CliftonLarsonAllen

CLAconnect.com/creditunions

# Impact the Future of Credit Unions

# We Believe

Enabling your success means a better world for all of us, but now, more than ever, a greater number of operational, regulatory, and marketplace challenges stand between you and the goals and vision you want to achieve. We believe we can help.

In our firm's 60+ years, we've continually adapted to meet our clients' needs. Today, CLA is a professional services firm with three integrated business lines — wealth advisory; outsourcing; and audit, tax, and consulting — that serve you more completely with enhanced capabilities, insightful ideas, and a commitment to help you reach your goals and build the better organization you envision.

Our people are industry practitioners first and foremost. We bring our specialized knowledge and capabilities to help you address the challenges that must be overcome to strengthen enterprise value.

With more than 100 U.S. locations and a global affiliation, we can work with you wherever you do business, today and in the future.

*Enabling your success means a better world for all of us — we believe we can help.*

# CLA Promise

Our interactions with you will be designed to support your goals and dreams and help impact your success.

Our advice, delivered through three business lines — wealth advisory; outsourcing; and audit, tax, and consulting — will always focus on the ultimate goal of building a valuable and sustainable enterprise.

**Here's what you can expect from CLA:**

## Deep industry specialization

We immerse and entrench ourselves in a single industry to the point that we become *industry professionals* — no longer defined or recognized in the market as simply a tax accountant, auditor, or consultant.

## Seamless, integrated capabilities

We listen to our clients to discover their needs and then deliver the entire breadth of our resources to help them succeed.

## Premier provider to private businesses and their owners

Our ultimate goal is to help the owners we serve build a valuable and sustainable business, plan for succession, leave a lasting legacy, and reach their dreams.

## THE career-building firm

We unleash the greatest potential in our people to impact our clients and build your marketplace value so that you can respond to every opportunity that comes your way.

# About CLA

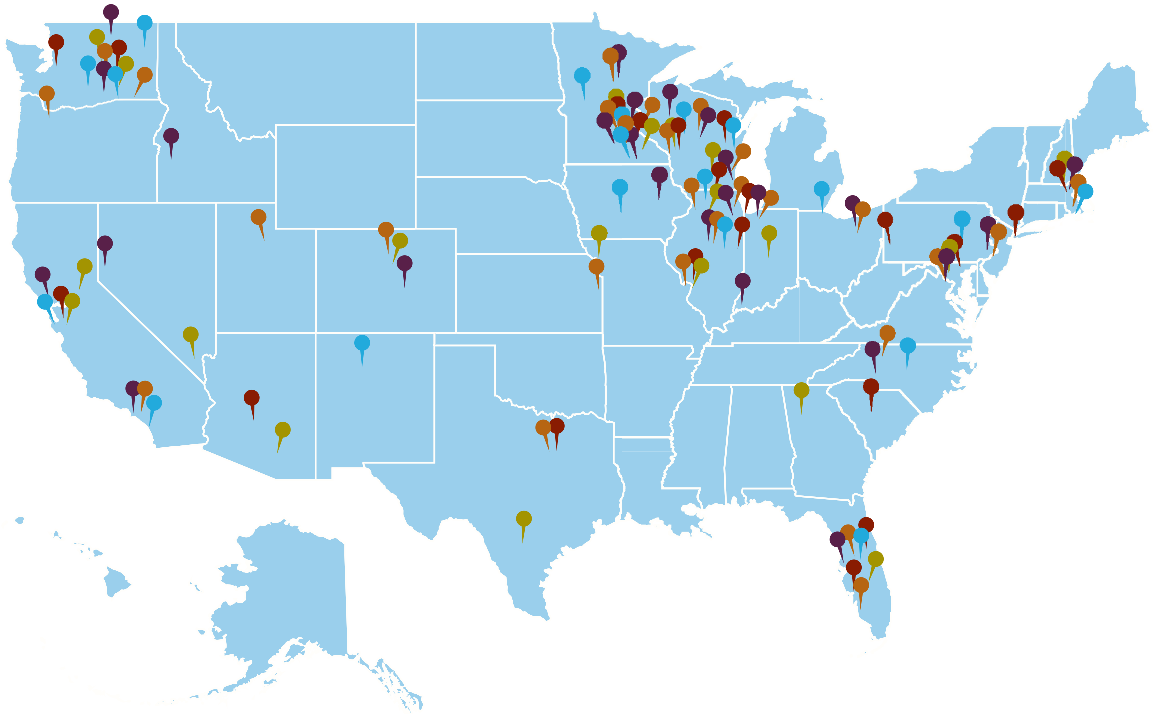
From the beginning, we followed a simple idea: care about our clients, and support the people who serve them.

