:

To improve the financial lives of our more than 89,000 members, each of whom is an owner of the credit union.

*Joseph F. Hearn*  
Joe Hearn, President and CEO



### ▲ SCENE IN: 2015

Dupaco President/CEO Joe Hearn shares high fives with young spectators after a fiercely competitive pie-eating contest at the annual Dupaco staff and family picnic Aug. 9 in Dubuque. (M. Kuhl/Dupaco photo)

## Credit Union or Bank: What's the Difference?

Dupaco is so not a bank. We're a "financial cooperative." The more we do for each member, the better all our members do! When we help our members save money—with a savings account, lower loan rates, fewer service fees, low-cost insurance, the list goes on—we help grow the whole credit union.

	Credit Union	Bank
<b>Organization</b>	Not-for-profit cooperative	For-profit corporation
<b>Primary objective</b>	Meet member/owner needs	Maximize profit
<b>Ownership</b>	All members who are, by definition, users of services	Stockholders who may or may not be customers or users of services
<b>Directors</b>	Volunteers	Paid directors
<b>Decision-making</b>	Member controlled; one vote per member (each member/owner has the same power)	Only stockholders vote; one vote per share of stock (more stock means more voting power)
<b>Distribution of net income</b>	Dividends issued to members and used for capital development, additional locations, equipment, etc. for members	Dividends issued to stockholders only
<b>Community links</b>	Owners/leaders reside or have an interest in the community	Owners/leaders may live anywhere in the world; headquarters could be anywhere in the U.S.
<b>Rates/products</b>	Offer better overall rates and lower fees due to the nature of the organization and its dividend distribution	Rates and fees may not be favorable because of for-profit status of banks
<b>Generation of capital</b>	Generated only through income stream	Generated through income stream and/or issuance of stock
<b>Who benefits</b>	Members/owners	Stockholders
<b>Taxes</b>	Yes. Property, sales, employer-related, monies and credits tax on reserves in Iowa	Yes. Property, sales, employer-related and income
<b>Deposit insurance</b>	National Credit Union Administration (NCUA)	Federal Deposit Insurance Corporation (FDIC)

# BOARD OF DIRECTORS

**Ron Mussehl**  
**Chair of the Board**  
 Owner, Ron's BP Convenience Stores, Dubuque, Iowa



**Renee Poppe**  
**Vice Chair**  
 Vice President of Customer Service, Medline Industries, Dubuque, Iowa



**Denise Dolan** CCUV  
**Secretary**  
 County Auditor, Dubuque County, Dubuque, Iowa



**J. Stephen Chapman**  
**Treasurer**  
 Vice President & Chief Operating Officer, Auxiant, Madison, Wis., and Cedar Rapids, Iowa



**Richard J. Burgmeier**  
**Director**  
 Retired, CyCare Systems, Inc., Dubuque, Iowa



**Jeff Gonner**  
**Director**  
 Chief Financial Officer, Medical Associates Clinic & Health Plans, Dubuque, Iowa



**Andy Schroeder**  
**Director**  
 Director of Development, Sisters of Charity of the Blessed Virgin Mary, Dubuque, Iowa



**Randy Skemp** CCUV\*, CCUD\*\*  
**Director**  
 Chief Revenue Officer & Executive Vice President, Sales, Cartegraph Systems, Inc., Dubuque, Iowa



**Bob Wethal**  
**Director**  
 Vice President of Patient Care Services and Chief Nursing Officer, Mercy Medical Center, Dubuque, Iowa




**Dupaco**  
 Dupaco Community Credit Union is a full-service financial cooperative headquartered in Dubuque, Iowa, USA. It serves residents of Iowa, southwest Wisconsin and northwest Illinois. It has more than \$1.33 billion in assets and more than 89,000 members.

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## ▼ SCENE IN: 2015

Dupaco's volunteer board members (from left) Andy Schroeder, Bob Wethal, Dick Burgmeier, Steve Chapman and Denise Dolan await the commencement of the 2015 Annual Membership Meeting on Feb. 22, 2015. (M. Kuhl/Dupaco photo)



# Board Leadership Recognized

DUBUQUE, Iowa—Dupaco recognized individuals who maintained leadership roles on its board of directors during 2015.

Since their election or appointment at the 66th Annual Meeting in February 2015, these volunteer directors contributed significant time and expertise to the benefit of the credit union and its members:

- Ron Mussehl, Chair of the Board
- Renee Poppe, Vice Chair of the Board

- Denise Dolan, Secretary
- Steve Chapman, Treasurer, Chair, Salary Savings Plan Oversight Committee
- Dick Burgmeier, Chair, Investment/Asset Liability Management and Business Lending Committees
- Jeff Gonner, Chair, Audit Committee
- Andy Schroeder, Chair, Marketing Committee
- Randy Skemp, Chair, Personnel Committee
- Bob Wethal, Chair, Nomination, Credit/Delinquent Loan Committee

[dupaco.com/about/board-leadership.html](http://dupaco.com/about/board-leadership.html)

# Have You Met Your Lab Partner in Peosta?

PEOSTA, Iowa—Designed to test innovative ways of serving members, Dupaco's newest branch opened in late May 2015.

Even though the branch is new, the member-owned credit union's approach remains the same: Delivering personalized financial

*Dupaco Plans 20th Branch*  
*Dupaco plans to open a full-service branch at the corner of San Marnan Access Drive and Schukei Road in Waterloo, Iowa. Dupaco's 20th branch is expected to open during the summer of 2016.*

hands-on demonstrations with Dupaco desktop, tablet and mobile services.

"We call this our Learning Lab for a couple of reasons," said David Klavitter, chief marketing officer. "First, it focuses on helping our members learn about being financially stable. Second, it helps the credit union understand and develop better ways to help members learn about their money."

The branch features state-of-the-art technology, including:

- Lobby and drive-up video tellers operated remotely by Dupaco staff to conduct everyday transactions and refer members to on-site staff who are available to have deeper conversations about money, products and services.
- iPad training counters to help members learn how to use Dupaco's increasing number of convenient mobile services.
- Built-in electronic wall displays to aid in financial consultations.

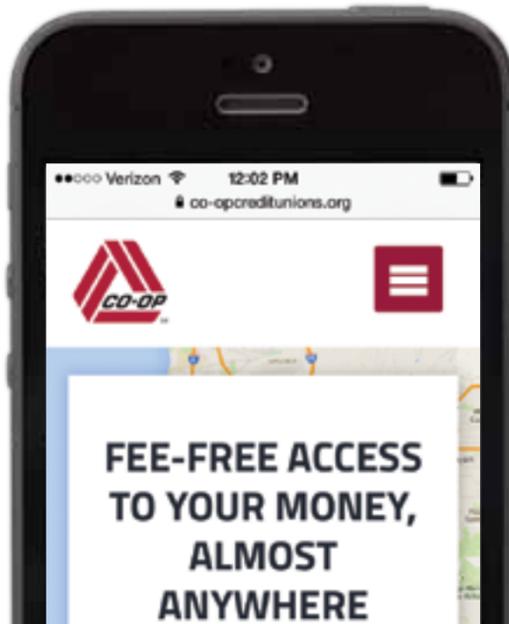
The branch's close proximity to Northeast Iowa Community College allows Dupaco to enhance its existing NICC partnership and provide additional internship opportunities. The branch also will be used to test future branch designs.



## ▼ SCENE IN: 2015

During the July 16 ribbon cutting at the Peosta, Iowa, branch, Dupaco's Deb Schroder (right) showcases one of the branch's innovative small group spaces with Branch Manager Leslie Biver (center) and Northeast Iowa Community College President Dr. Liang Chee Wee. With its proximity to the NICC campus and the support of Wee, the newest branch, dubbed the Learning Lab, will be a resource for students to learn the elements of good money management. (M. Kuhl/Dupaco photo)

[dupaco.com/locations](http://dupaco.com/locations)



## Homestyle Convenience

The CO-OP Shared Branch<sup>SM</sup> network keeps members connected to Dupaco Community Credit Union—no matter where they go. Through this expansive network, Dupaco members have fee-free access to their money at more than 5,300 participating credit union branches across the nation. With shared branching, members can make deposits, cash and check withdrawals, loan payments, transfers and more as if they were at their own credit union. That's the credit union difference.

[co-opsharedbranch.org](http://co-opsharedbranch.org)

## Our Vision:

To be our members' lifetime financial home.

## Our Mission:

To improve our members' financial position and build valued relationships by delivering personalized financial advice, products and services.



As of Dec. 31, 2015, Dupaco members resided in **all 50 states and 19 countries!**

[dupaco.com/about](http://dupaco.com/about)

## ▼ SCENE IN: 2015

The Sycamore branch sign in Dubuque shined at dusk. Throughout 2015 and continuing this year, aging Dupaco signs are being replaced with energy-efficient signs that utilize light-emitting diode (LED) technology. (D. Klavitter/Dupaco photo)

[dupaco.com/about/dupaco-logo.html](http://dupaco.com/about/dupaco-logo.html)



# Money Makeover Helps Family Make the Impossible Possible

KEY WEST, Iowa—Crystal and James Olszewski had resigned themselves to being lifelong renters.

But a Dupaco Money Makeover last year gave them hope.

It turns out, homeownership for the Bellevue family of seven wasn't out of reach after all.

At the suggestion of Crystal's sister, the couple met with Jacki Clasen, a member service representative at Dupaco's Key West, Iowa, branch, to review their total financial picture and to learn how to build their credit.

Clasen took them through their credit reports and delivered a game plan to work toward homeownership. She offered advice on how to address some medical collections. She showed them how they could strengthen their credit by transferring some high-rate credit card balances to a lower-rate Dupaco VISA® credit card. Most importantly, she let the couple know that Dupaco would be there to help them.

"I was leery at first, but she had the stuff to back it up," Crystal said. "Jacki utilized everything Dupaco had to help us, and she opened our eyes to a ton of things we could do to drive up our credit to get ready to buy a house. We didn't get that at our local bank when we asked for help."

The Olszewskis became Dupaco members and did their homework. They confronted collections on their credit reports. They utilized automatic payments for their bills. And they started paying themselves to build their savings.

Less than six months later, it happened: their credit scores had increased enough to get approved to buy a home.

"It felt great knowing they took to heart what I had provided to them and used it to build their credit and reach their dream," Clasen said.

In August, the Olszewskis closed on a four-bedroom house with a large wraparound porch. It's been a perfect fit, Crystal said.

*Anyone Can Access a Free Dupaco Money Makeover Dupaco takes seriously its mission to promote thrift and help families get ahead in life. Through free one-on-one consultations, Dupaco helps members and non-members review their entire financial picture and look for every possible way to pay less and save more for a brighter future. Call (563) 557-7600 / 800-373-7600, ext. 206 or visit [dupaco.com/makeover](http://dupaco.com/makeover).*

"It still hasn't hit me too much that we now own a home. I'm awestruck," she said. "It's really been a dream come true."

But homeownership isn't the only thing Clasen helped the family achieve. With Dupaco's help, the Olszewskis are setting their children on a bright financial path too. The oldest child is now building his credit with a Dupaco VISA credit card, and the parents are opening Dupaco savings accounts for their children to teach them the importance of saving.

"Sometimes, it's hard for me to believe that people will go above and beyond to help you," Crystal said. "But that's what Dupaco has done for us."



#### ◀ SCENE IN: 2015

Having recently purchased a beautiful two-story home in Bellevue, Iowa, members James and Crystal Olszewski have much to smile about. Prior to the purchase, the couple worked with Jacki Clasen at Dupaco's Key West, Iowa, branch to shore up their debts and raise their credit scores in preparation for the purchase. (D. Klavitter/Dupaco photo)

[dupaco.com/makeover](http://dupaco.com/makeover)



## Dupaco Arms Members with Financial Education

DUBUQUE, Iowa—Dupaco believes in the power of education. That's why the member-owned credit union puts such a premium on personal financial knowledge.

