

Risk Management



AND ANALYSIS

ECONOMIC UPDATE

Business & Industry Consulting

et Analysis Strategic Solutions

Financi<u>al Investmer</u>

Regulatory Expert

10 September 2021

US Treasury I	Rates-											
	THIS WK	LAST MO	YR END	LAST YR	CI	HANGES SIN	CE		YIELD C	URVE ASSESS	MENT	
_	9/9/21	8/9/21	12/31/20	9/9/20	This Yr	Last Yr	This Cycle	4 0.0% -				
								4.00%				
Fed Funds								3.50% -				
3mo								3 00% -				
6mo	0.05%	0.06%	0.09%	0.14%	-0.04%	-0.09%	-2.50%	3.00%	1			
1yr	0.07%	0.08%	0.10%	0.14%	-0.03%	-0.07%	-2.65%	2.50%	í			
2yr	0.23%	0.23%	0.13%	0.14%	0.10%	0.09%	-2.87%	2 00% -				
Зуr	0.43%	0.43%	0.17%	0.17%	0.26%	0.26%	-2.95%	2.00%				
5yr	0.79%	0.79%	0.36%	0.28%	0.43%	0.51%	-2.90%	1.50% -				
7yr	1.08%	1.09%	0.65%	0.48%	0.43%	0.60%	-2.69%	1.00% -				
10yr	1.30%	1.33%	0.93%	0.71%	0.37%	0.59%	-2.66%				Nov	2018
30yr	1.90%	1.96%	1.65%	1.45%	0.25%	0.45%	-2.44%	0.50%			Jul2	016
	Gald Come							0.00% 🗧			Π	RENT
								B	612357	10		T YEAR
												2020 Low-
										<u> </u>		Current
10yr-3mo	1.26%	1.27%	0.84%	0.59%	0.42%	0.67%	0.37%	Fed Fund	S	2.15%	-2.41%	0.04%
Other Interes	t Rates-							1year		2.24%	-2.65%	-0.02%
Prime	3.25%	3.25%	3.25%	3.25%	0.00%	0.00%	-2.25%	2years		2.32%	-2.87%	0.12%
1mo LIBOR	0.08%	0.09%	0.14%	0.15%	-0.06%	-0.07%	-2.44%	3years		2.28%	-2.95%	0.33%
6mo LIBOR	0.15%	0.15%	0.26%	0.29%	-0.11%	-0.14%	-2.76%	5years		2.06%	-2.90%	0.60%
12mo LIBOR	0.22%	0.24%	0.34%	0.41%	-0.12%	-0.19%	-2.91%	10years		1.81%	-2.66%	0.72%
	Fed Funds 3mo 6mo 1yr 2yr 3yr 5yr 7yr 10yr 30yr 2yr-3mo 5yr-2yr 10yr-5yr 10yr-5yr 10yr-3mo Other Interes Prime 1mo LIBOR 6mo LIBOR	9/9/21 Fed Funds 0.08% 3mo 0.04% 6mo 0.05% 1yr 0.07% 2yr 0.23% 3yr 0.43% 5yr 0.79% 7yr 1.08% 10yr 1.30% 30yr 1.90% Stope of the Yield Curve- 2yr-3mo 0.19% 5yr-2yr 0.56% 10yr-5yr 0.51% 10yr-3mo 1.26% Prime 3.25% 1mo LIBOR 0.08% 6mo LIBOR 0.15%	THIS WK LAST MO 9/9/21 8/9/21 Fed Funds 0.08% 0.10% 3mo 0.04% 0.06% 6mo 0.05% 0.06% 1yr 0.07% 0.08% 2yr 0.23% 0.23% 3yr 0.43% 0.43% 5yr 0.79% 0.79% 7yr 1.08% 1.09% 10yr 1.30% 1.33% 30yr 1.90% 1.96% Slope of the Vield Curve- 2yr-3mo 0.19% 0.17% 5yr-2yr 0.56% 0.56% 10yr-5yr 0.51% 0.54% 10yr-3mo 1.26% 1.27% Other Interest Rates- Prime 3.25% 3.25% 1mo LIBOR 0.08% 0.09% 6mo LIBOR 0.15% 0.15%	THIS WK LAST MO YR END 9/9/21 8/9/21 12/31/20 Fed Funds 0.08% 0.10% 0.09% 3mo 0.04% 0.06% 0.09% 6mo 0.05% 0.06% 0.09% 1yr 0.07% 0.08% 0.10% 2yr 0.23% 0.23% 0.13% 3yr 0.43% 0.43% 0.17% 5yr 0.79% 0.79% 0.36% 7yr 1.08% 1.09% 0.65% 10yr 1.30% 1.33% 0.93% 30yr 1.90% 1.96% 1.65% Slope of the Vield Curve- 2yr-3mo 0.19% 0.17% 0.04% 5yr-2yr 0.56% 0.56% 0.23% 10yr-5yr 0.51% 0.54% 0.57% 10yr-3mo 1.26% 1.27% 0.84% O.126% 3.25% 1mo LIBOR 0.08% 0.09% 0.14% 6mo LIBOR	THIS WK LAST MO YR END LAST YR 9/9/21 8/9/21 12/31/20 9/9/20 Fed Funds 0.08% 0.10% 0.09% 0.09% 3mo 0.04% 0.06% 0.09% 0.12% 6mo 0.05% 0.06% 0.09% 0.14% 1yr 0.07% 0.08% 0.10% 0.14% 2yr 0.23% 0.23% 0.13% 0.14% 3yr 0.43% 0.43% 0.17% 0.17% 5yr 0.79% 0.79% 0.36% 0.28% 7yr 1.08% 1.09% 0.65% 0.48% 10yr 1.30% 1.33% 0.93% 0.71% 30yr 1.90% 1.96% 1.65% 1.45% Slope of the Yield Curve- 2yr-3mo 0.19% 0.17% 0.04% 0.02% 5yr-2yr 0.56% 0.56% 0.23% 0.14% 10yr-5yr 0.51% 0.54% 0.57% 0.43% <td>THIS WK LAST MO YR END LAST YR Ct 9/9/21 8/9/21 12/31/20 9/9/20 This Yr Fed Funds 0.08% 0.10% 0.09% 0.09% -0.01% 3mo 0.04% 0.06% 0.09% 0.12% -0.05% 6mo 0.05% 0.06% 0.09% 0.14% -0.04% 1yr 0.07% 0.08% 0.10% 0.14% -0.03% 2yr 0.23% 0.13% 0.14% -0.03% 3yr 0.43% 0.43% 0.17% 0.26% 5yr 0.79% 0.79% 0.36% 0.28% 0.43% 7yr 1.08% 1.09% 0.65% 0.48% 0.43% 10yr 1.30% 1.33% 0.93% 0.71% 0.37% 30yr 1.90% 1.96% 1.65% 1.45% 0.25% Slope of the Yield Curve- 2 2 2 0.15% 0.25% 0.15% 5yr-2yr 0.56%</td> <td>THIS WK LAST MO YR END LAST YR CHANGES SIN 9/9/21 8/9/21 12/31/20 9/9/20 This Yr Last Yr Fed Funds 0.08% 0.10% 0.09% 0.09% -0.01% -0.01% 3mo 0.04% 0.06% 0.09% 0.12% -0.05% -0.08% 6mo 0.05% 0.06% 0.09% 0.14% -0.04% -0.09% 1yr 0.07% 0.08% 0.10% 0.14% -0.03% -0.07% 2yr 0.23% 0.23% 0.13% 0.14% -0.03% -0.07% 3yr 0.43% 0.43% 0.17% 0.17% 0.26% 0.26% 5yr 0.79% 0.79% 0.36% 0.28% 0.43% 0.51% 7yr 1.08% 1.09% 0.65% 0.48% 0.43% 0.60% 10yr 1.30% 1.33% 0.93% 0.71% 0.37% 0.59% 30yr 1.90% 1.96% 1.65% <td< td=""><td>THIS WK LAST MO YR END LAST YR CHANGES SINCE 9/9/21 12/31/20 9/9/20 This Yr Last Yr This Cycle Fed Funds 0.08% 0.10% 0.09% 0.09% -0.01% -0.01% -2.41% 3mo 0.04% 0.06% 0.09% 0.12% -0.05% -0.08% -2.35% 6mo 0.05% 0.06% 0.09% 0.14% -0.04% -0.09% -2.50% 1yr 0.07% 0.08% 0.10% 0.14% -0.03% -0.07% -2.65% 2yr 0.23% 0.23% 0.13% 0.14% 0.10% 0.09% -2.87% 3yr 0.43% 0.43% 0.17% 0.17% 0.26% 0.26% -2.95% 5yr 0.79% 0.79% 0.36% 0.28% 0.43% 0.60% -2.66% 10yr 1.30% 1.33% 0.93% 0.71% 0.37% 0.59% -2.66% 10yr 1.90% 1.65% 1.45</td><td>THIS WK LAST MO YR END LAST YR CHANGES SINCE 9/9/21 8/9/21 12/31/20 9/9/20 This Yr Last Yr This Cycle 4.00% 3mo 0.08% 0.10% 0.09% 0.09% -0.01% -0.01% -2.41% 3.50% 3.00% - 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US WHOLESALE INFLATION JUMPS AN UNPRECEDENTED 8.3% IN AUGUST

