

24 July 2020

BENCHMARK INTEREST RATES AND YIELD CURVE

US Treasury Rates-

	THIS WK 7/23/20	LAST MO 6/23/20	YR END 12/31/19	LAST YR 7/23/19	CHANGES SINCE		
					This Yr	Last Yr	Down Cycle
Fed Funds	0.09%	0.08%	1.55%	2.40%	-1.46%	-2.31%	-2.36%
3mo	0.12%	0.16%	1.55%	2.06%	-1.43%	-1.94%	-2.23%
6mo	0.13%	0.17%	1.60%	2.09%	-1.47%	-1.96%	-2.39%
1yr	0.14%	0.18%	1.59%	1.97%	-1.45%	-1.83%	-2.60%
2yr	0.16%	0.18%	1.58%	1.83%	-1.42%	-1.67%	-2.82%
3yr	0.16%	0.22%	1.62%	1.79%	-1.46%	-1.63%	-2.89%
5yr	0.27%	0.33%	1.69%	1.83%	-1.42%	-1.56%	-2.82%
7yr	0.44%	0.54%	1.83%	1.94%	-1.39%	-1.50%	-2.73%
10yr	0.59%	0.72%	1.92%	2.08%	-1.33%	-1.49%	-2.65%
30yr	1.24%	1.49%	2.39%	2.61%	-1.15%	-1.37%	-0.94%

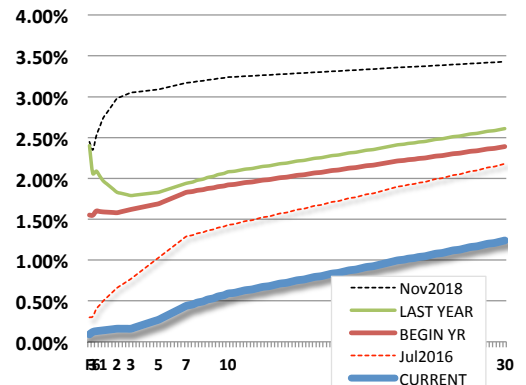
Slope of the Yield Curve-

2yr-3mo	0.04%	0.02%	0.03%	-0.23%	0.01%	0.27%	-0.59%
5yr-2yr	0.11%	0.15%	0.11%	0.00%	0.00%	0.11%	0.00%
10yr-5yr	0.32%	0.39%	0.23%	0.25%	0.09%	0.07%	0.17%
10yr-3mo	0.47%	0.56%	0.37%	0.02%	0.10%	0.45%	-0.42%

Other Interest Rates-

Prime	3.25%	3.25%	4.75%	5.50%	-1.50%	-2.25%	-2.25%
1mo LIBOR	0.17%	0.18%	1.76%	2.27%	-1.59%	-2.10%	-2.35%
6mo LIBOR	0.33%	0.38%	1.91%	2.18%	-1.58%	-1.85%	-2.58%
12mo LIBOR	0.46%	0.57%	2.00%	2.19%	-1.54%	-1.73%	-2.67%

YIELD CURVE ASSESSMENT



CYCLICAL CHANGES SUMMARY

	Jul16 Low-Nov18 High	Nov18 High-Current
Fed Funds	2.15%	-2.36%
1year	2.24%	-2.60%
2years	2.32%	-2.82%
3years	2.28%	-2.89%
5years	2.06%	-2.82%
10years	1.81%	-2.65%

ECONOMIC UPDATE AND ANALYSIS

EXISTING HOME SALES ROSE 20% IN JUNE; INVENTORY OF HOMES SHRINK

According to the National Association of Realtors, Sales of existing homes jumped nearly 21% in June compared with May. It was the largest monthly gain since the Realtors began tracking the data in 1968 and came after sharp declines over the previous three months due to the coronavirus pandemic. Sales were still 11.3% lower annually.

Home sales could have been more robust, had there simply been more homes for sale. The supply of existing homes available fell a remarkable 18.2% annually to just 1.57 million homes for sale at the end of June. Based on the current sales pace, that represents a four-month supply. Last June 350,000 more homes were on the market.