Dupaco strives to serve members near and far, offering both in-person and online money-management resources to prepare for everything from buying a first house to saving for retirement.

"Our focus on education ties back to our mission, which is to improve our members' financial positions," said Michelle Becwar, lead education impact architect at

Dupaco's Asbury, Iowa, branch. "The more we can arm our members with financial education, the better they can manage their finances and reach their goals."

For one-on-one financial guidance, members have access to everything from free Money Makeovers to free Credit History Lessons. Other financial resources are just a click away at [dupaco.com](http://dupaco.com):

- **Live events:** Find out about upcoming in-person seminars and webinars at [dupaco.com/seminars](http://dupaco.com/seminars). These events, which range from 30 to 60 minutes, give members the opportunity to ask the presenters questions. Dupaco launched webinars in 2015—with topics covering estate planning, homebuying and identity theft—to reach members no matter where they live.
- **On-demand information:** A hub of financial resources, [dupaco.com/LifeEvents](http://dupaco.com/LifeEvents) allows members to read, view and print materials to coach them through various life events, from graduation to marriage to buying a home. Resources include posts from the Daily Dupaco blog, worksheets, checklists and Money Clips videos, which serve to both educate and entertain members about financial topics.

[dupaco.com/LifeEvents](http://dupaco.com/LifeEvents)

### Money Smarts

- Since 2009, Dupaco has maintained the Dupaco Daily blog, covering everything from budgeting resolutions to cybersecurity tips. In 2015, the Dupaco Daily was viewed more than 25,000 times!
- In 2015, Dupaco made more than 24,500 loans. Sixty-five percent of members applying for these loans received 45-plus minutes of free one-on-one financial education.
- Every new credit union member receives 45-plus minutes of free one-on-one financial education. This service is available to all Dupaco members at any time by contacting Dupaco.



#### ◀ SCENE IN: 2015

DoPack Kids' Club mascot Dollar the Dog delivered pizza to Dubuque's Hoover Elementary School students on Dec. 22 as a thank you to all students who participated in Dupaco's annual Thanksgiving card art contest. (M. Kuhl/Dupaco photo)

## MANAGEMENT TEAM

### Joe Hearn

President & Chief Executive Officer



### Leo Costello

Senior Vice President, Business Development



### Jeann Digman

Vice President, Mortgage Lending



### Matthew Dodds

Chief Operating Officer



### Steve Ervolino

Chief Information Officer



### Danielle Gratton

Chief Financial Officer



### David Klavitter

Chief Marketing Officer



### John Koppes

Senior Vice President, Member Business Lending



### Todd Link

Senior Vice President, Risk Management & Remote Delivery



### Nancy TeKippe

Senior Vice President, Service Delivery



# In Your Best Interest

Report from the President & CEO - Joe Hearn



## 2015 HIGHLIGHTS

Opened the **Peosta Branch Learning Lab** in Peosta, Iowa—the credit union's 19th full-service branch.

Members saved **more than \$3.6 million** in loan interest during the three-month **GreenBack Impact** campaign.

Members set a new record, saving **more than \$4 million** as part of their credit union's **annual Holiday Club**.

Staff vigilance prevented **nearly \$1.2 million** in member fraud losses.

Members deposited **more than \$7.2 million** via their mobile devices using the Dupaco app's **mobile check deposit**.

Membership grew to more than 89,000. **An increase of more than 6%**

Deposits exceeded **\$1.11 billion**. **An increase of more than 4%**

Assets total more than **\$1.33 billion**. **An increase of more than 6%**

Loans outstanding exceed **\$802 million**. **An increase of more than 10%**

Dupaco capital reserves remain extremely strong. **Exceeding 14%** of assets

For the sixth time in seven years, Raddon Financial Group recognized Dupaco as one of the **10 "Top Performing" credit unions in the United States** with more than \$500 million in assets, based on the credit union's 2014 performance.

DUBUQUE, Iowa—As a member-owned cooperative, Dupaco exists not to profit a small group of stockholders but to serve you. Our mission is to improve each member's financial position. To understand the best way to do this, Dupaco continually seeks your input.

We achieve this in several ways—surveys, focus groups, and direct member comments and feedback.

### Your credit union's tri-annual member survey

found that among 25 various factors, the top five most important were:

- 1 Security
- 2 Competence
- 3 Credibility
- 4 Reliability
- 5 Acts in Members' Best Interest

The first four attributes are nonnegotiable requirements of any institution that handles people's money. As such, Dupaco makes relevant and extensive investments in information-technology security, digital advice and access for members, and staff training and development.

The fifth most important attribute—Acts in Members' Best Interest—is inherent in Dupaco's member-owned, democratically controlled structure. You always have a say,



### ▲ SCENE IN: 2015

At the Feb. 22, 2015, Annual Membership Meeting, Dupaco President and CEO Joe Hearn outlines the credit union's strategic priorities to the crowd of nearly 500 and reaffirms Dupaco's commitment to members. (D. Klavitter/Dupaco photo)

no matter how much money you have in the credit union.

The member survey also found Dupaco placed in the 97th percentile among other U.S. credit unions for members who are very satisfied with their credit union.

This deepening of relationships is a positive sign that Dupaco is delivering value to members who also are owners of our financial cooperative.

Your board recognizes that employees are the key to delivering on the Dupaco brand promise. Whether they are on the front line or in a back-shop support position, all of our employees have important roles, and we challenge them to know, show and grow.

When we get this right, members benefit. They do more business with their cooperative. And they openly encourage their families and friends to

become members.

As we move into 2016, we look forward to an increased focus on thrift and systematic savings. We anticipate a rise in interest rates during the year.

In general, higher interest rates are good news for savers but not such good news for borrowers. Please know Dupaco will continue to offer competitive rates on both deposits and loans.

Dupaco has paid above-market rates during the past nine years. While you might not see immediate changes to our deposit rates, we are proud of this longtime giveback to our loyal savers.

Because Dupaco is a financial cooperative—owned by its members—decisions about rates and product and service offerings are always made in the best interest of the overall membership.

Dupaco is your cooperative. Please know you've elected an outstanding board of smart and dedicated volunteers. Their focus remains on you and your best interest.

I would like to thank the board for providing us the vision and resources to get the job done. We continually reinvest in the organization to meet the changing needs of our members. We are passionate about doing the right thing and making a positive difference in our members' lives. Working closely together, the best is yet to come.

Thank you for your membership, trust and confidence in the financial home you own.

Onward and upward!

*Joe Hearn*  
Joe Hearn, President and CEO

## Audits Again Affirm Financial Health, Practices



### ▲ SCENE IN: 2015

Human resource department staff showed off the results of their July brainstorming session during which they identified strategic growth and improvement opportunities for the credit union. (Dupaco photo)

DUBUQUE, Iowa—Dupaco again in 2015 received clean bills of financial health from an independent auditor, as well as state and federal examiners.

The accounting firm of McGladrey LLP in January 2015 performed the independent Certified Public Accountant audit of the credit union's 2014 financial statements, as well as its compliance with federal regulations and management practices. The State of Iowa Division of Credit Unions and the National Credit Union Administration audits reviewed Dupaco's financial statements, security

standards and adherence to regulations, policies and procedures.

"It's a hallmark of a well-managed organization," Dupaco Chief Financial Officer Danielle Gratton said of the credit union's clean bill of financial health.

Dupaco's previous clean reports can be attributed to the diligent work throughout the year of the Audit Committee, Gratton said. Dupaco board members Dick Burgmeier, Jeff Gonner and Randy Skemp serve on the committee. Gonner serves as chair.

In addition, Dupaco in January 2016 again was rated 5-Stars by BauerFinancial, Inc., which recognizes the credit union as "one of the strongest financial institutions in the country."



## STAFF

### Announcements of 2015

**Janelle Ayers** joined Dupaco as insurance services representative at the Cedar Rapids, Iowa, Williams branch.

**Nick Baal** was promoted to credit administration supervisor at the Hillcrest branch in Dubuque.

**Abbey Bahl** was promoted to lead business lending processor at the Hillcrest branch in Dubuque.

**Michelle Becwar** was promoted to lead education impact architect at the Asbury, Iowa, branch.

**Tim Bemis** was promoted to insurance services manager at the Hillcrest branch in Dubuque.

**Beky Beschorner** accepted the community outreach & education representative position for the Cedar Falls/Waterloo, Iowa, area.

**Joe Bisenius** was named assistant vice president, branch manager at the 4th Avenue branch in Cedar Rapids, Iowa.

**Leslie Biver** accepted the assistant vice president, branch manager position for the new branch in Peosta, Iowa.

**Mallory Blondin** joined Dupaco as content development specialist at the Asbury, Iowa, branch.

**Ken Bowers** joined Dupaco as insurance agent at the Dyersville, Iowa, branch.

**Lisa Bowers** joined Dupaco as vice president, human resources at the Pennsylvania branch in Dubuque.

**Jennifer Breitbach** was promoted to lead member experience trainer and will be located at the Pennsylvania branch in Dubuque.

**Erin Bubenyak** was promoted to operations assistant at the 1st Avenue branch in Cedar Rapids, Iowa.

**Dylan Buls** was promoted to assistant vice president, branch manager at the Cedar Falls, Iowa, branch.

**Nick Cannavo** was promoted to branch manager for the 1st Avenue branch in Cedar Rapids, Iowa.

**Jacki Clasen** was promoted to member service representative at the Key West, Iowa, branch.

**Kevin Cray** was promoted to software development supervisor at the Hillcrest

branch in Dubuque.

**Tera Cuellar** was promoted to cash management specialist at the Pennsylvania branch in Dubuque.

**Carrie Culbertson** was named senior card services representative at the Pennsylvania branch in Dubuque.

**Dawn Davis** was promoted to deposit operations team lead at the Pennsylvania branch in Dubuque.

**Tyler Doerr** was promoted to member service representative at the Hillcrest branch in Dubuque.

**Jim Doyle** accepted the position of assistant vice president, branch manager for the Dyersville, Iowa, branch.

**Katie Dupont** was promoted to lead internal auditor at the Pennsylvania branch in Dubuque.

**Amanda Durham** joined Dupaco as a member service representative at the Asbury, Iowa, branch.

**Lisa Elskamp** was promoted to member solutions supervisor at the Asbury, Iowa, branch.

**Joe Ervolino** was named senior systems administrator at the Hillcrest branch in Dubuque.

**Steve Ervolino** was promoted to chief information officer at the Pennsylvania branch in Dubuque.

**Traci Fagot** joined Dupaco as member solutions consultant at the Asbury, Iowa, branch.

**Dan Ferris** was promoted to member service representative at the Hillcrest branch in Dubuque.

**Katie Fisher** was promoted to member service representative at the 1st Avenue branch in Cedar Rapids, Iowa.

**Krystal Frederick** was promoted to mortgage lending consultant supervisor at the Asbury, Iowa, branch.

**Tim Gau** was promoted to IRA support specialist at the Pennsylvania branch in Dubuque.

**Alex Gaul** was promoted to member service representative at the Peosta, Iowa, branch.

**Eric Gilmour** was promoted to mortgage/consumer lending consultant at the 1st Avenue and Williams branches in Cedar Rapids, Iowa.

**Amy Gleason** joined Dupaco as member solutions consultant at the Asbury, Iowa, branch.

**Jill Gogel** was promoted to fraud services supervisor at the Pennsylvania branch in Dubuque.

**Maria Hall** was promoted to indirect lending consultant at the Hillcrest branch in Dubuque.

**Meggan Heacock** was promoted to vice president, controller at the Pennsylvania branch in Dubuque.

**John Heavens** accepted the position of assistant vice president, branch manager for the Williams branch in Cedar Rapids, Iowa.

**Wes Hendricks** was promoted to branch manager for the Hy-Vee branch in Dubuque.

**Marina Henriksen** was promoted to member service representative at the Walmart branch in Waterloo, Iowa.

**Deb Herbst** accepted the new interactive teller lead position for the Peosta, Iowa, branch and is located at the Pennsylvania branch in Dubuque.