Inflation at the wholesale level climbed 8.3%, year-over-year in August - the biggest annual gain since the Labor Department started recording the 12-month number in 2010.

Inflation has been stirring as the economy recovers from last year's brief but intense coronavirus recession. Supply chain bottlenecks and a shortage of workers have pushed prices higher. The Federal Reserve has called the price spikes temporary and has warned of the dangers of the central bank raising its benchmark interest rate (now near zero) prematurely, potentially stalling the economy's comeback.

Excluding volatile food and energy prices, so-called core producer prices rose 0.6% from July and 6.7% from a year earlier. Food prices were up 2.9% last month after falling in July.

Over the past year, wholesale food prices have climbed 12.7%, including surges of 59.2% for beef and 43.5% for shortening and cooking oil. Energy prices rose 0.4% from July and are up 32.3% over the past year.

The Labor Department's report on August consumer prices comes out next Tuesday - we expect to be slightly lower thqn July's 5.4% pace.

Key Economic Indicator	s for Banks, T	hrifts & Cred	it Unions-	
		LATEST	CURRENT	PREV
GDP	QoQ	Q2-2nd	6.6%	6.3%
GDP - YTD	Annl	Q2-2nd	6.6%	6.3%
Consumer Spending	QoQ	Q2-2nd	11.9%	11.4%
Consumer Spending	Annl	Q2-2nd	11.9%	11.4%
Unemployment	Mo	August	5.2%	5.4%
Consumer Inflation	YoY	July	5.4%	5.4%
Core Inflation	YoY	July	4.3%	4.5%
Consumer Credit	Annual	July	4.7%	10.6%
Retail Sales	YoY	July	21.9%	22.8%
Vehicle Sales	Annl (Mil)	August	13.5	15.2
Home Sales	Annl (Mil)	July	6.666	6.629
Home Prices	YoY	June	18.6%	16.6%

Key Consumer Market Data-									
	THIS WK	YR END	PCT CI	HANGES					
	9/9/21	12/31/20	YTD	12Mos					
	34,879 4,493	30,606 3,756	14.0% 19.6% 18.3%	25.9% 33.5% 39.3%					
		,		86.4%					
	3.18 1,800	2.24 1,895	41.6% -5.0%	43.6% -8.2%					
	, murket b	THIS WK 9/9/21 34,879 4,493 15,248 68.14 3.18	THIS WK YR END 9/9/21 12/31/20 34,879 30,606 4,493 3,756 15,248 12,888 68.14 48.52 3.18 2.24	THIS WK 9/9/21 YR END 12/31/20 PCT CI YTD 34,879 30,606 14.0% 4,493 3,756 19.6% 15,248 12,888 18.3% 68.14 48.52 40.4% 3.18 2.24 41.6%					



Business & Industry Consulting

ket Analysis Strategic Solutions

Financial Investments

Risk Management Regula

RESOURCES

Regulatory Expert

			AVEF	RAGE CRE	DIT UNION F	ATES AND	RATE SENS	SITIVITY				
	THIS WK 9/9/21	YTD C Rate	Change Benchmark	Chg in Curi Rate	rent Cycle* Benchmark	Rate S YTD	ensitivity Cycle		Bmk Begin 12/31/20	Mkt Begin 12/31/20	Last Top Nov-18	Last Botto Jul-16
Classic CC	10.94%	0.11%	0.00%	-0.75%	-2.25%	0%	33%		3.25%	10.83%	11.69%	11.39%
Platinum CC	9.23%	0.13%	0.00%	-1.04%	-2.25%	0%	46%		3.25%	9.10%	10.27%	9.09%
48mo Veh	2.72%	-0.26%	0.10%	-0.94%	-2.75%	-260%	34%		0.13%	2.98%	3.66%	2.58%
60mo Veh	2.82%	-0.26%	0.26%	-0.95%	-2.62%	-100%	36%		0.17%	3.08%	3.77%	2.68%
72mo Veh	3.14%	-0.27%	0.35%	-0.98%	-2.46%	-78%	40%		0.27%	3.41%	4.12%	3.05%
HE LOC 10yr HE	4.03% 4.62%	0.20%	0.00% 0.43%	-1.53% -0.90%	-2.25% -2.48%	0% 56%	68% 36%		3.25% 0.36%	3.83% 4.38%	5.56% 5.52%	4.01% 4.45%
15yr FRM	2.68%	-0.16%	0.40%	-1.90%	-2.16%	-40%	88%		0.65%	2.84%	4.58%	3.14%
30yr FRM	3.16%	-0.02%	0.37%	-1.90%	-1.94%	-5%	98%		0.93%	3.18%	5.06%	3.69%
Sh Drafts	0.09%	0.00%	-0.01%	-0.05%	-2.37%	0%	2%		0.09%	0.09%	0.14%	0.11%
Reg Svgs	0.19%	0.05%	-0.01%	0.00%	-2.37%	-500%	0%		0.09%	0.14%	0.19%	0.14%
MMkt-10k	0.16%	-0.03%	-0.01%	-0.32%	-2.37%	300%	14%		0.09%	0.19%	0.48%	0.22%
MMkt-50k	0.22%	-0.05%	-0.01%	-0.43%	-2.37%	500%	18%		0.09%	0.27%	0.65%	0.31%
6mo CD	0.24%	-0.06%	-0.04%	-0.79%	-2.47%	150%	32%		0.09%	0.30%	1.03%	0.34%
1yr CD	0.35%	-0.09%	-0.03%	-1.16%	-2.67%	300%	43%		0.10%	0.44%	1.51%	0.53%
2yr CD	0.46%	-0.11%	0.10%	-1.39%	-2.75%	-110%	51%		0.13%	0.57%	1.85%	0.78%
3yr CD	0.57%	-0.10%	0.26%	-1.49%	-2.62%	-38%	57%		0.17%	0.67%	2.06%	1.04%

*Since Nov 2018

STRATEGICALLY FOR CREDIT UNIONS

The economy's brisk recovery appears to have hit a late summer lull as COVID-19's highly contagious delta variant discourages Americans from shopping in stores or going out to restaurants.