Mortgage rates are hovering near record lows and have been for several weeks. That is giving buyers more purchasing power but also helping to keep home prices elevated. The median price of an existing home sold in June rose 3.5% annually to \$295,300. That is the highest price on record.

Much of the gains are likely from pent-up spring demand, but there are signs that it will continue at least through the summer. Mortgage applications to purchase a home were up 19% annually just last week, according to the Mortgage Bankers Association.

Key Economic Indicators for Banks, Thrifts & Credit Unions-

		LATEST	CURRENT	PREV
GDP	QoQ	Q1-2nd	-5.0%	2.1%
GDP - YTD	Ann	Q1-2nd	-5.0%	2.4%
Consumer Spending	QoQ	Q1-2nd	-6.8%	1.8%
Consumer Spending	Ann	Q1-2nd	-6.8%	3.0%
Unemployment	Mo	June	11.1%	13.3%
Consumer Inflation	YoY	June	0.6%	0.1%
Core Inflation	YoY	June	1.2%	1.2%
Consumer Credit	Annual	May	-5.3%	-20.0%
Retail Sales	YoY	June	-3.4%	-4.7%
Vehicle Sales	Ann (Mil)	June	13.4	12.6
Home Sales	Ann (Mil)	June	5.396	4.533
Home Prices	YoY	April	4.0%	3.9%

Key Consumer Market Data-

	THIS WK 7/23/20	YR END 12/31/19	PCT CHANGES	
			YTD	12Mos
DJIA	26,652	28,538	-6.6%	-2.6%
S&P 500	3,236	3,231	0.2%	6.2%
NASDAQ	10,461	8,973	16.6%	23.7%
Crude Oil	41.07	61.06	-32.7%	-26.6%
Avg Gasoline	2.19	2.57	-15.0%	-21.9%
Gold	1,890.0	1,523.1	24.1%	34.1%

AVERAGE CREDIT UNION RATES AND RATE SENSITIVITY

	THIS WK 7/23/20	YTD Change		Chg in Current Cycle*		Rate Sensitivity	
		Rate	Benchmark	Rate	Benchmark	YTD	Cycle
Classic CC	10.88%	-0.57%	-1.50%	-0.81%	-2.25%	38%	36%
Platinum CC	9.05%	-0.87%	-1.50%	-1.22%	-2.25%	58%	54%
48mo Veh	3.11%	-0.36%	-1.42%	-0.55%	-2.82%	25%	20%
60mo Veh	3.21%	-0.38%	-1.46%	-0.56%	-2.89%	26%	19%
72mo Veh	3.54%	-0.37%	-1.44%	-0.58%	-2.86%	26%	20%
HE LOC	3.98%	-1.02%	-1.50%	-1.58%	-2.25%	68%	70%
10yr HE	5.00%	-0.28%	-1.42%	-0.52%	-2.88%	20%	18%
15yr FRM	3.07%	-0.50%	-1.38%	-1.51%	-2.78%	36%	54%
30yr FRM	3.44%	-0.57%	-1.33%	-1.62%	-2.65%	43%	61%
Sh Drafts	0.12%	-0.02%	-1.46%	-0.02%	-2.36%	1%	1%
Reg Svgs	0.14%	-0.05%	-1.46%	-0.05%	-2.36%	3%	2%
MMkt-10k	0.25%	-0.20%	-1.46%	-0.23%	-2.36%	14%	10%
MMkt-50k	0.34%	-0.28%	-1.46%	-0.31%	-2.36%	19%	13%
6mo CD	0.42%	-0.57%	-1.47%	-0.61%	-2.39%	39%	26%
1yr CD	0.60%	-0.80%	-1.45%	-0.91%	-2.60%	55%	35%
2yr CD	0.76%	-0.88%	-1.42%	-1.09%	-2.82%	62%	39%
3yr CD	0.88%	-0.91%	-1.46%	-1.18%	-2.89%	62%	41%

*Since Nov 2018

STRATEGICALLY FOR CREDIT UNIONS

First-time buyers are also gaining strength, making up 35% of June buyers. That figure had been as low as 30% in recent months.

Regionally, sales rose 4.3% month to month in the Northeast and were 11.1% higher in the Midwest. In the South, sales surged 26% monthly, and in the West sales jumped 31.9%.