**Kelly Houtakker** accepted the deposit operations representative position at the Pennsylvania branch in Dubuque.

**Andrew Houy** was promoted to branch manager at the Pennsylvania branch in Dubuque.

**Tracy Jameson** joined Dupaco as senior card services representative at the Pennsylvania branch in Dubuque.

**Chris Johanns** joined Dupaco as virtual lending consultant at the Hillcrest branch in Dubuque.

**Heather Johnson** joined Dupaco as head teller at the Sycamore branch in Dubuque.

**Andy Katrichis** was promoted to senior vice president, business lending and business operations manager, and is located at the Hillcrest branch in Dubuque.

**Dave Keil**, insurance agent, Dupaco Insurance Services, retired in August.

**Brad Kemp** was promoted to vice president, business lending at the Hillcrest branch in Dubuque.

**Kelly Klein** was named senior card services representative at the Pennsylvania branch in Dubuque.

**Kyle Kramer** joined Dupaco as member service representative at the Hy-Vee branch in Dubuque.

**Megan Kramer** joined Dupaco as member service representative at the Hillcrest branch in Dubuque.

**Emma Lazore** joined Dupaco Insurance Services as insurance service representative at the Hillcrest branch in Dubuque.

**Kelly Liddle** was promoted to fraud specialist at the Pennsylvania branch in Dubuque.

**Todd Link** was promoted to senior vice president, risk management and remote delivery, and is located at the Pennsylvania branch in Dubuque.

**Scott Mangin** joined Dupaco as member service/lending consultant at the Cedar Heights branch in Cedar Falls, Iowa.

**Tonya McLaughlin** was promoted to assistant vice president, branch manager at the Mullan branch in Waterloo, Iowa.

**Lindsey Monigold** joined Dupaco as mortgage/consumer lending consultant at the Platteville, Wis., branch.

**RJ Montes** was promoted to branch coach at the Pennsylvania branch in Dubuque.

**Tanya Moore** joined Dupaco as assistant vice president, business lending at the Hillcrest branch in Dubuque.

**Bob Nicks** was promoted to indirect lending manager at the Pennsylvania branch in Dubuque.

**Kim Nurre** joined Dupaco as member service representative at the Hillcrest branch in Dubuque.

**Kyle Passick** was promoted to member service representative at the Mullan branch in Waterloo, Iowa.

**Tami Rechtenbach** was promoted to vice president, member services and training, and is located at the Pennsylvania branch in Dubuque.

**Megan Redmond** was promoted to branch manager, Covenant branch, in Waterloo, Iowa.

**Chris Rogers** joined Dupaco Insurance Services as insurance agent at the Hillcrest branch in Dubuque.

**David Schick** joined Dupaco as member service representative at the Hy-Vee branch in Dubuque.

**Deb Schroeder** was promoted to vice president, business development, and is located at the Asbury, Iowa, branch.

**Ashley Schultz** joined Dupaco as lead accounting specialist at the Pennsylvania branch in Dubuque.

**Katie Shemak** joined Dupaco as deposit operations manager at the Pennsylvania branch in Dubuque.

**Jenna Shultz** joined Dupaco as member service representative at the Hillcrest branch in Dubuque.

**Jillane Shultz** was promoted to branch manager for the Walmart® branch in Waterloo, Iowa.

**Sarah Sieglaff** joined Dupaco as human resource recruiting specialist at the Pennsylvania branch in Dubuque.

**Crystal Simon** was named accounts payable associate at the Pennsylvania branch in Dubuque.

**Diane Sloman** accepted the new interactive teller/contact center representative position for the Peosta, Iowa, branch and is located at the Pennsylvania branch in Dubuque.

**Terrie Smentek** joined Dupaco as member solutions representative at the Cedar Heights branch in Cedar Falls, Iowa.

**Spencer Smith** was promoted to member service representative at the Hillcrest branch in Dubuque.

**Kathy Steffes** was promoted to assistant vice president, branch manager at the Carroll, Iowa, branch.

**Jason Tomkins** was promoted to interactive teller/contact center representative at the Pennsylvania branch in Dubuque.

**Kerri Trecker** was promoted to community outreach & education representative at the Carroll, Iowa, branch.

**Sherri Vogt** retired in April 2015.

**Tonya Vogt** was promoted to accounting payroll/benefits representative at the Pennsylvania branch in Dubuque.

**Laurie Von Ah** joined Dupaco as mortgage lending underwriter associate at the Asbury, Iowa, branch.

**Jean Vonnahme** retired on Jan. 30 after having worked in the credit union industry for 17 years.

**Kyle Wagner** joined Dupaco as a member service representative at the Key West branch in Dubuque.

**Lynn Whitaker** was promoted to project coordinator at the Pennsylvania branch in Dubuque.

**Ann Willenbring** joined Dupaco as welcome center representative at the Hillcrest branch in Dubuque.

**Marcie Winkelman** was promoted to consumer/mortgage lending consultant at the Peosta, Iowa, branch.

**Sherry Yonda** joined Dupaco as mortgage servicing manager at the Asbury, Iowa, branch.

# Strength through Service

Report from the Chair of the Board - Ron Mussehl



## ▲ SCENE IN: 2015

During the Dupaco Peosta Branch Learning Lab grand opening on July 16, Dupaco Board Member Bob Wethal (from left), CEO Joe Hearn, Board Chair Ron Mussehl and Board Member Steve Chapman prepare to cut the ribbon. (M. Kuhl/Dupaco photo)

On behalf of my fellow elected board members, I'm honored to report that your credit union continues to pursue and fulfill its mission to serve and enrich the lives of our more than 89,000 members.

This mission is as true today as it was in 1948, when 10 Dubuque Packing Co. employees founded the credit union on the philosophy of cooperation and mutual self-help.

The countless heartfelt stories featured in this year's report are but a small representation of the many that demonstrate your credit union remains strong, reaches more members and strengthens our communities.

## SUSTAINABILITY

Your credit union remains exceptionally strong, with reserves exceeding the federal government's highest capital threshold for credit unions. What's more, BauerFinancial, Inc. again rated Dupaco "5-Stars," a designation that recognizes the credit union as one of the strongest financial institutions in the country.

Dupaco also garnered recognition for the sixth time in seven years as one of the "10 Top Performing U.S. Credit Unions," according to the independent credit union research firm Raddon Financial Group.

In addition to offering competitive savings and loan rates, your credit union continues to explore ways to drive and communicate member value.

During our three-and-a-half-month GreenBack Impact campaign, members brought outstanding loans to Dupaco and saved more than \$3.6 million in interest, exceeding the \$3-million goal. On an annualized basis, we believe this is a significant amount of money infused directly into our members' pockets.

Meanwhile, your credit union's long-term plans require prudent investments that will enhance your long-term member experience. Among them: ongoing computer-security enhancements, real-time credit scores in Shine Online Banking, Apple Pay, Android Pay, PIN and chip credit and debit cards, and the upcoming Waterloo, Iowa, branch.

One example is mobile check deposit, which Dupaco developed and launched a little more than two years ago. In 2015, members—around the corner and around the world—used their cell phones to deposit more than \$7.2 million.

## INNOVATION

Education and lifelong learning underpin Dupaco's mission of financial empowerment and wealth creation. This principle applies to both our members and the organization.

Your board and staff continually seek ways to replace the best there is with something better still. This inquisitiveness drove the development and launch of Dupaco's 19th branch in Peosta, Iowa, this past summer.

The Dupaco Peosta Branch Learning Lab is designed to explore and test new ways of helping members understand money and improve their financial positions. The branch's close proximity to Northeast Iowa Community College (NICC) allows Dupaco to enhance its existing NICC partnership and provide additional internship opportunities.

The branch also features the area's first interactive teller machines, which enable Dupaco tellers to serve members via real-time video. This increases opportunities to serve more members in more places and during expanded hours of service in the future.

At the same time, the new technology allows on-site branch staff to be more accessible to members who want to have a deeper conversation about money, products and services.

As an additional benefit to the credit union, the Learning Lab will be used to test future Dupaco branch designs. Our first opportunity to apply newfound knowledge will be at Dupaco's 20th branch, which is scheduled to open this summer on San Marnan Drive in Waterloo, Iowa.

## SERVICE

In addition to being member-owned and not-for-profit, credit unions are unique from banks because those individuals who serve on the boards of directors are democratically elected by the membership and serve without pay. The Dupaco Board is extremely dedicated, with a genuine focus on the overall financial sustainability of the membership, the cooperative and our community.

Dupaco's success is directly tied to how often members like you use our services. This includes savings, loans, insurance, investments and wealth management. If we've made a positive difference for you, please tell your family, friends and neighbors that Dupaco stands ready to serve them.

Thank you for your enthusiastic support of the financial home you own.

*Ronald L. Mussehl*

Ron Mussehl, Chair of the Board

## STATEMENTS OF FINANCIAL CONDITION

DECEMBER 31, 2015 AND 2014

ASSETS	2015*	2014
Loans to members**, net of allowance for loan losses (2015—\$8,582,000; 2014—\$8,107,000)	\$792,821,469	\$718,618,470
Cash	7,095,829	9,199,997
Interest-bearing deposits in financial institutions	87,500,822	48,616,658
Investments Securities available-for-sale	358,132,339	405,707,576
Accrued interest receivable	3,257,370	3,486,255
Property and equipment, at depreciated cost	25,844,877	21,360,934
Other assets Deposit—National Credit Union Share Insurance Fund (NCUSIF) Other	10,343,752 54,315,386	10,074,770 45,479,584
<b>TOTAL ASSETS</b>	<b>\$1,339,311,844</b>	<b>\$1,262,544,244</b>
LIABILITIES AND MEMBERS' EQUITY	2015*	2014
Liabilities Savings accounts Share draft accounts Term share certificates Notes payable Accrued expenses and other liabilities	\$699,417,778 155,867,837 258,742,324 20,038,516 6,235,518	\$703,478,881 136,732,891 229,166,641 5,224,676 5,690,740
Total liabilities	\$1,140,301,973	\$1,080,293,829
Members' equity Appropriated reserves Unappropriated reserves Unrealized gain on securities available-for-sale	\$51,723,942 144,770,929 2,515,000	\$48,053,162 125,535,657 8,661,596
Total members' equity	\$199,009,871	\$182,250,415
<b>TOTAL LIABILITIES AND MEMBERS' EQUITY</b>	<b>\$1,339,311,844</b>	<b>\$1,262,544,244</b>

\*Includes 1,315 business loans totaling \$244,420,829 for 2015 and 1,242 business loans totaling \$230,883,375 for 2014.

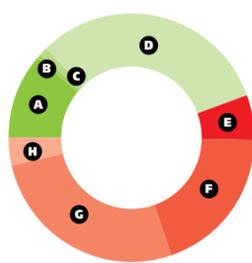
## STATEMENTS OF INCOME

FOR THE YEARS ENDED DECEMBER 31, 2015 AND 2014

	2015*	2014
Interest income Loans Investments	\$38,967,698 13,222,406	\$34,613,547 14,734,806
Total interest income	52,190,104	49,348,353
Interest and dividend expense	8,095,724	8,158,726
Net interest income	44,094,380	41,189,627
Provision for loan losses	4,231,806	2,697,205
Net interest income after provision for loan losses	39,862,574	38,492,422
Other income	20,087,779	19,255,826
Operating expenses	37,044,301	33,371,559
<b>NET INCOME</b>	<b>\$22,906,052</b>	<b>\$24,376,689</b>
Transfer to appropriated reserves	3,670,780	3,446,651
Allocated to unappropriated reserves	\$19,235,272	\$20,930,038

\*Unaudited

## HOW THE INCOME DOLLARS ARE SPENT



### MEMBER BENEFITS\*

<b>A</b> Dividends paid to members	<b>11.2%</b>
<b>B</b> GreenBack Impact	<b>.6%</b>
<b>C</b> Community growth/enrichment	<b>1.2%</b>
<b>D</b> Reserves	<b>31.7%</b>

### EXPENSES

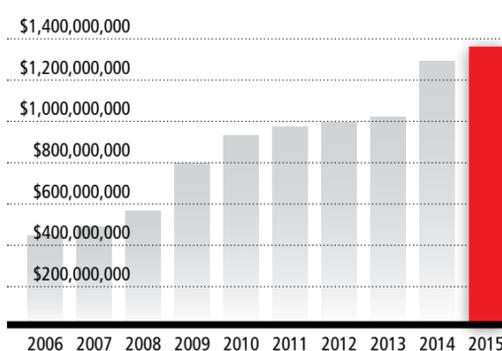
<b>E</b> Loan losses	<b>5.8%</b>
<b>F</b> Operating expenses	<b>19.4%</b>
<b>G</b> Salaries and benefits	<b>26.5%</b>
<b>H</b> Occupancy	<b>3.6%</b>

\*45¢ of every \$1.00 earned went towards member benefits during 2015.