Retail sales dropped in August, and employers added just 235,000 jobs last month and a sharp drop from June and July, when about 1 million jobs were added each month.

Strong demand and supply constraints were underscored by other data on Friday showing the pace of inventory accumulation at wholesalers slowed in July. It is now taking wholesalers the fewest months in seven years to clear shelves.

Supply chain bottlenecks have persisted longer and more intensely than most predicted at the beginning of this year, and widespread labor shortages are among the main input issues producers are dealing with. This means consumer price inflation should remain elevated for a while.

This puts more pressure on Federal Reserve policy-makers to consider raising their benchmark overnight rate - this they have feared to do should it put breaks on the pace of economic growth. Yet, if they allow inflation to remain, it will dilute consumers' purchasing power and the pace of growth - having the same impact to growth that raising rates would have.

Still, Fed policy-makers expect higher inflation will recede over the next few months. I must say that we disagree.

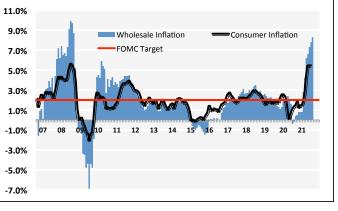
ECONOMIC RELEASES			
RELEASES THIS WEEK:	Current	Projected	Previous
Consumer Credit (July)	4.7%	5.2%	10.6%
Wholesale Inflation (August, YoY)	8.3%	8.3%	7.8%

RELEASES FOR UPCOMING WEEK:	Projected	Previous
Consumer Inflation (August, YoY	5.3%	5.4%
Retail Sales (August, YoY)	13.0%	21.9%



INFLATION PROFILE

WHOLESALE versus CONSUMER INFLATION, Monthly Year-over-Year



Brian Turner

President & Chief Economist

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		ECONOMIC CAI			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
August 9		11 Consumer Inflation 5.4%	12 Jobless Claims 375k Cont'd Claims 2.86M Wholes Inflation 7.8%	13	14
16	17 Retail Sales 15.8% Ind Production 6.6%	18 FOMC Minutes	19 Jobless Claims 348k Cont'd Claims 2.82M Leading Ind 0.9%	20	21
23 Exist Home Sales 5.99M		25	26 Jobless Claims 353k Cont'd Claims 2.86M GDP (Q2-2nd) 6.6%	27 Personal Income 1.1% Personal Spending 0.3%	28
30		Sep 1 Construction Spdg +0.3%	2 Jobless Claims 340k Cont'd Claims 2.75M	3 Unemployment 5.2%	4
6	7	8 Consumer Credit 4.7%	9 Jobless Claims 310k Cont'd Claims 2.78M	10 Wholesale Inflation 8.3%	11
13	14 Consumer Inflation	15 Industrial Production	16 Jobless Claims Cont'd Claims Retail Sales	17	18
20	21	22 Existing Home Sales FOMC Announcement	23 Jobless Claims Cont'd Claims Leading Indicators	24 New Home Sales	25
27	28 Home Prices Consumer Confidence	29	30 Jobless Claims Cont'd Claims GDP (Q2-Final)	October 1 Personal Income Personal Spending Construction Spending	2
4	5	6	7 Jobless Claims Cont'd Claims	8	9