Serving clients and caring for their needs means that we continuously evolve as their business needs become more sophisticated. We believe that to serve our clients best, we must cultivate specialized industry professionals who understand not only their financial operations, but their entire organizational model and goals.

- $850 million in revenue
- More than 100 locations across the United States
- More than 5,000 people, including 700+ principals

**Our mission:**

*Impactful interactions for success*



# Uncommon Resources

Today, CLA serves more than 100,000 clients through 5,000+ professionals in more than 100 locations across the United States — in small towns and big cities — wherever clients need professionals who are personally invested in their success.

Our approach is to develop a deep understanding of our clients so we can fully serve their needs. We listen to what clients really want and apply our talents, experiences, and seamless capabilities to help their business. In doing so, we've developed services specific to our clients' industries. By thoroughly serving a business, we naturally developed an understanding of the unique needs of business owners both in and outside of the workplace. Our sensitivity to our clients' needs has helped shape our company into the three integrated service lines we have today.

*Wherever you find us, you'll get a local, personal touch and a commitment to the clients we serve.*

## Wealth advisory

With CLA, you can rely on one firm for all of your personal, family, and business guidance. We take the time to understand what you want out of life, and we'll guide you on your financial journey.

Your goals are the centerpiece of our private client tax and wealth advisory services. We want to help you enjoy the life of your dreams and leave a meaningful legacy. We evaluate where you are on the path to your goals, and recommend a plan to get you where you want to be.

## Outsourcing

CLA can make your organization stronger by providing customized short- and long-term outsourced finance and accounting services. We provide experienced CFOs, controllers, and staff accountants who can provide the data and reporting you need to successfully grow and improve your organization. We will assess your company's current processes as well as your finance, accounting, and industry-specific needs. Then we will design an outsourcing strategy specifically for you.

## Accounting, audit, tax, and consulting services

Our professionals focus on providing service with quality and integrity. This work ethic has helped us gain the public trust and retain a strong reputation in the industry. We begin our business relationships by obtaining a clear understanding of your business, personal situation, and goals. Our broad range of services can then be tailored to best serve you and the needs of your business. We look at the bigger business picture of each engagement because we don't want to simply complete a project — we want to positively impact your enterprise. We strive to provide business insights, not canned reports.

Promise

# Our Vision

*Our vision is to be thought leaders and practitioners who impact the future of credit unions.*

This small statement carries big expectations. We understand the unique challenges our clients are facing. Our vision, supported by the overarching ideals of the CLA Promise, guides us in applying our specialized capabilities to help our clients build the value of their enterprises.

**What's on your mind?**

- Risks regarding capital, liquidity, and interest rates
- Loan reserve requirements
- Internal audit approach
- Regulatory compliance
- Safeguarding member information

Work with professionals who understand the unique financial, strategic, regulatory, and operational needs of credit unions.

# Industry Challenges

In order to thrive, credit unions need to foresee and nimbly adapt to industry changes. In doing this, they must contend with a set of complex challenges.

## STRATEGY

In the current environment, credit unions need to utilize industry professionals to determine if they are strategically aligned. Growth and competition with other financial institutions is at the forefront of many credit unions' minds. Is your leadership thinking about how to prepare for the future?