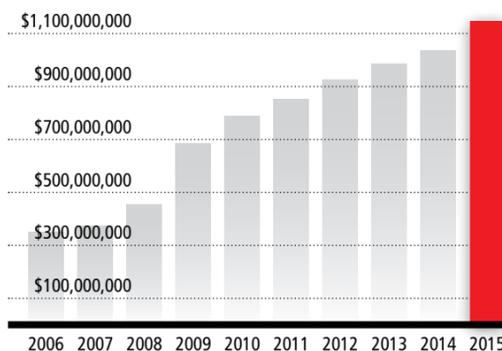
## OTHER STATISTICS

Equity/Asset Ratio: <b>14.86%</b>		Membership: <b>89,285</b>	
	% Increase	\$ Increase	
<b>Assets</b>	6.08%	\$76,767,600	<b>Loans</b>
<b>Deposits</b>	4.18%	\$44,649,526	<b>Membership</b>
			10.28%
			6.05%

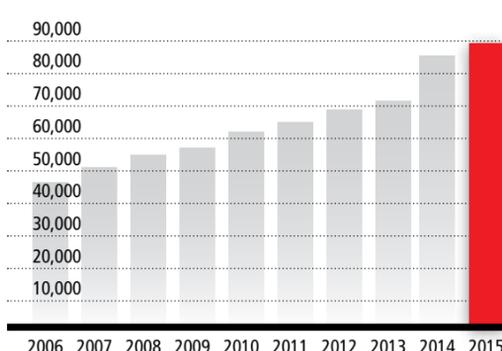
## ASSETS\*



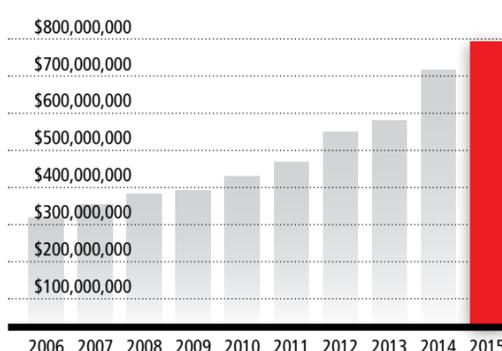
## DEPOSITS\*



## MEMBERS\*



## LOANS\*



\*Through December 2015. Your savings federally insured to at least \$250,000 by the National Credit Union Administration (NCUA), a U.S. Government Agency, backed by the full faith and credit of the United States Government.



# First Community Trust Lives Up to Its Name

DUBUQUE, Iowa—Tasked with serving as a trustee for an estate, Gail Miller knew she was going to need some guidance along the way. But she wasn't sure where to turn.

That's when her member-owned credit union, Dupaco, put her in touch with Jim Liddle of First Community Trust (FCT). Dupaco partners with FCT to bring members a full line of trust, investment, retirement and wealth-management services.

"I told Jim what my needs were, and he said he could help," said Miller, of Dubuque.

Over the next several months, FCT helped Miller with her job as trustee. Liddle provided direction when Miller was faced with mounting paperwork and was a reassuring presence when she had questions about the process.

"I could have never done this on my own," Miller

said. "It's been a big load off my mind and has certainly helped my stress level to know that I have someone I can talk to."

The fact that Liddle represents FCT out of Dupaco's

*"I could have never done this on my own. It's been a big load off my mind and has certainly helped my stress level to know that I have someone I can talk to." —Gail Miller, Dupaco member and FCT client*

Pennsylvania branch in Dubuque has brought added convenience to Miller's role as a trustee. She said it helps simplify the process of managing and transferring the funds she is responsible for.

Miller has been working with FCT for about a year, and she has no regrets.

"I wouldn't go to anyone else," Miller said. "I trust everything they've done."

For an investment or estate-planning consultation, contact First Community Trust's Jim Liddle at (563) 690-0029 or email [jliddle@fctrust.com](mailto:jliddle@fctrust.com).

[dupaco.com/trust](http://dupaco.com/trust)



Jim Liddle

# More Members See Value in Life Insurance

DUBUQUE, Iowa—It isn't easy to face the what-ifs of life. But many Dupaco members did just that in 2015, turning to their member-owned insurance agency to address their life insurance needs.

Dupaco Insurance Services wrote a record number of life insurance policies last year.

"As an insurance agent, these are the policies that mean the most to us," said Tim Bemis, manager at Dupaco Insurance Services. "At the end of the day, you can never bring a member back, but we are able to step in and know that we've helped protect a family."

Bemis said many people realize the importance of life insurance when it's too late—when they're older

or a major health issue leaves them uninsurable. It's a sobering reminder of how important it is to get coverage early.

"Everybody buys life insurance for different reasons," he said. "When we have these conversations with members, they give us insight into the hopes and dreams they're protecting, and we get attached to those hopes and dreams, too."

Dupaco Insurance Services offers a complete line of insurance options for home, auto and more. It's not uncommon for Dupaco members to save hundreds—sometimes even thousands—in annual premiums by moving their policies to the credit union.

Dupaco is able to leverage credit union member-

## Dupaco Insurance Services

[dupaco.com/insure](http://dupaco.com/insure)

### The Perks of Membership

Dupaco members saved an average of \$330 in annual insurance premiums when they switched to Dupaco Insurance Services in 2015.

ship to take advantage of additional discounts on products. The credit union has access to insurance from about a dozen companies, offering members the most competitive rates available.

"We are the members' insurance agency, and there's a lot of value in that," Bemis said.

To receive a free, no-obligation insurance quote, call the Dupaco Insurance Services team at 800-373-7600, ext. 210; email [insurance@dupaco.com](mailto:insurance@dupaco.com); or visit [dupaco.com/insure](http://dupaco.com/insure).

Dupaco Insurance Services is only licensed in the states of Iowa, Illinois, Wisconsin and Minnesota.



Tim Bemis

Keith Langan

Brad Langan

Mark Kremer

Pam Baal

Chris Rogers

Brian Lyons

Emma Lazora

Ken Bowers

Janelle Ayers

# Couple: Dupaco Financial Services Has Our Interests in Mind

DUBUQUE, Iowa—A few years ago, Joyce Cravens left her full-time job to oversee the startup of a small Dubuque business.

The employment transition meant that Joyce would need to transfer and consolidate multiple retirement plans.

Joyce and her husband, Shane—both loyal Dupaco members and owners of Time Saver Services, LLC—turned to their credit union's

investment team at Dupaco Financial Services (DFS) for guidance. Financial consultant Michael Poppen helped the couple identify what needed to happen to transfer and consolidate those funds, and he facilitated that process.

"Mike asked questions of us, got to know more about our current and future goals, and then guided us through our investment options—with our

interests in mind," Joyce said. "His helpful, approachable presence and broad financial knowledge are values that support our trust in him and Dupaco Financial Services."

That trust led the couple back to DFS when they decided to move other investment funds to their local portfolio a couple of years later. Knowing that they have a local resource in DFS has been invaluable, the couple said.

"When we meet with Mike, not only do we review our investments, we look at our overall financial picture," Shane said. "At a recent meeting, we talked to Mike and a Dupaco mortgage expert about a Mini-Mortgage and if that service aligned with our plans to pay off our home ahead of schedule. We see Dupaco Financial Services serving as our financial adviser long into the future."

For a free, no-obligation consultation, contact Dupaco Financial Services at 800-373-7600, ext. 2305, or visit [dupaco.com/invest](http://dupaco.com/invest).

Securities offered through LPL Financial, Member FINRA/SIPC. Insurance products offered through LPL Financial or its licensed affiliates. The investment products sold through LPL Financial are not insured Dupaco Community Credit Union deposits and are not NCUA insured. These products are not obligations of Dupaco Community Credit Union and are not endorsed, recommended or guaranteed by Dupaco Community Credit Union or any government agency. The value of investment may fluctuate, the return on the investment is not guaranteed and loss of principal is possible. The opinions voiced in this material are for general information only and are not intended to provide specific advice or recommendations for any individual. To determine which investment(s) may be appropriate for you, consult your financial advisor prior to investing.



Dan Smith, CFP®

Michael Schroeder

Suzan Martin-Hallahan, CFP®

Michael Poppen

David Andrew

Cole Schmelzer



### SCENE IN: 2015

It was all hands on deck during this team-building exercise for Dupaco staff at its Pennsylvania Avenue branch on Dec. 1. (T. Rechtenbach/Dupaco photo)

# Credit Coach Loan Helps Member Get Money Ahead

WATERLOO, Iowa—A credit score is a powerful number. The ability to obtain financing, rent an apartment or even get a job can all depend on that number.

But here's the catch 22: it's really hard to get credit if you have no credit score.

Joel Mungongo, of Waterloo, knows the predicament well.

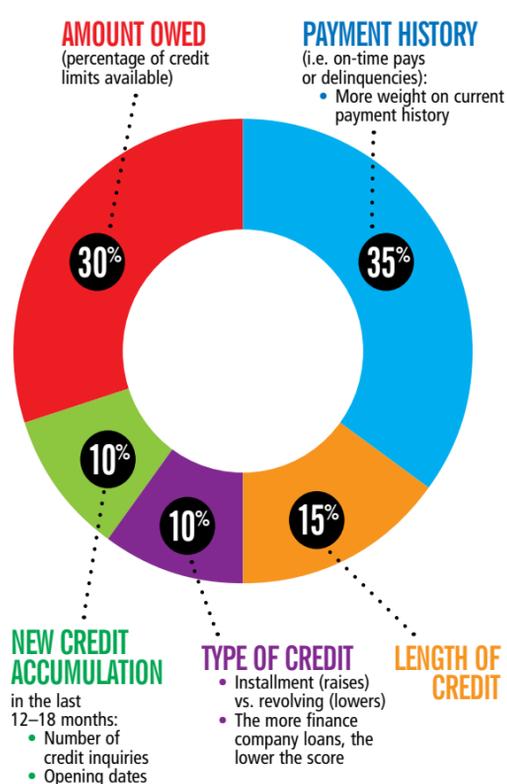
The 26-year-old man later turned to Dupaco to open a savings account to sharpen his savings skills. What happened next, he said, was amazing.

Amy Smith, a member service representative at Dupaco's Mullan Avenue branch in Waterloo, looked at Mungongo's total financial picture and explained how Dupaco's Credit Coach Loan could not only help him drive up his credit score but eventually help him buy that vehicle.

Dupaco created the Credit Coach Loan to help members establish or rebuild damaged credit. With the low-interest loan, the money that is borrowed (up to \$1,500) is secured in the member's savings account for the term of the loan (up to 12 months). The member earns interest dividends on the money held in savings while payments to the loan help build credit. The member also receives one-on-one financial education on the lending process.

"In the United States, everything works around your

## CREDIT SCORE MAKEUP



credit score," Mungongo said. "The way Dupaco takes the time to explain things to inform its members is amazing. There are a lot of things I can do now that I was not able to do before the Credit Coach Loan."

And Mungongo can now check purchasing a car off that list. He was approved for that auto loan. And as soon as he paid off his Credit Coach Loan, he turned around and opened another one, determined to continue building his credit.