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		2020			202	1				22	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	(
ECONOMIC OUTLOOK											
Economic Growth-											
GDP - (QoQ)	-31.4%	33.1%	4.1%	6.4%	6.5%	6.2%	6.0%	4.6%	2.7%	2.5%	2.
GDP - (YTD)		-1.1%		6.4%		6.4%			3.7%	2.3 <i>%</i> 3.3%	3.
	-18.2%	-1.1%	0.2%	0.4%	6.5%	0.4%	6.3%	4.6%	5.7%		
Consumer Spending - (QoQ)	-33.2%	40.7%	2.3%	11.3%	11.8%	1.8%	4.0%	2.2%	2.5%	2.3%	2
Consumer Spending - (YTD)	-20.1%	0.2%	0.8%	11.3%	11.6%	8.3%	7.2%	2.2%	2.4%	2.3%	2
Goverment Spending - (QoQ)	2.5%	-4.9%	-1.2%	5.7%	-1.5%	2.1%	3.1%	0.9%	2.9%	5.2%	3
Government Spending - (YTD)		-0.4%	-0.6%	5.7%	2.1%	2.1%	2.4%	0.9%	1.9%	3.0%	3
					,	,			,		-
Consumer Wealth-											
Unemployment Rate	13.0%	8.8%	6.7%	6.2%	5.9%	5.1%	4.5%	4.4%	4.2%	3.9%	3
Consumer Inflation	0.4%	1.2%	1.4%	1.9%	4.8%	5.1%	4.9%	4.2%	2.8%	2.2%	2
Home Prices	4.4%	5.9%	9.7%	10.8%	15.2%	16.5%	16.5%	16.3%	16.0%	15.7%	15
								1			
SINGLE FAMILY HOME & VEHI	CLE LOAN N	MARKETS									
SINGLE FAMILY HOME & VEHI Consumer Demand-	CLE LOAN N	MARKETS									
	CLE LOAN N 5.016	7.100	7.650	7.199	6.658	6.857	7.193	7.277	7.528	7.614	7.
Consumer Demand-		-	7.650 6.777	7.199 6.303	6.658 5.830	6.857 6.073	7.193 6.326	7.277 6.358	7.528 6.537	7.614 6.577	
Consumer Demand- Total Home Sales (Mil)	5.016	7.100									6.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil)	5.016 4.313 0.708	7.100 6.137 0.973	6.777 0.926	6.303 0.896	5.830 0.828	6.073 0.784	6.326 0.867	6.358 0.919	6.537 0.991	6.577 1.037	6. 1.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils)	5.016 4.313 0.708 3.052	7.100 6.137 0.973 3.497	6.777 0.926 3.578	6.303 0.896 3.146	5.830 0.828 3.116	6.073 0.784 2.486	6.326 0.867 1.706	6.358 0.919 1.395	6.537 0.991 1.732	6.577 1.037 1.676	6. 1. 1.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils)	5.016 4.313 0.708 3.052 1.203	7.100 6.137 0.973 3.497 1.427	6.777 0.926 3.578 1.343	6.303 0.896 3.146 0.974	5.830 0.828 3.116 1.428	6.073 0.784 2.486 1.253	6.326 0.867 1.706 1.248	6.358 0.919 1.395 1.002	6.537 0.991 1.732 1.329	6.577 1.037 1.676 1.277	6. 1. 1. 1.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils)	5.016 4.313 0.708 3.052 1.203 1.848	7.100 6.137 0.973 3.497	6.777 0.926 3.578 1.343 2.235	6.303 0.896 3.146 0.974 2.172	5.830 0.828 3.116	6.073 0.784 2.486	6.326 0.867 1.706	6.358 0.919 1.395	6.537 0.991 1.732	6.577 1.037 1.676	6. 1. 1. 1.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils)	5.016 4.313 0.708 3.052 1.203	7.100 6.137 0.973 3.497 1.427	6.777 0.926 3.578 1.343	6.303 0.896 3.146 0.974	5.830 0.828 3.116 1.428	6.073 0.784 2.486 1.253	6.326 0.867 1.706 1.248	6.358 0.919 1.395 1.002	6.537 0.991 1.732 1.329	6.577 1.037 1.676 1.277	6. 1. 1. 1. 0.
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils)	5.016 4.313 0.708 3.052 1.203 1.848	7.100 6.137 0.973 3.497 1.427 2.070	6.777 0.926 3.578 1.343 2.235	6.303 0.896 3.146 0.974 2.172	5.830 0.828 3.116 1.428 1.688	6.073 0.784 2.486 1.253 1.233	6.326 0.867 1.706 1.248 0.457	6.358 0.919 1.395 1.002 0.393	6.537 0.991 1.732 1.329 0.402	6.577 1.037 1.676 1.277 0.399	6. 1. 1. 1. 0. 2
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share	5.016 4.313 0.708 3.052 1.203 1.848 61%	7.100 6.137 0.973 3.497 1.427 2.070 59%	6.777 0.926 3.578 1.343 2.235 62%	6.303 0.896 3.146 0.974 2.172 69%	5.830 0.828 3.116 1.428 1.688 54%	6.073 0.784 2.486 1.253 1.233 50%	6.326 0.867 1.706 1.248 0.457 27%	6.358 0.919 1.395 1.002 0.393 28%	6.537 0.991 1.732 1.329 0.402 23%	6.577 1.037 1.676 1.277 0.399 24%	6. 1. 1. 1. 0. 2
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share	5.016 4.313 0.708 3.052 1.203 1.848 61%	7.100 6.137 0.973 3.497 1.427 2.070 59%	6.777 0.926 3.578 1.343 2.235 62%	6.303 0.896 3.146 0.974 2.172 69%	5.830 0.828 3.116 1.428 1.688 54%	6.073 0.784 2.486 1.253 1.233 50%	6.326 0.867 1.706 1.248 0.457 27%	6.358 0.919 1.395 1.002 0.393 28%	6.537 0.991 1.732 1.329 0.402 23%	6.577 1.037 1.676 1.277 0.399 24%	6. 1. 1. 1. 0. 2
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil)	5.016 4.313 0.708 3.052 1.203 1.848 61%	7.100 6.137 0.973 3.497 1.427 2.070 59%	6.777 0.926 3.578 1.343 2.235 62%	6.303 0.896 3.146 0.974 2.172 69%	5.830 0.828 3.116 1.428 1.688 54%	6.073 0.784 2.486 1.253 1.233 50%	6.326 0.867 1.706 1.248 0.457 27%	6.358 0.919 1.395 1.002 0.393 28%	6.537 0.991 1.732 1.329 0.402 23%	6.577 1.037 1.676 1.277 0.399 24%	6. 1. 1. 1. 0. 2
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK	5.016 4.313 0.708 3.052 1.203 1.848 61%	7.100 6.137 0.973 3.497 1.427 2.070 59%	6.777 0.926 3.578 1.343 2.235 62%	6.303 0.896 3.146 0.974 2.172 69%	5.830 0.828 3.116 1.428 1.688 54%	6.073 0.784 2.486 1.253 1.233 50%	6.326 0.867 1.706 1.248 0.457 27%	6.358 0.919 1.395 1.002 0.393 28%	6.537 0.991 1.732 1.329 0.402 23%	6.577 1.037 1.676 1.277 0.399 24%	6. 1. 1. 1. 0. 2 1
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates-	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7	6.777 0.926 3.578 1.343 2.235 62% 15.8	6.303 0.896 3.146 0.974 2.172 69% 16.7	5.830 0.828 3.116 1.428 1.688 54% 16.2	6.073 0.784 2.486 1.253 1.233 50% 15.3	6.326 0.867 1.706 1.248 0.457 27% 15.8	6.358 0.919 1.395 1.002 0.393 28% 16.2	6.537 0.991 1.732 1.329 0.402 23% 17.0	6.577 1.037 1.676 1.277 0.399 24% 17.4	6. 1. 1. 1. 0. 2 1. 1. 4 0
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3%	6.073 0.784 2.486 1.253 1.233 50% 15.3	6.326 0.867 1.706 1.248 0.457 27% 15.8	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3%	6.537 0.991 1.732 1.329 0.402 23% 17.0	6.577 1.037 1.676 1.277 0.399 24% 17.4	6. 1. 1. 1. 0. 2 1
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime Fed Funds	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3% 0.1%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7 3.3% 0.1%	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3% 0.1%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3% 0.1%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3% 0.1%	6.073 0.784 2.486 1.253 1.233 50% 15.3 	6.326 0.867 1.706 1.248 0.457 27% 15.8 3.3% 0.1%	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3% 0.1%	6.537 0.991 1.732 1.329 0.402 23% 17.0 3.5% 0.3%	6.577 1.037 1.676 1.277 0.399 24% 17.4 4.0% 0.5%	6. 1. 1. 1. 0. 2 1 1 4 0 0 0
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime Fed Funds 3yr UST	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3% 0.1% 0.2%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7 3.3% 0.1% 0.2%	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3% 0.1% 0.2%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3% 0.1% 0.3%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3% 0.1% 0.5%	6.073 0.784 2.486 1.253 1.233 50% 15.3 3.3% 0.1% 0.4%	6.326 0.867 1.706 1.248 0.457 27% 15.8 3.3% 0.1% 0.6%	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3% 0.1% 0.8%	6.537 0.991 1.732 1.329 0.402 23% 17.0 3.5% 0.3% 0.9%	6.577 1.037 1.676 1.277 0.399 24% 17.4 4.0% 0.5% 0.9%	6. 1. 1. 1. 0. 2 1 1 4 0 0 0
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime Fed Funds 3yr UST 10yr UST Market Rates-	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3% 0.1% 0.2% 0.7%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7 3.3% 0.1% 0.2% 0.6%	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3% 0.1% 0.2% 0.9%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3% 0.1% 0.3% 1.3%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3% 0.1% 0.5% 1.6%	6.073 0.784 2.486 1.253 1.233 50% 15.3 3.3% 0.1% 0.4% 1.4%	6.326 0.867 1.706 1.248 0.457 27% 15.8 3.3% 0.1% 0.6% 1.8%	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3% 0.1% 0.8% 2.0%	6.537 0.991 1.732 1.329 0.402 23% 17.0 3.5% 0.3% 0.9% 2.1%	6.577 1.037 1.676 1.277 0.399 24% 17.4 17.4 4.0% 0.5% 0.9% 2.3%	6. 1. 1. 0. 2 1. 1. 4 0 0 2
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime Fed Funds 3yr UST 10yr UST Market Rates- Syr Vehicle Loan Rate	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3% 0.1% 0.2% 0.7% 3.3%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7 3.3% 0.1% 0.2% 0.6% 3.2%	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3% 0.1% 0.2% 0.9% 3.1%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3% 0.1% 0.3% 1.3% 3.1%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3% 0.1% 0.5% 1.6% 2.8%	6.073 0.784 2.486 1.253 1.233 50% 15.3 3.3% 0.1% 0.4% 1.4% 2.7%	6.326 0.867 1.706 1.248 0.457 27% 15.8 3.3% 0.1% 0.6% 1.8% 2.7%	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3% 0.1% 0.8% 2.0% 2.8%	6.537 0.991 1.732 1.329 0.402 23% 17.0 3.5% 0.3% 0.9% 2.1% 2.9%	6.577 1.037 1.676 1.277 0.399 24% 17.4 17.4 4.0% 0.5% 0.9% 2.3% 3.0%	6. 1. 1. 1. 0. 2 1. 1. 4 0 0 2 3
Consumer Demand- Total Home Sales (Mil) Existing Home (Mil) New Home Sales (Mil) Single Family Homes (Mils) Purchase Apps (Mils) Refinancing Apps (Mils) Refi Apps Share Vehicle Sales (Mil) MARKET RATE OUTLOOK Benchmark Rates- Prime Fed Funds 3yr UST 10yr UST Market Rates-	5.016 4.313 0.708 3.052 1.203 1.848 61% 11.6 3.3% 0.1% 0.2% 0.7%	7.100 6.137 0.973 3.497 1.427 2.070 59% 15.7 3.3% 0.1% 0.2% 0.6%	6.777 0.926 3.578 1.343 2.235 62% 15.8 3.3% 0.1% 0.2% 0.9%	6.303 0.896 3.146 0.974 2.172 69% 16.7 3.3% 0.1% 0.3% 1.3%	5.830 0.828 3.116 1.428 1.688 54% 16.2 3.3% 0.1% 0.5% 1.6%	6.073 0.784 2.486 1.253 1.233 50% 15.3 3.3% 0.1% 0.4% 1.4%	6.326 0.867 1.706 1.248 0.457 27% 15.8 3.3% 0.1% 0.6% 1.8%	6.358 0.919 1.395 1.002 0.393 28% 16.2 3.3% 0.1% 0.8% 2.0%	6.537 0.991 1.732 1.329 0.402 23% 17.0 3.5% 0.3% 0.9% 2.1%	6.577 1.037 1.676 1.277 0.399 24% 17.4 17.4 4.0% 0.5% 0.9% 2.3%	7. 6. 1. 1. 1. 1. 0. 2 10 4. 0. 0. 0. 2. 3. 3. 3. 4.