## OPERATIONS

Consolidation, declining margins, increased competition, and the regulatory environment are all affecting your credit union's bottom line. Identifying the right team to assess your organization's efficiency can have a significant impact on operations and directly affect your earnings.

## FINANCE

The complexity surrounding the accounting and reporting functions of your credit union now require increased reliance on third-party professionals. Connecting your finance team with qualified industry practitioners can have a significant impact on your organization's profitability.

## COMPLIANCE

Waves of new regulations coupled with increased enforcement have focused attention on regulatory compliance within credit unions. Whether its consumer compliance, quality control reviews of your residential mortgage program, or other regulatory concerns, credit unions must understand these changes and develop processes to comply with these regulations.

## TECHNOLOGY

Maintaining a sufficient and compliant IT system may not be the most exciting part of running your credit union; however, it's a vital part of your business. It is imperative to understand the risk surrounding IT and how it can affect your organization's day-to-day operations.

# Unique CLA Resources for Building Enterprise Value

At CLA, we understand the challenges facing the credit union industry. Our integrated service delivery approach uniquely positions us to serve our clients in a more complete fashion.

As industry practitioners, we draw upon our diverse backgrounds to develop tailored solutions that will position our clients for success today and in the future. Success over the long-term is what we call building enterprise value.

## STRATEGY

- Contract assessment and advisory
- Credit union valuations
- Merger and acquisition consulting
- Acquisition accounting
- Strategic planning
- Branch feasibility studies
- Executive search
- Call report preparation and training
- Leadership succession planning
- Human resources consulting
- Enterprise risk management solutions
- Board governance risk management
- Federal charter to state charter conversions
- Core/ancillary system selection

## OPERATIONS

- Internal audit
- Loan portfolio review and analysis
- Asset liability management analysis
- Back office co-sourcing
- Vendor risk management assessment
- Allowance for Loan and Lease Loss Methodology (ALLL) analysis
- Loan risk rating system validation
- Quality assessment reviews
- Employee benefit plan audit and consulting
- Operational efficiency/process improvement
- Service Organization Controls (SOC) examinations

## FINANCE

- Financial statement audit
- Agreed-upon procedure engagements
- HUD compliance audits
- REAC agreed-upon procedures
- USAP audits
- CUSO audits, tax planning, and compliance
- UBI cost allocations and substantiation
- State franchise tax planning and compliance
- Information returns compliance
- Sales and use tax issues
- Penalty abatement services
- Compilations
- Individual tax preparation
- Estate tax planning
- Accounting method changes
- Custom accounting solutions
  - Financial reporting assistance
  - Interim accounting support
  - Technical accounting support

## COMPLIANCE

- Mortgage compliance assessments
- Educational services
- Quality control, loan servicing, and federal compliance
- Fair lending
- Regulatory compliance
  - Ongoing regulatory compliance assistance
  - Residential mortgage lending compliance
  - BSA/AML/OFAC/CIP independent testing
  - Website and social media compliance
  - Consumer loan compliance
  - Deposit and operations compliance
  - FACT Act
  - SAFE Act

*We assist our clients in building enterprise value by tailoring solutions in strategy, operations, finance, compliance, and information technology.*

## TECHNOLOGY

- IT enhanced managed services
- Outsourced technology advisory
- External penetration testing
- Internal vulnerability assessment
- General controls reviews
- Telecommunications advisory
- Social engineering
- Strategic technology assessment, design, and oversight
  - Network infrastructure assessment
  - Organizational assessment
  - Systems assessment
- Digital service strategy and deployment
- Information system/cybersecurity and risk management
- Strategic planning and plan review
- Disaster recovery and business continuity preparedness
- Cybersecurity assessment
- Incident response and preparedness
- Security awareness training
- Forensic investigation

## Impact the Future of Credit Unions

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

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