"Now I have received letters from the bank I used before, telling me that I am eligible for a loan," Mungongo said. "What is the point of having a bank that cannot help you when you need it? Dupaco helped me. And if I want to borrow money, I'll go to Dupaco."

To learn more about the Credit Coach Loan, contact Dupaco's Consumer Lending Team at (563) 557-7600 / 800-373-7600, ext. 202, or by email at [loans@dupaco.com](mailto:loans@dupaco.com).

[dupaco.com/loans](http://dupaco.com/loans)

Number of Credit Coach Loans opened in 2015

471

Mungongo, who has lived in the United States for the past three years, turned to his bank for a loan, hoping to buy a vehicle to get him between home, work and college. He was turned away, because he had no credit.



### ▲ SCENE IN: 2015

Amy Smith, member service representative at Dupaco's Mullan Avenue branch in Waterloo, Iowa, worked with Joel Mungongo, providing him tips and tools on how to manage credit and raise his credit score. (B. Pollock photo)

# Dupaco Arms 1st-time Homebuyers with Education

DUBUQUE, Iowa—When it comes to buying your first house, knowledge is power.

That's why Dupaco Community Credit Union is there for first-time homebuyers every step of the way—helping them navigate the exciting, but sometimes overwhelming, road to homeownership. And as one of the area's top First Home lenders, Dupaco goes to great lengths to make homeownership a reality for members.

"A lot of unfamiliar language is used when buying a home, and first-time homebuyers shut down when they hear these words they don't understand," said Jeann Digman, Dupaco's vice president of mortgage lending. "It's not knowing that scares them, so we work together to keep it the exciting experience it should be."

Dupaco educates its members about first-time homebuyer-assistance programs that might help make their dreams a reality. Some first-time buyers are eligible for programs through the city, state or military that offer special grant funding, reduced

### Thinking About Buying Your 1st Home?

Visit [dupaco.com/homes](http://dupaco.com/homes) for several resources, including a homebuyer-readiness tutorial under the "1st Time Buyers" tab.

down-payment requirements, discounts on closing costs or a lower interest rate.

"We break it down and give them an overview of which programs they're eligible for and the pluses

and minuses of each program," Digman said. "First-time homebuyers can use the programs along with the best interest rates Dupaco offers, so they get the best of both worlds."

To schedule an appointment with a Dupaco mortgage lender, call 800-373-7600, ext. 204.



Jeann Digman

[dupaco.com/homes](http://dupaco.com/homes)



### ▲ SCENE IN: 2015

During lobby day on March 4 in Des Moines, former Dupaco CEO Bob Hoefer (from left) and Dupaco's Carroll, Iowa, branch manager Kathy Steffes discuss with Iowa Sen. Pam Jochum how credit unions positively impact working families. (D. Klavitter/Dupaco photo)

## Dupaco is a Thrifty Refuge

Dupaco helps members in a short-term pinch and coaches them to the goal of financial independence. That's because the credit union is a not-for-profit cooperative, where people are worth more than money.

Nearly one of every four loans made by Dupaco is a small-dollar loan of \$2,500 or less. In 2015, Dupaco made 7,903 loans that were \$2,500 or less.

## Lending Initiatives

DUBUQUE, Iowa—In the cooperative spirit of giving back to its members, Dupaco continues to offer rate-discount programs, convenient access to loans and a variety of payment options.

**Cooperative Loan Giveback Program:** A bonus discount of up to 0.45% APR\* off credit union loan rates is available to members who apply for a new consumer loan. Additionally, Dupaco does not charge loan-processing fees.

**Instant Online Loans:** Numerous online services, including instant 24-hour online loan approval\*\* for all consumer, auto, VISA® and even home equity loans, have proven to be beneficial to members.

**Pick-A-Payment Auto Loans:** These allow members to decide their monthly payment amount and what time of the month the payment will be due.

\*The Cooperative Loan Giveback amount is based on credit union account relationships and is subject to credit qualification on loan amounts of \$5,000 or more.

\*\*Approval subject to credit qualification. Response times may vary. In some instances, members may be asked to contact the credit union before a decision is made on their application.

### LOANS \$2,500 AND LESS

### LOANS \$500 AND LESS

Number of Loans Made	7,903	1,527
Average Loan Balance	\$1,186	\$427
Average Interest Rate	12.17% APR	12.28% APR
Loan Fees Charged	\$0	\$0
Repayment Terms	Flexible	Flexible

## LOAN ACTIVITY

	2015	2014
Total Outstanding Loans	\$801,403,469	\$726,725,470
Outstanding Loans as % of Member Savings	72%	68%
Total Loans Disbursed	\$606,500,000	\$537,700,000
Real Estate Loans Disbursed	Exceeded \$210.5 million	Exceeded \$170.4 million
Consumer Loans Disbursed	Exceeded \$267.8 million	Exceeded \$237.4 million
Business Loans Disbursed	Exceeded \$128.2 million	Exceeded \$129.9 million
Loan Delinquencies as % of Loans Outstanding	1.06%	1.49%
Net Loss from Charge-offs and Member Bankruptcies	\$3,329,278	\$1,982,732
Delinquencies and Losses (compared to national averages)	In line with national averages	In line with national averages
Loan Applications Reviewed	52,076	42,546
Loan Applications Approved	35,208	30,534
% Approved	68%	72%

# BRANCH GUIDE

**HILLCREST**  
3299 Hillcrest Rd. • P.O. Box 179  
Dubuque, IA 52004  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 70  
Fax: (563) 584-2241



Aaron Plein

**PENNSYLVANIA**  
3999 Pennsylvania Ave.  
Dubuque, IA 52002  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 791  
Fax: (563) 690-0069



Andrew Houy

**SYCAMORE**  
1465 Sycamore St.  
Dubuque, IA 52001  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 76  
Fax: (563) 557-7763



Jim Klostermann

**KEY WEST**  
2245 Flint Hill Dr.  
Dubuque, IA 52003  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 71  
Fax: (563) 584-2003



Kevin Weber

**ASBURY**  
5865 Saratoga Rd.  
Asbury, IA 52002  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 75  
Fax: (563) 557-6223



Dawn Kress

**HY-VEE BRANCH**  
400 S. Locust St.  
Dubuque, IA 52003  
Phone: (563) 557-7600  
Toll Free: 800-373-7600  
Branch Extension: 790  
Fax: (563) 690-1110



Wes Hendricks

**PEOSTA**  
185 Peosta St.  
Peosta, IA 52068-9691  
Phone: (563) 582-2805  
Toll Free: 800-373-7600  
Branch Extension: 793  
Fax: (563) 582-2714



Leslie Biver

**DYERSVILLE**  
807 Ninth St. SE  
Dyersville, IA 52040-2325  
Phone: (563) 875-2795  
Toll Free: 800-373-7600  
Branch Extension: 74  
Fax: (563) 875-2796



Jim Doyle

**WILLIAMS BLVD.**  
3131 Williams Blvd. SW  
Cedar Rapids, IA 52404  
Phone: (319) 366-8231  
Toll Free: 800-373-7600  
Branch Extension: 78  
Fax: (319) 364-0507



John Heavens

**1ST AVENUE**  
110 35th St. Dr. SE  
Cedar Rapids, IA 52403  
Phone: (319) 366-8231  
Toll Free: 800-373-7600  
Branch Extension: 792  
Fax: (319) 247-9630



Nick Cannavo

**4TH AVE. SE**  
501 4th Ave. SE  
Cedar Rapids, IA 52401  
Phone: (319) 364-0291  
Toll Free: 800-373-7600  
Branch Extension: 805  
Fax: (319) 365-7445



Joe Bisenius

**W. MULLAN**  
218 W. Mullan Ave.  
Waterloo, IA 50701  
Phone: (319) 235-0381  
Toll Free: 800-373-7600  
Branch Extension: 804  
Fax: (319) 234-1084



Tonya McLaughlin

**COVENANT**  
3421 W. 9th St.  
Waterloo, IA 50702  
Phone: (319) 272-5020  
Toll Free: 800-373-7600  
Branch Extension: 803  
Fax: (319) 272-5023



Megan Redmond

**WALMART**  
1334 Flammang Dr.  
Waterloo, IA 50702  
Phone: (319) 234-0381  
Toll Free: 800-373-7600  
Branch Extension: 802  
Fax: (319) 234-0394



Jillane Shultz

**CEDAR FALLS**  
3301 Cedar Heights Dr.  
Cedar Falls, IA 50613  
Phone: (319) 277-3940  
Toll Free: 800-373-7600  
Branch Extension: 801  
Fax: (319) 277-8912



Dylan Buls

**MANCHESTER**  
1200 W. Main St.  
Manchester, IA 52057  
Phone: (563) 927-6187  
Toll Free: 800-373-7600  
Branch Extension: 77  
Fax: (563) 927-6307



Kelly Ruegnitz

**GALENA**  
11375 Oldenburg Ln.  
Galena, IL 61036  
Phone: (815) 777-1800  
Toll Free: 800-373-7600  
Branch Extension: 72  
Fax: (815) 777-1919



Vicky Vondran

**PLATTEVILLE**  
1100 E. Business Hwy. 151  
Platteville, WI 53818  
Phone: (608) 348-4499  
Toll Free: 800-373-7600  
Branch Extension: 73  
Fax: (608) 348-9505



Jo Rolling

**CARROLL**  
503 W. Hwy. 30  
Carroll, IA 51401  
Phone: (712) 792-1735  
Toll Free: 800-373-7600  
Branch Extension: 806  
Fax: (712) 792-1874



Kathy Steffes

## 19 Branch Locations to Serve You



## Dupaco Helps Local Business Continue to Grow

PEOSTA, Iowa—First Gear, Inc. was a tri-state area success story ready to write its next chapter. The company, which makes die-cast replicas, was expanding and needed a new financial home capable of growing with it.

Rich Knight, owner of the Peosta business, was sold on Dupaco

of the reason Knight spreads the word about the credit union to fellow business owners.

Knight believes Dupaco is always there for his company. First Gear, which opened in 1992, creates authentic die-cast replicas of everything from horse-drawn wagons to vintage cars to current-model trucks.

Number of Dupaco member businesses served in 2015

**3,155**

*"It's been a good fit and a good marriage ever since we came together." —Rich Knight, owner of First Gear, a Dupaco member business*

Median business loan amount: **\$40,000**

Community Credit Union's competitive rates, great service and trustworthy staff.

A financial partnership began nearly four years ago. And it's been happily ever after ever since.

"It's been a good fit and a good marriage ever since we came together," Knight said.

During that first year of the new partnership, Dupaco's lower fees and favorable lending rates saved First Gear several thousand dollars.

"It was such a significant amount of money that I wish we had done this years ago," Knight said.

But it's about more than dollars and cents for Knight. The savings Dupaco can bring to a business is only part

"All businesses have ups and downs. Dupaco is there to support me during the good times and the bad," he said. "It's when you get into those soft years that the relationship means a lot."

Knight believes in Dupaco so much that he has since brought his personal accounts to his member-owned credit union as well. Today, more than 90 percent of First Gear employees are Dupaco members.

"Dupaco will be there for us," Knight said, "and that's very comforting to know."

[dupaco.com/business](http://dupaco.com/business)



### ▲ SCENE IN: 2015

Citing his appreciation of Dupaco's commitment to its members through business' ups and downs, Rich Knight, owner of First Gear, Inc., in Peosta, Iowa, has brought his business and personal accounts to the credit union, with the help of Dupaco's business lending team. (J. Reilly photo)

## Dupaco Members Benefit from Distinction

For the fifth year in a row, Dupaco has been recognized as one of the nation's "Top Performing" credit unions, reaffirming that the cooperative continues to improve its members' financial positions.

The Crystal Performance Award, presented by the Raddon Financial Group, recognizes credit unions for achieving a top ranking based on several factors, including profitability, growth, efficiency, fees and household balances.