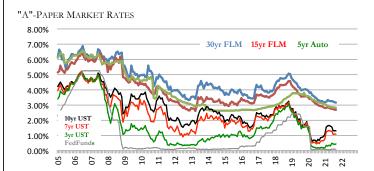
Business & Industry Consulting

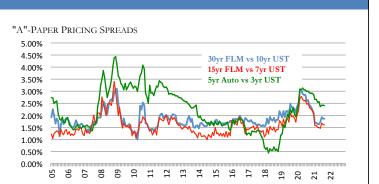
Risk Management **Regulatory Expert**

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STRATEGIC ASSESSMENT OF RELATIVE VALUE INVESTMENT AND FUNDING OPTIONS

RELATIVE VALUE OF MARGINAL INVESTMENT OPTIONS





	Current		Then for			The Net Ret	urn Needed	to Break-eve	n Against*:		
	Return	For	the Next	30Y FLM	15Y FLM	5Y New	5Y Used	4Y MBS	4Y Call	3Y MBS	3Y Call
Cash	0.08%	-	-	-	-	-	-	-	-	-	-
2yr Agy Callable	0.19%	2 years	3 years	5.14%	4.34%	4.57%	4.82%	1.87%	1.11%	1.69%	0.94%
3yr Agy Callable	0.44%	3 years	2 years	7.24%	6.04%	6.39%	6.77%	2.80%	1.28%	-	-
3yr Agy MBS	0.69%	3 years	2 years	6.87%	5.67%	6.02%	6.39%	2.05%	0.53%	-	-
4yr Agy Callable	0.65%	4 years	1 year	13.20%	10.80%	11.50%	12.25%	-	-	-	-
4yr Agy MBS	1.03%	4 years	1 year	11.68%	9.28%	9.98%	10.73%	-	-	-	-
5yr Agy Callable	1.02%	5 years	-	-	-	-	-	-	-	-	-
5yr New Vehicle	2.82%	3 years	2 years	3.67%	2.47%	-	-	-	-	-	-
5yr Used Vehicle	2.97%	3 years	2 years	3.45%	2.25%	-	-	-	-	-	-
15yr Mortgage	2.68%	5 years	-	-	-	-	-	-	-	-	-
30yr Mortgage	3.16%	5 years	-	-	-	-	-	-	-	-	-

* Best relative value noted by probabilites of achieving "break-even" returns

RELATIVE VALUE OF MARGINAL FUNDING OPTIONS

	Current		Then for	The Net Co	st Needed to	Break-even	Against*:
	Cost	For	the Next	3Y CD	3Y FHLB	2Y CD	2Y FHLB
Share Draft	0.09%	1 year	2 years	0.81%	0.93%	0.83%	0.79%
Regular Savings	0.19%	1 year	2 years	0.76%	0.88%	0.73%	0.69%
Money Market	0.16%	1 year	2 years	0.78%	0.90%	0.76%	0.72%
FHLB Overnight	0.26%	1 year	2 years	0.73%	0.85%	0.66%	0.62%
Catalyst Settlement	1.25%	1 year	2 years	0.23%	0.35%	-0.17%	-0.37%
6mo Term CD	0.24%	6 mos	2.5 yrs	0.64%	0.73%	0.53%	0.51%
6mo FHLB Term	0.26%	6 mos	2.5 yrs	0.63%	0.73%	0.53%	0.50%
6mo Catalyst Term	0.35%	6 mos	2.5 yrs	0.61%	0.71%	0.50%	0.47%
1yr Term CD	0.35%	1 year	2 years	0.68%	0.80%	0.57%	0.53%
1yr FHLB Term	0.29%	1 year	2 years	0.71%	0.83%	0.63%	0.59%
2yr Term CD	0.46%	2 years	1 year	0.79%	1.03%	-	-
2yr FHLB Term	0.44%	2 years	1 year	0.83%	1.07%	-	-
3yr Term CD	0.57%	3 years	-	-	-	-	-
3yr FHLB Term	0.65%	3 years	-	-	-	-	-
3yr FHLB Term	0.65%	3 years	-	-	-	-	-

* Highest relative value noted by highest differentials and volatility projections