The prestigious award was based on the credit union's 2014 performance. Dupaco also received the award in

2009 and 2011–2014.

When a cooperative like Dupaco helps its members save money, the whole credit union grows and becomes even stronger to better serve its members in the years to come.



## DoPack Members

DoPack is a made-up word that means you'll DO things in Dupaco's Positive Action Club for Kids. DoPack members receive special newsletters, discounts on fun activities, invitations to DoPack member-only events and the chance to earn cool prizes. Dupaco members age 12 and under are automatically DoPack members.

**7,119**

Number of DoPack Kids' Club members as of Dec. 31, 2015



# MoneyMatch Helps Woman Break Free from Poverty

DUBUQUE, Iowa—Ermina Soler grew up in a tenement in the Brooklyn, N.Y., projects, mired in generational poverty. She long believed homeownership was out of reach. But a Dupaco savings program helped the Dubuque woman turn that dream into a reality.

In 2015, Soler became a successful participant of Dupaco MoneyMatch—the account that matches your effort.

Dupaco MoneyMatch is an Individual Development Account (IDA), where the savings of a participant are matched by a dollar-for-dollar grant from the Dupaco R.W. Hoefer Foundation or the Iowa Credit Union Foundation (ICUF). The savings and matching funds are used to purchase a specific wealth-building asset, such as a home or vehicle, starting a small business or paying for education.

Systematically saving money from every paycheck and her tax return, Soler eventually accrued \$4,000, with another \$4,000 matched by the ICUF. On April 17, just one year and two days after enrolling in the program, she purchased a three-bedroom ranch in Dubuque, becoming the first homeowner in her immediate family.

Now Soler and her three children have more stability, pride and hope for the opportunities yet to come. And that's what Dupaco's mission is all about—improving its members' financial positions

Number of nonprofit and community organizations Dupaco supported throughout 2015

249

and enhancing their quality of life.

"With every contribution I added to the savings account, it started to become more and more real that I was actually doing this," Soler said.

She first learned about Dupaco MoneyMatch through her position as Circles Coach for the city of Dubuque. She serves as a source of encouragement for those involved with the Circles Initiative, a national movement that connects volunteers and community leaders to families wanting to make the journey out of poverty. As she learned more about Dupaco MoneyMatch, she realized that not only would her clients benefit from the program, but she would too.

RJ Montes, assistant vice president, branch coach at Dupaco, helped Soler with her mortgage loan. Her determination to make her goal a reality so quickly was nothing short of impressive, Montes said.

"Ermina empowered herself to break that cycle of poverty. Not only did she do this for herself, but she's very driven to help others break that cycle too," Montes said. "This program allows people to understand that these opportunities are possible."

## Community Partnerships Empower Dupaco to Fulfill Its Mission

Dupaco takes its mission to heart. And the credit union works in partnership with other organizations and programs to continue fulfilling its mission to improve peoples' financial positions and enhance their quality of life. Here's how some of these partnerships are making a positive impact:

- **The Dupaco R.W. Hoefer Foundation:** The foundation was established in 2011 to honor the retirement and dedicated service of 47-year employee and longtime Dupaco president and CEO Robert W. "Bob" Hoefer. The organization is designed to provide personal financial assistance and coaching to help people recover from unforeseen life events. The foundation has supported several Dupaco partnerships, including the Circles Initiative and HEART Bridge. Learn more at [dupaco.com/foundation](http://dupaco.com/foundation).
- **Circles Initiative:** In 2015, Dupaco launched a partnership with the Circles Initiative, which connects volunteers and community leaders to families wanting to make the journey out of poverty. The partnership aims to provide individuals with Dupaco MoneyMatch—the account that matches your effort. The savings of a participant are matched by a grant to purchase a specific wealth-building asset, such as a home or vehicle, or to pay for education or to start a small business.
- **HEART Bridge:** The HEART Bridge program represents a partnership between the Housing Education and Rehabilitation Training (HEART) Program, Dupaco and the Dupaco R.W. Hoefer Foundation. The alliance aims to help potentially at-risk high school students create sustainable careers through hands-on involvement with housing and community-revitalization projects, financial education and savings goals, certificate programs and advanced degrees. Learn more at [dupaco.com/heart](http://dupaco.com/heart).



### SCENE IN: 2015

Dupaco members Rob Sheehan and family accepted a contribution from the Dupaco R.W. Hoefer Foundation to help pay for out-of-pocket medical expenses associated with treatment of Rob's very rare form of cancer. Left to right: Bob Hoefer, Joe Hearn, Amy Sheehan with daughter, Sophia, and Rob Sheehan. The foundation is designed to carry on the Bob Hoefer tradition of providing personal financial assistance and coaching to help hardworking and financially prudent Dupaco members, like the Sheehans and Ermina Soler. (D. Klavitter/Dupaco photo)

Did you know?

Dupaco is federally designated a low-income credit union by the National Credit Union Administration (NCUA). This designation means that **more than half** of the credit union's members reside in defined low-income zip codes, based on current U.S. Census Bureau's median household income statistics. At the time of Dupaco's low-income designation, **50.56 percent** of Dupaco's total membership resided in low-income zip codes.

## Dupaco Continues to Protect its Members

DUBUQUE, Iowa—Fraud is a big business.

Safeguarding its members' financial information remains a priority at Dupaco Community Credit Union. And the credit union's vigilance is paying off. Dupaco staff prevented nearly \$1.2 million in member fraud losses in 2015.

"Fraud shifts, adapts and moves at a very rapid pace. But our team is committed to meeting these challenges head-on," said Todd Link, senior vice president, risk management & remote delivery at

Dupaco staff vigilance prevented nearly \$1.2 million in member fraud losses in 2015

Dupaco. "Our member-owners can be assured that fraud prevention and data security are always our top priorities."

Here are some of the many ways Dupaco continued to protect its members during 2015:

- Started issuing EMV (Europay, MasterCard® and VISA®) chip-enhanced VISA credit cards to help combat counterfeit-card production. Dupaco also is working on deploying EMV MasterCard debit cards during the second half of 2016.

- Deployed additional layers of fraud-monitoring technology to detect suspicious activity.
- Continued to offer members several tools to monitor their financial accounts. "We continue to see explosive growth in mobile-transaction alerts and other means to monitor financial balances and transactions in real time," Link said.

[dupaco.com/fraud](http://dupaco.com/fraud)

Todd Link

### FREE WEBINAR

Want to learn how you can protect your identity? Dupaco offers an on-demand Fraud & Identity Theft webinar at [dupaco.com/fraud](http://dupaco.com/fraud).

## Notes Bearing Interest

**[1] Dylan Buls**, assistant vice president, branch manager, was selected to "crash" the 2015 Iowa Credit Union Convention. The Iowa Crasher Program is part of the efforts of the Emerging Leaders Connection to create an environment of opportunity and growth through community, education and mentorship. This involves leadership development and education that allow crashers to network, share ideas and broaden their knowledge of the credit union industry.

**[2] Matt Dodds**, chief operating officer, was sworn in as a newly elected member of the Iowa Credit Union League Board of Directors. With his service, Matt represents the collective interests and

future of Iowa's 104 credit unions and their more than 1 million members.

**[3] Danielle Gratton**, chief financial officer, earned the designation of Certified Chief Executive (CCE) from the Credit Union Executives Society's CEO Institute. This rigorous three-year program focuses on strategic planning, organizational effectiveness and leadership to strengthen the individual and, in turn, the entire credit union. Danielle joins the ranks of 547 credit union leaders who also have obtained their CCE and who are recognized throughout the credit union movement as having established a standard of educational excellence.

**[4] Danielle Gratton**, chief financial officer, was elected to the Iowa Credit Union Foundation Board of Directors. The Foundation is the philanthropic arm of the Iowa Credit Union League and seeks to help Iowans build wealth, responsibility and independence through its various programs, grants and scholarships.

**[5] David Klavitter**, chief marketing officer, was selected to serve as Iowa's representative on the Credit Union League Action Council (CULAC) Board of Trustees. CULAC promotes the future of the credit union movement through its work in supporting credit union advocates in Congress.

**[6] Gregg Liddle**, former executive vice president, received the Iowa Credit Union League's prestigious 2015 Professional Cooperative Spirit Award in recognition of his outstanding service, commitment and leadership for the past 41 years in the credit union movement.

**[7] Todd Link**, senior vice president, risk management and remote delivery, successfully passed the exam for the Enterprise Risk Management Certification and earned the credit union enterprise risk management expert designation. This training and certification provide the framework to create strategies for identifying, measuring and managing risk, which will help Dupaco

build long-lasting solutions in today's fast-changing financial environment.

**[8] Jill Rothenberger**, vice president, consumer lending, was selected to participate in the 2015 Iowa Innovation Group, a joint program of the Iowa Credit Union League and the Filene Research Institute. Jill was one of 15 credit union leaders selected and tasked with identifying new ways to improve how credit unions provide financial guidance to their fields of membership.

**[9] Amy Wickham**, assistant vice president, creative architect, was selected by Credit Union Magazine as a 2015 Credit Union Rock Star for her creativity and innovation.



### 2015 EMPLOYEE MILESTONES

The following employees reached career milestones at Dupaco in 2015:

#### 5-Year Employees

- ▶ Brenda Atkinson
- ▶ Michelle Becwar
- ▶ Becky Beschorner
- ▶ Traci Brestrup
- ▶ Nick Cannavo
- ▶ Claire Cook
- ▶ Kevin Cray
- ▶ Libby Donovan
- ▶ Jamin Foust
- ▶ Megan Francois
- ▶ Lauren Gonner

- ▶ Meggan Heacock
- ▶ John Heavens
- ▶ Julie Hoffmann
- ▶ Gloria Mahannah
- ▶ Deb Ryan
- ▶ Michelle Steffes
- ▶ Laurie Sullivan

#### 10-Year Employees

- ▶ Joe Bisenius
- ▶ Lisa Blunk
- ▶ James Brade

- ▶ Kay Hancock
- ▶ Abby Kramer
- ▶ Lisa Kruser
- ▶ Carrie Minor
- ▶ Sara Nefzger
- ▶ Julie Petsch
- ▶ Stacia Vaassen
- ▶ Tonya Vogt
- ▶ Ben Wagner

#### 15-Year Employees

- ▶ Sarah Paulson

- ▶ Melissa Roe
- ▶ Angie Schultz
- ▶ Vicky Vondran
- ▶ Lynne Willenborg

#### 20-Year Employees

- ▶ Jim Klostermann
- ▶ Janice Willenborg

#### 25-Year-Plus Employees

- ▶ Therese Abitz (25)
- ▶ Laurie Bell (27)

- ▶ Lisa Bock (31)
- ▶ Linda Burgess (30)
- ▶ Sandy Courtney (45)
- ▶ Donna Digman (25)
- ▶ Jeann Digman (28)
- ▶ Mike Ferris (31)
- ▶ Joe Hearn (29)
- ▶ Angie Heim (25)
- ▶ Rhonda Heim (25)
- ▶ Deb Herbst (30)
- ▶ Jane Hermsen (25)
- ▶ Bob Hoefer (51)

- ▶ Diane Kieffer (27)
- ▶ John Koppes (29)
- ▶ Nancy Laugesen (33)
- ▶ Laurie Leibold (35)
- ▶ Gregg Liddle (41)
- ▶ Patti Meyer (32)
- ▶ Diann Mozena (26)
- ▶ Pat Slattery (35)
- ▶ Nancy Tekippe (37)