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Q1-2021	<\$2 Million	\$2-10 Million	\$10-50 <million< th=""><th>\$50-100 Million</th><th>\$100-500 Million</th><th>\$500> Million</th><th>TOTAL</th><th><\$10 Million</th><th><\$50 Million</th><th><\$100 Million</th><th><\$500 Million</th></million<>	\$50-100 Million	\$100-500 Million	\$500> Million	TOTAL	<\$10 Million	<\$50 Million	<\$100 Million	<\$500 Million
DEMOGRAPHICS											
Number of Credit Unions Average Assets (\$Mil) Pct of Credit Unions Pct of Industry Assets	344 \$0.9 7% 0%	762 \$5.6 15% 0%	1,511 \$25.7 30% 2%	694 \$72.1 14% 3%	1,081 \$224.8 21% 12%	677 \$2,382.5 13% 83%	5,068 \$384.7 100% 100%	1,106 \$4.1 22% 0%	2,617 \$16.6 52% 2%	3,311 \$28.2 65% 5%	4,392 \$76.6 87% 17%
GROWTH RATES (YTD)											
Total Assets Total Loans Total Shares Net Worth	-3.4% -24.4% -1.2% -9.7%	-21.0% -41.6% -15.8% -33.2%	-6.8% -30.9% -3.7% -23.0%	5.3% -19.1% 7.2% -11.0%	9.3% -16.4% 10.9% -8.3%	26.4% 4.7% 26.3% 15.3%	22.8% 1.0% 23.0% 10.3%	-19.8% -40.5% -14.9% -31.4%	-8.2% -31.9% -4.9% -24.1%	-1.1% -24.8% 1.5% -17.5%	6.4% -18.5% 8.3% -11.1%
BALANCE SHEET ALLOCATION						I					
Net Worth-to-Total Assets	17.9%	15.0%	11.6%	10.9%	10.0%	9.9%	10.0%	15.2%	12.0%	11.4%	10.4%
Cash & Inv-to-Total Assets Loans-to-Total Assets Vehicle-to-Total Loans REL-to-Total Loans REL-to-Net Worth Indirect-to-Total Loans	60% 39% 61% 1% 0%	56% 43% 65% 7% 20% 0%	54% 43% 50% 29% 110% 4%	48% 48% 43% 40% 176% 10%	40% 56% 38% 46% 258% 17%	35% 61% 31% 53% 328% 21%	36% 60% 33% 52% 309% 20%	56% 43% 65% 7% 18% 0%	54% 43% 51% 27% 98% 4%	51% 46% 47% 34% 138% 7%	43% 53% 40% 43% 221% 15%
Loans-to-Total Shares Chkg & Svgs-to-Total Shares Nonterm-to-Total Shares Term CDs-to-Total Shares	48% 88% 88% 5%	51% 84% 86% 10%	49% 77% 84% 11%	54% 72% 82% 12%	63% 65% 80% 14%	71% 61% 84% 16%	69% 56% 78% 16%	51% 85% 86% 10%	49% 78% 84% 11%	52% 75% 83% 11%	60% 68% 81% 13%
Short-term Funding Ratio Net Long-term Asset Ratio	52.7% 2.8%	41.2% 7.3%	34.8% 17.9%	29.8% 24.3%	23.6% 31.5%	19.2% 37.6%	20.4% 36.0%	35.4% 16.8%	32.4% 20.8%	26.1% 28.4%	20.5% 35.9%
LOAN QUALITY								1			
Loan Delinquency Ratio Net Charge-off Ratio "Misery" Index	2.65% 0.22% 2.87%	1.23% 0.39% 1.62%	0.73% 0.25% 0.98%	0.55% 0.23% 0.78%	0.45% 0.22% 0.67%	0.45% 0.33% 0.78%	0.46% 0.32% 0.78%	0.78% 0.26% 1.04%	0.65% 0.25% 0.90%	0.50% 0.23% 0.73%	0.46% 0.31% 0.77%
RE Loan Delinquency	0.00%	1.72%	0.69%	0.47%	0.39%	0.45%	0.42%	1.71%	0.72%	0.56%	0.42%
Vehicle Loan Delinquency Direct Loans Indirect Loans	2.08% 2.08% 0.00%	1.08% 1.08% 0.84%	0.65% 0.62% 0.95%	0.49% 0.48% 0.53%	0.40% 0.34% 0.47%	0.32% 0.22% 0.37%	0.35% 0.30% 0.38%	1.14% 1.14% 0.84%	0.71% 0.70% 0.95%	0.60% 0.59% 0.62%	0.46% 0.44% 0.49%
Loss Allow as % of Loans Current Loss Exposure	3.14% 1.26%	1.48% 0.60%	0.89% 0.39%	0.82% 0.30%	0.78% 0.27%	1.15% 0.24%	1.09% 0.25%	1.58% 0.64%	0.96% 0.42%	0.88% 0.35%	0.80% 0.29%
EARNINGS						I		1			
Gross Asset Yield Cost of Funds Gross Interest Margin	3.17% 0.38% 2.79%	2.97% 0.29% 2.67%	2.74% 0.27% 2.47%	2.81% 0.28% 2.53%	2.87% 0.34% 2.53%	3.09% 0.51% 2.58%	3.04% 0.48% 2.57%	2.98% 0.30% 2.68%	2.76% 0.27% 2.49%	2.79% 0.28% 2.51%	2.85% 0.32% 2.52%
Provision Expense Net Interest Margin	0.10%	0.17%	0.07%	0.08%	0.08%	0.17%	0.15% 2.41%	0.17%	0.08%	0.08%	0.08%
Non-Interest Income Non-Interest Expense	0.46% 3.84%	0.49% 3.15%	0.80% 2.98%	1.06% 3.08%	1.25% 3.14%	1.31% 2.68%	1.28% 2.76%	0.48% 3.20%	0.76% 3.00%	0.92% 3.04%	1.15% 3.11%
Net Operating Expense	3.38%	2.66%	2.18%	2.02%	1.89%	1.37%	1.48%	2.71%	2.24%	2.12%	1.96%
Net Operating Return Non-recurring Inc(Exp)	- 0.70% 0.08%	- 0.16% 0.02%	0.22%	0.44% 0.02%	0.56% 0.01%	1.04% 0.03%	0.94% 0.03%	- 0.20%	0.18% 0.02%	0.31% 0.02%	0.49% 0.02%
Net Income	- 0.62%	-0.14%	0.02%	0.02%	0.57%	1.06%	0.03% 0.97%	- 0.17%	0.19%	0.33%	0.50%
Return on Net Worth	-3.9%	-1.1%	1.9%	3.9%	5.5%	10.3%	9.2%	-1.3%	1.4%	2.7%	4.6%