# Community Is Our Middle Name:

## JANUARY

- Dupaco became part of a new alliance to help potentially at-risk Dubuque-area high school students create sustainable careers. The partnership brings together the Housing Education and Rehabilitation Training (HEART) Program, Dupaco Community Credit Union and the Dupaco R.W. Hoefer Foundation. The effort includes hands-on learning, financial education, savings goals, certificate programs and advanced degrees. The program also is intended to address the local economy's growing shortage of skilled workers.
- Randy Skemp, a volunteer on the Dupaco Board of Directors, was appointed by the Iowa Credit Union League as a Principal Key Contact for Congressman Rod Blum. Skemp will advocate for credit unions' federal legislative agenda to the Iowa congressional delegation.
- Danielle Gratton was elected to the Iowa Credit Union Foundation Board of Directors. The foundation is the philanthropic arm of the Iowa Credit Union League (ICUL) and seeks to help Iowans build wealth, responsibility and independence through its various programs, grants and scholarships.
- David Klavitter was selected to serve as Iowa's representative on the Credit Union League Action Council (CULAC) Board of Trustees. The CULAC promotes the future of the credit union movement through its work in supporting credit union advocates in Congress.
- Dollar the Dog participated in the annual mascot soccer game on ice during intermission at the Cedar Rapids RoughRiders hockey game in Cedar Rapids, Iowa.
- Partnered with First Community Trust (FCT) to sponsor a free seminar on estate planning for Dupaco members in Dubuque, Iowa.
- Sponsored BestFest 2015 in Dubuque by serving as a collection site for official voting ballots and as a ticket outlet. BestFest recognizes



**▲ SCENE IN: 2015**  
Dupaco employees gather on the steps of the State Capitol building before lobby day in Des Moines on March 4. (D. Klavitter/Dupaco photo)

## FEBRUARY

- Sponsored a skate party for DoPack members and their families at Skate Country in Asbury, Iowa.
- Sponsored a discount ski day for Dupaco members at Chestnut Mountain Resort in Galena, Ill.
- Offered members discounted tickets to the championship bull-riding event at the Five Flags Arena in Dubuque.
- Offered members reduced ticket prices for Dupaco Night during the United States Hockey League (USHL) game between the Dubuque Fighting Saints and the Cedar Rapids RoughRiders at the Cedar Rapids Ice Arena in Cedar Rapids, Iowa.
- During Dupaco's 66th Annual Membership Meeting, Jeff Gonner, Ron Mussehl and Randy Skemp were re-elected to serve three-year terms on the credit union's volunteer board of directors. Andy Schroeder was elected to fill the unexpired term of Keith Langan, who retired from the board in July 2014.
- Offered members reduced ticket prices for Dupaco Night during the USHL game between the Cedar Rapids RoughRiders and the Dubuque Fighting Saints at the Mystique Community Ice Center in Dubuque.

## MARCH

- Dupaco staff visited the Iowa State Capitol in Des Moines to meet with legislators on credit union issues.
- Received a Diamond Award from the Credit Union National Association (CUNA) for exemplary entry in the category of Community/PR for its partnership with the

Schultz, Jennifer Hanniford and Jennifer Breitbach were recognized at the Dubuque Women's Leadership Network Women of Achievement Awards ceremony. The ceremony is



**▲ SCENE IN: 2015**  
From left: Dupaco's Patti Meyer, Sherry Leeser, Jill Rothenberger, Angie Schultz, Jennifer Hanniford and Jennifer Breitbach were recognized at the Dubuque Women's Leadership Network Women of Achievement Awards ceremony on April 16. (G. Slade/Dupaco photo)

designed to recognize and honor women who have already made, or aspire to make, significant contributions in their professional, personal and volunteer roles in the community.

- Dupaco and First Community Trust (FCT) presented a seminar on retirement planning in Dubuque. This seminar is now offered as an on-demand webinar that can be viewed any time at [dupaco.com/trust](http://dupaco.com/trust).
- Dupaco branches participated in Money Smart Week, which included staff volunteering at the Youth/Scout Night at the YMCA in the Waterloo, Cedar Rapids and Dubuque, Iowa, communities. Money Smart Week is a statewide endeavor to promote personal financial education. Although the Money Smart initiative lasts only one week, Dupaco provides free Credit History Lessons and financial coaching to members year-round.
- Sponsored the four-day Julien Dubuque International Film Festival in downtown Dubuque, which featured filmmakers from around the world. As part of the sponsorship, Dupaco members received discounted admission.
- Coordinated Community-Wide Garage Sales in Dubuque and Manchester, Iowa. Participants could enter and search garage sale listings at no charge. As a credit union, Dupaco is about people, thrift and community. That's also what the Community-Wide Garage Sale is about and why it's a perfect fit for Dupaco.
- Sponsored the Boy Scouts' Annual Mother's Day Pancake Breakfast in Dubuque, serving as an official ticket outlet.

## MAY

- Opened its 19th branch in Peosta, Iowa. Dubbed the Learning Lab, the new branch includes deployment of new video-teller technology that allows on-site staff more time to help members with additional credit union advice and services.
- Promoted bike safety to children as a sponsor of UnityPoint Health Finley Hospital's annual Safety Rules Bike Rodeo in Dubuque.
- Sponsored NewBo City Market's second annual Bike Swap and Ride, an opportunity for attendees to buy,

Iowa, throughout the summer.

- Partnered with FCT to sponsor a free seminar on estate planning and retirement planning for Dupaco members in Dubuque.

## JUNE

- Sponsored the Jackson County Pro Rodeo in Bellevue, Iowa, offering members discounted tickets at all branch locations.
- Partnered with the Northeast Iowa School of Music to present the ChamberFest Dubuque Music Festival.
- Sponsored the Freedom Festival in Cedar Rapids, Iowa.

sell and trade bicycle parts for little to no cost. The event also hosts a bicycle-training course for children, demos of products from local bike shops and a bike ride from NewBo City Market to Ely, Iowa, and back.

- Awarded five high school students

- Supported the arts as a sponsor of Music in the Gardens, a free event held on Sundays at the Dubuque Arboretum & Botanical Gardens in Dubuque.
- Hosted a member pool party at the Aquatic Center in Dyersville, Iowa.



**▲ SCENE IN: 2015**  
In April, Dupaco President/CEO Joe Hearn tested out the interactive teller machine that would soon find its permanent home at Dupaco's newest branch in Peosta, Iowa. (D. Klavitter/Dupaco photo)

the best products and service providers, and serves as a major fundraiser for the nonprofit Hospice of Dubuque.

- Dupaco connected with NICC Business and Community Solutions in Dubuque to bring members savings on select NICC classes offered through the program.

Telegraph Herald in the production of the *People of the Pack* book.

- Sponsored Everyday Heroes of the Tri-States in Dubuque, an American Red Cross event designed to publicly recognize area citizens who display acts of heroism.

## APRIL

- Dupaco's Patti Meyer, Sherry Leeser, Jill Rothenberger, Angie



**▲ SCENE IN: 2015**  
The Dupaco gas mob surprised Dick Ball with a full tank of gas for his tractor during Kwik Stop's grand opening celebration in Peosta, Iowa, on July 3. The gas mob (from left to right): Kellie Cook, Nancy Laugesen (steering), Amy Wickham and Michelle Becwar.

with Dupaco college scholarships, recognizing them for their scholastic standing, extracurricular activities, personal essays and financial need.

- Provided all staff with safety and security training. Member and staff safety is the main priority of the annual Dupaco training, which is mandatory for all employees.
- Promoted community and thrift by coordinating the Community-Wide Garage Sale in Platteville, Wis. Participants could enter and search garage sale listings at no charge.
- Offered members discounted tickets to Adventureland Park in Altoona, Iowa.
- Offered members discounted tickets to Lost Island Water Park in Waterloo,

## JULY

- Dupaco staff executed a gas mob to unsuspecting patrons of the Kwik Stop in Peosta, Iowa. Held in conjunction with Kwik Stop's grand opening, the gas mob surprised random cars that pulled up to the gas pump with a fill-up and window wash courtesy of Dupaco!
- Invited members to Dupaco branches for an ice cream sundae and offered them a series of participation specials as a reward for being part of the financial cooperative.



# A Chronology

At Dupaco, one of our guiding principles is to maintain a high level of social responsibility, community involvement and good corporate citizenship. In support of this, Dupaco's more than 350 employees volunteered more than 7,100 hours of personal time for community-enrichment and growth initiatives in 2015. Employees supported 88 organizations—from the American Cancer Society, the March of Dimes and the Alzheimer's Association to local schools, Scouts, youth sports and worship centers.

- Teamed up with Waterloo Bucks baseball to offer a double-buck-night promotion in Waterloo, Iowa.
- Hosted a free family fun area at



**▲ SCENE IN: 2015**  
DoPack Kids' Club mascot Dollar the Dog had fun in the sun with his pals on a sunny August day at Adams Pet Hospital's doggy day camp. (M. Kuhl/Dupaco photo)

- the Delaware County Fair in Manchester, Iowa, where families were treated to complimentary water, temporary tattoos, stickers and beach balls.
- Hosted a member pool party at Flora Park in Dubuque.
- Sponsored Dupaco Race Night at Hawkeye Downs in Cedar Rapids, Iowa, supplying free tickets to members at Dupaco's Williams Blvd. branch.
- Sponsored the 18th annual Music in the Park festival in Asbury, Iowa, a free family event featuring a variety of music, entertainment, food, children's games and family activities.
- Sponsored two performances of "Snow White" at the Bell Tower Theater in Dubuque for Dupaco members and their families.
- In partnership with Dupaco, Opening Doors began offering the "Getting Ahead in a Just Gettin' By World" curriculum to women who are staying in transitional housing programs at Maria House and Teresa Shelter in Dubuque. As part of a grant provided by the Dupaco R.W. Hoefer Foundation, the program will offer each participant a stipend worth up to \$640 for completing the program. The stipend is intended to help participants address costs associated with gaining permanent



**▲ SCENE IN: 2015**  
On Dupaco's behalf, Digger Kurt, financial data analyst, and Jill Gogel, fraud services supervisor, accepted the Business of the Year award presented by Young Professionals Dubuque. (D. Klavitter/Dupaco photo)

housing. These costs include an apartment's first-month's rent and security deposit.

- AUGUST**
- Partnered with FCT to sponsor "An Overview of Wills, Trusts and More," a free estate-planning seminar for Dupaco members, in Dubuque.
  - Unveiled the "smarter," more secure VISA® credit card. EMV

- (Europay, MasterCard® and VISA) technology makes it nearly impossible for fraudsters to counterfeit a fake card.
- Participated in the annual Fireman's Parade in Key West, Iowa.
- Sponsored Family Fun Days for Dupaco members at Chestnut Mountain Resort, in Galena, Ill.

**SEPTEMBER**

- The Dubuque Fighting Saints, Waterloo Black Hawks and Cedar Rapids RoughRiders announced the new title sponsor for the most fiercely contested hockey trophy in Iowa; during 2015–2016, the three teams will vie for the coveted Dupaco Community Credit Union Cowbell Cup. This partnership allows Dupaco to help provide excellent family-friendly events as well as share its cooperative message.
- Partnered with Townsquare Media, Operation: New View – Community Action Agency and Courtesy Cleaners & Laundromat to provide clean winter garments to tri-state area children in need as part of the 24th annual Coats for Kids program.



**▲ SCENE IN: 2015**  
At the Nov. 12 National Philanthropy luncheon in Dubuque, Olivia Hanniford (left to right), Sirius Allen and Alexis Howell, winners of Dupaco's Philanthropy Day poster contest, received their checks—one for saving or spending, one for sharing—which they earned for producing artwork illustrating how they give back and help others. (Dupaco photo)

- Recognized as one of the 10 "Top Performing" credit unions in the United States with the Crystal Performance Award, presented by Raddon Financial Group. Dupaco also received the award in 2014, 2013, 2012, 2011 and 2009.
- Several staff represented team

- Matt Dodds was sworn in as a newly elected member of the ICUL Board of Directors. With his service, Matt represents the collective



**▲ SCENE IN: 2015**  
Just ahead of the cold weather season on Oct. 8, Digger Kurt, financial data analyst, was featured on Townsquare Media's Dubuque-area radio station to help spread the word about the Dupaco-sponsored Coats for Kids collection and distribution.

- interests and future of Iowa's 104 credit unions and their more than 1 million members.
- Jill Rothenberger was one of 12 credit union leaders selected to

- Dupaco employees and their families joined in the annual Halloween parades in Asbury, Iowa, and Dubuque.



**▲ SCENE IN: 2015**  
Staff, family and friends, including Assistant Vice President, Branch Coach RJ Montes' wife, Lynette, and daughter, Layton, gathered in Dubuque on Dec. 5 to create handcrafted holiday cards to be delivered to area nursing homes. (Dupaco photo)

- Dupaco, KAT-FM and AMC Star Dubuque 14 offered this year's Halloween Benefit Movie in Dubuque with two showings of "The Lego Movie." All proceeds benefited the Dubuque Bike Coop.
- Served cookies and coffee to

- Teamed up with Bloomsbury Farm in Atkins, Iowa, to offer DoPack members a child's admission to the farm free with the purchase of an

- adult ticket.
- Distributed more than \$4 million saved by 4,038 members throughout the year in their Holiday Club accounts.

**NOVEMBER**

- Partnered with the Five Flags Center in Dubuque to offer members discounted tickets to Sesame Street Live® performances.
- Partnered with FCT to sponsor a free seminar on retirement planning for Dupaco members in Dubuque.
- Used selected student artwork in Dupaco's corporate Thanksgiving card. Artwork was submitted by students of Hoover Elementary in Dubuque, Dupaco's partner in education.

**DECEMBER**

- Completed installation of new eye-catching and energy-efficient exterior signs at all 19 branches. The new signs are illuminated by LEDs (light-emitting diodes). This will conserve energy and reduce annual electricity and maintenance costs by more than \$16,000.
- Allowed members with qualifying Dupaco loans to skip their December loan payment.

participate in the League's prestigious Iowa Innovation Group (IIG) program. The program was established to foster the development of new ideas and innovations for the credit union industry.

- Dylan Buls participated as a "crasher," one of 12 young credit union professionals under the age of 30 who had the opportunity to participate in the convention, attend special crasher conversation sessions with industry leaders and build relationships with other young credit union professionals.
- Tammy Wood served as a "crasher mentor" based on her exceptional leadership, participation and volunteer "above-and-beyond" crasher duties throughout the past year.

members at all Dupaco branch locations in recognition of International Credit Union Day, celebrated by credit unions around the world.

- Through a partnership with the



**▲ SCENE IN: 2015**  
Waterloo Chamber of Commerce representatives joined Dupaco staff in a groundbreaking ceremony for the new San Marnan branch in Waterloo, Iowa, on Dec. 1. (B. Wubbena/Greater Cedar Valley Alliance photo)

**OCTOBER**

- Amy Wickham was selected by Credit Union Magazine as a 2015 Credit Union Rock Star for her creativity and innovation.
- Dupaco announced plans to open a full-service branch at the corner of San Marnan Access Drive and Schukei Road in Waterloo, Iowa. The retail space is expected to open during the summer of 2016.

National College Access Network, Dupaco conducted a free seminar for college-bound students and their families regarding available resources to help cover the costs of a college education.

- GreenBack Impact 2.0 campaign ended, having saved members more than \$3.6 million in interest by bringing outstanding loans to Dupaco.
- Offered free on-site healthcare assessments for Dupaco staff and their spouses.

- Employees and their families made holiday cards for senior citizens during a card-creation workshop. The cards were distributed during caroling at area nursing homes.
- Employees sponsored several families experiencing hardships by donating and purchasing Christmas gifts for them.
- Hosted a "Fraud & Identity Theft" webinar for members across the country.



# Money

# Makeover

## Real Stories

### DEAR DUPACO,

I'm guilty. I cheated on my credit union. The romance began a year ago, when a good friend who worked at a financial down the road professed their desire for my banking business. I declined. After all, I was happy with Dupaco, my financial of four years.

But the solicitations kept coming—good rates, better service and a loan for my dream home. The temptation was too great! We set a date for a mortgage meeting. From the start, it was a mistake. I felt like a number. It was as if my credit score was stamped on my forehead, and their mortgage loan officer couldn't look beyond that to see the possibilities in me. He said, "Even if you brought your score up, you couldn't get the loan on your own." Without even offering advice on how to improve my score, he ended the meeting.

It was the biggest waste of my time. Now, I vow that Dupaco is my credit union. I've started to work with your Fourth Avenue branch staff on a plan to build my credit and save toward a down payment on a home. Every step of the way, you've provided me guidance and hope. And when the time comes, I'll commit my loan to the financial home I own—Dupaco!

**Mary Moore**

*Some lenders and finance companies won't look past a person's credit score or credit history. John Heavens knows "the Dupaco way" of treating members like people—more than a number—and goes the extra mile to make sure they are set up for success.*

### THE OUTCOME

I understand that sometimes the savings look greener on the other side. But Dupaco is committed to being Mary's lifetime financial home. At a credit union, people are worth more than money. That means if it takes years of partnering to make Mary's dream a reality, we'll stick with her!

Because we're a credit union—a not-for-profit financial cooperative—the more good things we do for our members, the better off all our members are. We are thankful for the opportunity to earn, and keep, Mary's business.

### DEAR DUPACO,

Ten years ago, I thought I was about to go broke paying daycare costs for my young children. Holy smokes—that was nothing compared to the cost of having teenagers! That said, my wife and I have decided it's time to purchase our 16-year-old daughter her first vehicle. But this is adding a loan payment to a budget that's about to overheat. Can Dupaco help?

**Seymour Cash**

*This couple came in seeking a used auto loan to purchase a car for their daughter. While reviewing their credit, Dupaco's Jamin Foust found a case of credit card creep and started looking for ways he could make them the auto loan and free up some extra cash.*

### THE OUTCOME

Over the years, this couple had been putting purchases on credit, paying monthly minimums and carrying over balances. As a result, they were looking at credit card debt exceeding \$30,000.

A Dupaco loan for these members would pay off all of the credit card debt—saving them more than \$200 a month in payments—with one monthly payment instead of seven. These members got the money they needed to purchase a car for their daughter, plus, within three years, they'll be debt free, having saved \$13,900 in total interest! Just six months after their consolidation loan with Dupaco, their credit score improved by 100 points—giving them leverage to buy a home once they're ready.

### DEAR DUPACO,

When I turned to Dupaco, I needed a lot of help. More help than I thought could or would be provided by a credit union—especially one at which I was a new member. Turns out, I was wrong. Lisa at the Dyersville, Iowa, branch gave me the VIP treatment: getting to know my situation, crafting an actionable plan and seeing me through to success. I went from being broke to making groundbreaking progress, all with the help of my credit union. Thank you!

**Budget Betty**

*Budget Betty is a single mom working her tail off. Sadly, 156 payments into her mortgage loan, she was facing the real possibility of losing her home to foreclosure when she reached out to Dupaco's Lisa Mescher for help.*

### THE OUTCOME

Budget Betty was a new member of Dupaco, so first I wanted to see what was happening in her budget. She made good money but wasn't able to account for where it was going. She wasn't keeping track of her available account balance, and her checking account was drowning in overdraft fees and returned-check charges.

She needed budgeting help, so that's just what I gave her.

We wanted Budget Betty to stay in her home of 13 years. I was able to structure a loan to give her the cash needed to get current on her mortgage. Then, through several face-to-face meetings with her, we set out to make saving and budgeting priorities. I coached her on tracking her spending, paying herself to build savings and making automatic on-time payments. We set her up with Shine Online Banking access and low-balance-account alerts as a safety net. No more throwing money away on unnecessary fees!

In June, Budget Betty was on the verge of foreclosure. Six months later, she hasn't incurred a single overdraft fee, has made on-time payments to her mortgage and auto loans and even has a savings account balance!

### DEAR DUPACO,

I consider myself lucky. I'm a recent college grad, have a job and a decent car and am making it. But it will be more than a decade before I'm out from underneath my student loan debt. I mean, it's plausible that my firstborn will be nearing college before I get these loans paid in full. Can you help me fast-track the payoff?

**Slow Boat**

*RJ Montes sleuthed saving opportunities for this member and ended up crafting a payment plan that wouldn't sink Slow Boat's budget, but in fact would propel him toward an early payoff.*

### THE OUTCOME

The rate on Slow Boat's auto loan with another lender was below 3 percent, so he was not overpaying on that. But two years into his payoff schedule on his federal student loan debt, he was paying 8.4 percent interest, and he had 13 years of payments left. Seventy-eight percent of his student loan payments were going toward interest. Ouch! He had no idea that little was going toward principle.

I explained to Slow Boat that we could take out a larger car loan, pay off his student loans and come out ahead if he moved his car loan here. After consolidating his student loans into his car loan, his new monthly payment (which covers the student and auto debts) will be \$17 less than his previous payment. So, by moving his auto loan to Dupaco, he will lower his monthly payment, save more than \$2,000 in interest and cross the payoff finish line eight years faster! Win-win-win!

### DEAR DUPACO,

I'm virtually debt free but can't seem to save money to save my life. Dupaco's online and mobile banking give me access to pay bills and see where my money is going, but often all I see is that money going . . . going . . . gone. Any advice on how to teach this old dog new saving tricks?

**Dog Gone**

*Not accounting for where your money is going is a common budget blunder, and that's exactly what the issue was for Dog Gone. He admitted that he was awful at budgeting—if money was in the account, he spent it. Dupaco's Cindy Hilkin was at the ready to help.*

### THE OUTCOME

We put together a plan to set up a second checking account for bill payment only. We set a portion of Dog Gone's paycheck to go directly to that account so there was always money to pay the rent, utilities and recurring bills. The silver bullet was coaching him on how to use a good, old-fashioned paper register, where he would track all deposits to and payments from the account. This would help ensure there was never a shortage of funds in that account. After all, missed payments will drop his credit score. Next, we automated payment of those recurring bills to ensure on-time payments.

We designated his other checking account as his "spend" account and named it just that. Now, whenever he logs in to Shine Online Banking, he knows exactly which account is which. He also received a register to track the spend account balance.

After getting a handle on what was truly left after all bills were paid, while also setting aside fun money, we set up a new savings account with weekly deposits from payroll to help him painlessly build savings. What's next? Sit back and watch the savings grow. Every dog has his day!

### DEAR DUPACO,

We've heard about the numerous ways members can use Dupaco's services from afar—shared branches across the United States, Shine Mobile Banking, mobile check deposit and more. I'd love to test these out. Problem is, I never have enough money to travel cross county, much less across the country. My dream is to take my wife on a vacation. Can you help me chart the course?

**Traveling Man**

*For three months, Dupaco's Vicky Vondran worked with the couple with the intention of sending them packing—in a good way.*

### THE OUTCOME

When they first came to Dupaco, this couple had no money saved and had been paying huge amounts in overdraft and return-check fees.

With credit card debt and overdue bills routinely plaguing them, we had some groundwork to do. With a steady retirement income, the couple was shocked when I told them they could save money. We would need to meet twice monthly to help them pay their bills and get them back on track.

As of today, all the credit cards are in good shape, and all past-due bills have been brought current. Through Dupaco Insurance Services, we protected their assets with renter's insurance, and the couple has accumulated \$3,000 in savings.

Happy trails, Traveling Man!

[dupaco.com/makeover](http://dupaco.com/makeover)

\*Based on actual member experiences. Outcomes will vary for individual circumstances.

# Trust.

I was born here. Grew up here. Married my grade-school sweetheart and raised my family here. Yup, I'm a "local." And proud of it. Friends who've left say I'm crazy. I say I'm happy. I shop local. Worship local. Save local at Dupaco. Why do I trust Dupaco? Yup—they're local. As a cooperative, they keep the money local so it can go to work here, for me, my family, friends and neighbors. Dupaco Wealth Management handles all my estate planning. Trust. Investments. Retirement. They can save me on legal fees and taxes to maximize any gifts I leave behind. Not having to worry about a thing frees up enough of my time and money to volunteer my swing band for the senior center tours and to do what I love most of all—eat local.

Enriching lives. Some call that smart money. I call it...

Bright  
GREEN

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