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	<\$2	\$2-10	\$10-50	\$50-100	\$100-500	\$500>		<\$10	<\$50	<\$100	<\$500
Q1-2021	Million	Million	<million< th=""><th>Million</th><th>Million</th><th>Million</th><th>TOTAL</th><th>Million</th><th>Million</th><th>Million</th><th>Million</th></million<>	Million	Million	Million	TOTAL	Million	Million	Million	Million
OPERATING EFFICIENCIES:											
Loans & Shares-											
Avg Loan Balance	\$5,286	\$6,974	\$6,206	\$8,124	\$12,400	\$17,871	\$16,163	\$6,872	\$6,277	\$7,300	\$11,151
Avg Loan Rate	6.91%	5.80%	5.14%	4.90%	4.52%	4.49%	4.52%	5.87%	5.22%	5.04%	4.65%
Avg Loan Yield, net	6.66%	5.41%	5.00%	4.75%	4.38%	4.23%	4.27%	5.49%	5.05%	4.88%	4.51%
Avg Share Balance	\$2,600	\$5,369	\$8,906	\$10,261	\$11,819	\$14,160	\$13,471	\$5,015	\$8,258	\$9,227	\$10,968
Avg Share Rate	0.47%	0.35%	0.31%	0.32%	0.39%	0.59%	0.55%	0.36%	0.31%	0.32%	0.37%
Non-Member Deposit Ratio	1.1%	1.0%	0.7%	0.7%	0.6%	0.7%	0.7%	1.0%	0.7%	0.7%	0.6%
Net Operating Profitability-											
Earning Asset/Funding	122%	117%	110%	109%	107%	111%	110%	117%	111%	110%	108%
Fee Inc-to-Total Revenue	13%	14%	23%	27%	30%	30%	30%	14%	22%	25%	29%
Net Operating Return per FTE	-										
Interest Income per FTE	\$36,900	\$78,904	\$116,532	\$126,607	\$131,072	\$200,703	\$183,246	\$72,955	\$109,035	\$117,793	\$127,136
Avg Interest & Prov per FTE	\$5,609	\$12,420	\$14,333	\$16,106	\$19,305	\$44,029	\$37,868	\$11,455	\$13,838	\$14,969	\$18,020
Net Interest Income per FTE	\$31,292	\$66,484	\$102,199	\$110,501	\$111,767	\$156,674	\$145,379	\$61,500	\$95,197	\$102,824	\$109,116
Non-Interest Income per FTE	\$5,314	\$12,907	\$33,921	\$47,595	\$56,890	\$85,095	\$77,129	\$11,832	\$30,121	\$38,830	\$51,537
Avg Ops Expense per FTE	\$44,723	\$83,775	\$126,739	\$138,515	\$143,210	\$174,374	\$165,932	\$78,244	\$118,396	\$128,423	\$138,827
		\$70,868	\$92,817	\$90,920	\$86,320	\$89,278	\$88,803	\$66,412	\$88,275	\$89,593	\$87,290
Net Op Expense per FTE	\$39,410	\$70,808	<i>\$52,</i> 017	<i>\\</i> 50,5 <u>2</u> 0	1 /						
Net Op Expense per FTE Avg Net Op Return per FTE	\$39,410 \$ (8,118)			\$ 19,581	\$ 25,447	\$ 67,396	\$56,576	\$ (4,912)		\$ 13,231	\$21,826
										\$ 13,231	\$21,826
	\$ (8,118)	\$ (4,384)								\$ 13,231	\$21,826
Avg Net Op Return per FTE Revenue/Operating Expens Revenue-	\$ (8,118) e Assessme	\$ (4,384) nt	\$ 9,382	\$ 19,581	\$ 25,447	\$ 67,396	\$56,576	\$ (4,912)	\$ 6,923		
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE	\$ (8,118) e Assessme \$42,214	\$ (4,384) nt \$91,811	\$ 9,382	\$ 19,581 \$ \$174,203	\$ 25,447 5187,963	\$ 67,396 \$285,799	\$56,576	\$ (4,912) \$84,787	\$ 6,923 \$ \$139,157	\$156,623	\$178,672
Avg Net Op Return per FTE Revenue/Operating Expens Revenue-	\$ (8,118) e Assessme	\$ (4,384) nt	\$ 9,382	\$ 19,581	\$ 25,447	\$ 67,396	\$56,576	\$ (4,912)	\$ 6,923		
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE	\$ (8,118) e Assessme \$42,214	\$ (4,384) nt \$91,811	\$ 9,382	\$ 19,581 \$ \$174,203	\$ 25,447 5187,963	\$ 67,396 \$285,799	\$56,576	\$ (4,912) \$84,787	\$ 6,923 \$ \$139,157	\$156,623	\$178,672
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio	\$ (8,118) e Assessme \$42,214	\$ (4,384) nt \$91,811	\$ 9,382	\$ 19,581 \$ \$174,203	\$ 25,447 5187,963	\$ 67,396 \$285,799	\$56,576	\$ (4,912) \$84,787	\$ 6,923 \$ \$139,157	\$156,623	\$178,672
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses-	\$ (8,118) e Assessme \$42,214 3.62%	\$ (4,384) nt \$91,811 3.45%	\$150,453 3.54%	\$19,581 \$174,203 3.87%	\$ 25,447 \$187,963 4.12%	\$ 67,396 \$285,799 4.39%	\$56,576 \$260,376 4.32%	\$ (4,912) \$84,787 3.46%	\$ 6,923 \$139,157 3.53%	\$156,623 3.71%	\$178,672 4.00%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE	\$ (8,118) e Assessme \$42,214 3.62% \$20,664	\$ (4,384) nt \$91,811 3.45% \$44,323	\$ 9,382 \$,350,453 3.54% \$61,285	\$19,581 \$174,203 3.87% \$666,670	\$ 25,447 \$187,963 4.12% \$73,118	\$67,396 \$285,799 4.39% \$93,801	\$56,576 \$260,376 4.32% \$88,125	\$ (4,912) \$ (4,912) \$ 84,787 3.46% \$ 40,972	\$ 6,923 \$,139,157 3.53% \$57,790	\$156,623 3.71% \$62,216	\$178,672 4.00% \$69,886
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67%	\$9,382 9,382 9,382 1,000	\$19,581 \$174,203 3.87% \$666,670 1.48%	\$ 25,447	\$67,396 \$285,799 4.39% \$93,801 1.44%	\$56,576 \$260,376 4.32% \$88,125 1.46%	\$ (4,912) \$ (4,912) \$ 84,787 3.46% \$ 40,972 1.67%	\$ 6,923	\$156,623 3.71% \$62,216 1.47%	\$178,672 4.00% \$69,886 1.57%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53%	\$9,382 \$9,382 \$150,453 3.54% \$61,285 1.44% 48%	\$19,581 \$174,203 3.87% \$66,670 1.48% 48%	\$ 25,447 \$187,963 4.12% \$73,118 1.60% 51%	\$67,396 \$285,799 4.39% \$93,801 1.44% 54%	\$56,576 \$260,376 4.32% \$88,125 1.46% 53%	\$ (4,912) \$ (4,912) \$ 84,787 3.46% \$ 40,972 1.67% 5 2%	\$ 6,923 \$,139,157 3.53% \$57,790 1.46% 49%	\$156,623 3.71% \$62,216 1.47% 48%	\$178,672 4.00% \$69,886 1.57% 50%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing)	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79	\$9,382 9,382 9,382 4,12 5,150,453 3,54% 5,61,285 1,44% 48% 0,41	\$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34	\$ 25,447 \$ 25,447 \$ 4.12% \$ 1.87,963 \$ 4.12% \$ 51% \$ 0.29	\$ 67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21	\$ (4,912) \$ (4,912) \$ 84,787 3.46% \$ 3.46% \$ 1.67% 5 2% 0.87	\$ 6,923 6,923 3.53% 3.53% 1.46% 49% 0.45	\$156,623 3.71% \$62,216 1.47% 48% 0.38	\$178,672 4.00% \$69,886 1.57% 50% 0.31
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46%	\$,332 \$	\$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10%	\$ 25,447 \$ 25,447 \$ 25,447 \$ 25,427 \$ 3,128 1.60% \$ 1.60% \$ 1.60% \$ 1.60% \$ 51% 0.29 \$ 52,628 \$ 7%	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5%	\$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6%	\$ (4,912) \$ (4,9	\$ 6,923 \$,0,0,0,0 \$,1,3,0,1,0,0 \$,1,3,0,0,0,0 1,46% 49% 0,45 1,1,23 2,3%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643	\$9,382 9,382 9,382 4,100 5,100 5,100 1,44% 48% 0,41 9,210	\$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052	\$ 25,447 \$ 25,447 \$ 4.12% \$ 1.87,963 4.12% \$ 1.60% \$ 51% 0.29 \$ 2,628	\$ 67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097	\$ (4,912) \$ (4,912) \$ \$84,787 3.46% \$ 40,972 1.67% 52% 0.87 1,914 51%	\$ 6,923 6,923 3.53% 3.53% 1.46% 49% 0.45 11,123	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892	\$9,382 9,382 9,382 4 5,40 5,40 5,40 1,44% 48% 0,41 9,210 1,5% 5,34,573	\$19,581 \$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158	\$25,447 \$25,447 \$4,12% \$187,963 \$4,12% \$57,3118 \$1.60% \$51% \$0.29 \$2,628 \$7% \$36,863	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422	\$ (4,912) \$ (4,912)	\$ 6,923 \$,925 \$,139,157 3.53% 1.46% 49% 0.45 11,123 2.3% \$,2,365	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86%	\$,3,3,2 \$,3,3,2 \$,1,5,0,4,5,3 3,5,4,% \$,61,2,85 1,4,4,% 4,8,% 0,41 9,210 1,5,% \$,2,10,1,5,% \$,3,4,5,7,3,0,8,1,%	\$19,581 \$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158 0.80%	\$ 25,447 \$ 25,447 \$ 4.12% \$ 7.3,118 1.60% \$ 7.3,118 1.60% 51% 0.29 \$ 2,628 7% \$ 36,863 0.81%	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66%	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422 0.69%	\$ (4,912) \$ (4,912)	\$ 6,923 6,923 3.53% 3.53% 5,7790 1.46% 49% 0.45 11,123 23% 11,123 23%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27%	\$,3,3,2 \$,3,3,4,4,4,4,4,4,4,4,4,4,4,4,4,4,4,4,4,	\$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158 0.80% 26%	\$25,447 \$25,447 \$187,963 4.12% \$73,118 1.60% 51% 0.29 52,628 7% \$36,863 0.81% 26%	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25%	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422 0.69% 25%	\$ (4,912) \$ (4,912) \$ \$ \$ \$ \$ 3.46% \$ 3.46% \$ \$ 1.67% 5 2% 0.87 1,914 5 1% 5 1% 1,914 5 1% 2,1,740 0.89% 2,8%	\$ 6,923 \$,6,923 4,00 4,00 1.3,53% 1.46% 1.46% 49% 0.45 1.46% 1.46% 49% 0.45 1.1,123 23% 5,2,365 0.82% 27%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense - Pct of Total Op Expense Avg All Other Expense per FTE	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27% \$16,560	9,382 9,382 9,382 1	\$19,581 \$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158 0.80% 26% \$35,687	\$25,447 \$25,447 \$25,447 \$187,963 \$4.12% \$1.60% \$1.60% \$1.60% \$1.60% \$52,628 \$2,628 \$2,628 \$36,863 \$0.81% \$26% \$33,230	\$67,396 \$285,799 4.39% 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$37,492	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422 0.69% 25% \$36,385	\$ (4,912) \$ (4,912) \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 6,923 \$,6,923 \$,139,157 3.53% 1.46% 1.46% 49% 0.45 1.1,123 23% 1.1,234 23% 0.45 1.2,365 0.82% 27% \$28,241	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense - Pct of Total Op Expense Avg All Other Expense Ratio	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299 0.80%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27% \$16,560 0.62%	9,382 9,382 9,382 1	\$19,581 \$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158 0.80% 26% \$35,687 0.79%	\$ 25,447 \$	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$37,492 0.58%	\$56,576 (4,32%) (5,260,376) (4,32%) (5,26) (5,26) (5,26) (5,27) (\$ (4,912) \$ (4,912) \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 6,923 \$ 6,923 \$ 6,923 \$ 0,25 \$ 1.30,157 \$ 3.53% 0.45 1.46% 49% 0.45 1.1,123 2.3% 0.82% 0.82% 2.7% \$ 2.8,241 0.72%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851 0.74%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense - Pct of Total Op Expense Avg All Other Expense Ratio - Pct of Total Ops Expense	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299 0.80%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27% \$16,560 0.62%	9,382 9,382 9,382 1	\$19,581 \$19,581 \$174,203 3.87% \$66,670 1.48% 48% 0.34 11,052 10% \$36,158 0.80% 26% \$35,687 0.79%	\$ 25,447 \$	\$67,396 \$285,799 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$37,492 0.58%	\$56,576 (4,32%) (5,260,376) (4,32%) (5,26) (5,26) (5,26) (5,27) (\$ (4,912) \$ (4,912) \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ 6,923 \$ 6,923 \$ 6,923 \$ 0,25 \$ 1.30,157 \$ 3.53% 0.45 1.46% 49% 0.45 1.1,123 2.3% 0.82% 0.82% 2.7% \$ 2.8,241 0.72%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851 0.74%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense Avg All Other Expense per FTE - All Other Expense Ratio - Pct of Total Ops Expense Membership Outreach-	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299 0.80% 21%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27% \$16,560 0.62% 20%	9,382 9,382 9,382 4,12 5,12 1,24% 4,8% 0,41 9,210 1,5% 3,21% 0,41 9,210 1,5% 0,81% 0,81% 0,81% 0,7% 2,7% 4,30,881 0,73% 2,4% 6,14,14% 1,21%<	\$ 19,581 \$ 174,203 3.87% \$ 666,670 1.48% 48% 0.34 11,052 10% \$ 36,158 0.80% 26% \$ 35,687 0.79% 26%	25,447	\$ 67,396 \$285,799 4.39% 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$43,080 0.66% 25% \$37,492 0.58% 22%	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422 0.69% 25% \$36,385 0.60% 22%	 (4,912) (4,912)	\$ 6,923 \$ 6,923 \$ 6,923 \$ 6,923 \$ 139,157 \$ 3,53% \$ 139,157 \$ 139,157 \$ 139,157 \$ 139,157 \$ 14,6% \$ 49% \$ 0,45 \$ 11,123 \$ 2,365 \$ 3,655 \$ 3,655 \$ 3,655 \$ 4,655 <td>\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76% 25%</td> <td>\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851 0.74% 24%</td>	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76% 25%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851 0.74% 24%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense - Pct of Total Op Expense Avg All Other Expense per FTE - All Other Expense Ratio - Pct of Total Ops Expense Membership Outreach- Members-to-Potential Mbers	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299 0.80% 21% 3.7%	\$ (4,384) nt \$91,811 3.45% \$44,323 1.67% 53% 0.79 1,643 46% \$22,892 0.86% 27% \$16,560 0.62% 20% \$12,500 0.62% 20%	9,382 9,382 9,382 4,20 5,20 1,24% 0,41 9,210 1,5% 0,41 9,210 1,5% 0,81% 0,81% 0,73% 0,73% 2,4% 3,5%	\$ 19,581 \$ 19,581 \$ 174,203 3.87% \$ 3,87% \$ 48% 0.34 11,052 10% \$ 36,158 0.80% 26% \$ 35,687 0.79% 26% \$ 22%	25,447 4	\$ 67,396 \$ 67,396 4.39% 4.39% 4.39% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$43,080 0.66% 25% \$37,492 0.58% 22%	\$56,576 \$260,376 4.32% \$88,125 1.46% 53% 0.21 315,097 6% \$41,422 0.69% 25% \$36,385 0.60% 22%	 (4,912) (4,912)	\$ 6,923 \$ 6,923 \$ 6,923 \$ 6,923 \$ 6,923 \$ 1,257 \$ 13,9,157 \$ 3,53% \$ 13,9,157 \$ 13,9,157 \$ 13,9,157 \$ 14,6% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 49% \$ 1,46% \$ 3,8% \$ 1,26	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76% 25% 25%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% \$36,090 0.81% 26% \$32,851 0.74% 26% \$32,851 0.74% 24%
Avg Net Op Return per FTE Revenue/Operating Expens Revenue- Avg Revenue per FTE - Total Revenue Ratio Operating Expenses- Avg Comp & Benefits per FTE - Comp & Benefits Ratio - Pct of Total Operating Exp - FTE-to-Ops (Staffing) - Full-time Equivalents - Pct Part-time Employees Avg Occ & Ops Exp per FTE - Occupancy & Ops Expense - Pct of Total Op Expense - Pct of Total Op Expense Avg All Other Expense per FTE - All Other Expense Ratio - Pct of Total Ops Expense Membership Outreach- Members-to-Potential Mbers Members-to-FTEs	\$ (8,118) e Assessme \$42,214 3.62% \$20,664 1.77% 46% 2.17 271 78% \$14,760 1.27% 33% \$9,299 0.80% 21% 3.7% 362		9,382 9,382 9,382 1	 \$19,581 \$19,581 \$174,203 3.87% 3.90 		\$67,396 \$285,799 4.39% 4.39% \$93,801 1.44% 54% 0.18 240,295 5% \$43,080 0.66% 25% \$43,080 0.66% 25% \$37,492 0.58% 22% \$37,492 0.58% 22%	\$56,576 4.32% 4.32% 4.32% 53% 0.21 315,097 6% \$41,422 0.69% 25% \$36,385 0.60% 22% 3.0% 399	 (4,912) 	\$ 6,923 \$ 6,923 \$ 6,923 \$ 6,923 \$ 1,25 \$ 1,35,3% \$ 1,35,3% \$ 2,77,90 \$ 1,46% \$ 49% \$ 0.45 \$ 11,123 \$ 2,365 \$ 0.82% \$ 0.82%	\$156,623 3.71% \$62,216 1.47% 48% 0.38 22,175 17% \$34,256 0.81% 27% \$31,952 0.76% \$31,952 0.76% 25%	\$178,672 4.00% \$69,886 1.57% 50% 0.31 74,802 10% 26% 0.81% 26% 32,851 0.74% 24% 24% 24%

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