Sales of newly built homes rocketed higher in May, thanks in part to the very low supply of existing homes for sale. Builders are benefiting from changing consumer wish lists, particularly for more high-tech homes, homes further out from metropolitan areas, and modern floor plans offering more individual rooms for home offices and home schooling.

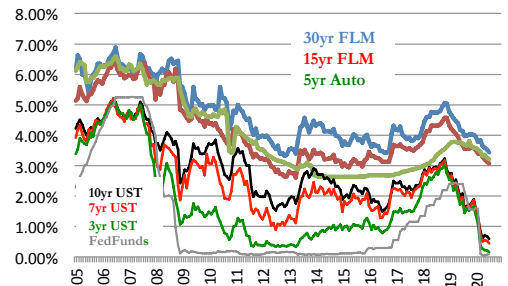
There could be trouble on the horizon with concerns about a second lockdown, as coronavirus cases surge in many parts of the country. Prices may not be damaged at all but the sales could. Virtual tours are only making up 7% of buyers.

The question, though, after this pent up demand for a backyard gets satiated, is whether the pace of transactions settle in along with the trend of jobs and income. Also, the millennial demographic will be a huge swing factor in the coming years.

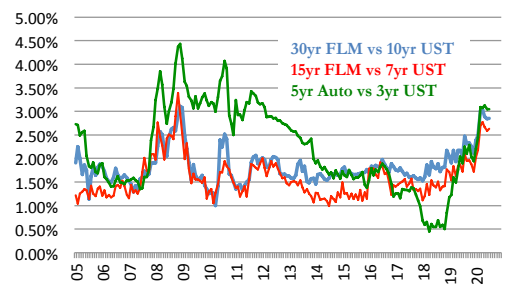
Additional information and other market-related reports can be viewed at
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RELATIVE VALUE

"A"-PAPER MARKET RATES



"A"-PAPER PRICING SPREADS



ECONOMIC RELEASES

RELEASES THIS WEEK:

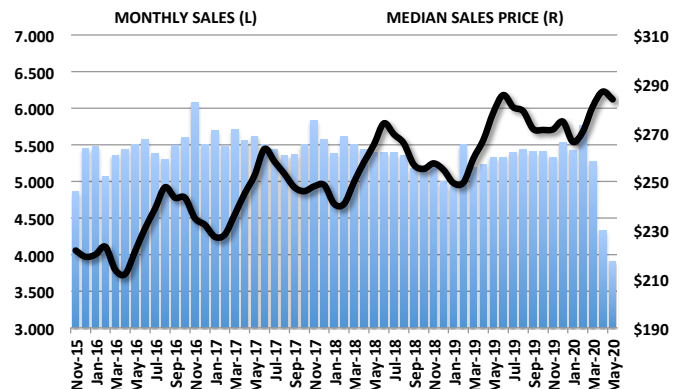
	Current	Previous
Existing Home Sales (June, Mil Units, Annlzd)	4.72M	3.91M
Leading indicators (June, MoM)	2.0%	2.8%
New Home Sales (Units, Annlzd)	0.676M	0.676M

RELEASES FOR UPCOMING WEEK:

	Projected	Previous
Home Prices (May, YoY)	4.1%	4.0%
FOMC Decision	0.3%	0.3%
GDP (Q2-1st)	-33.0%	-5.0%

MERIDIAN ECONOMICS
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EXISTING HOME SALES



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ECONOMIC CALENDAR

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 22 Exist Home Sales 3.91M	23 New Home Sales 623k	24	25 Jobless Claims 1.48M Continued Claims 19.5M GDP (Final Q1) -5.0%	26 Personal Income -4.2% Personal Spending 8.2%	27
29	30 Home Prices +4.0%	Jul 1 FOMC Minutes	2 Jobless Claims 1.427M Continued Claims 19.3M Unemployment 11.1%	3 INDEPENDENCE DAY HOLIDAY	4
6	7	8 Consumer Credit -0.8%	9 Jobless Claims 1.314M Continued Claims 18.1M	10 Wholesale Inflation -0.8%	11
13	14 Cons Inflation 0.6%	15 Ind Production -10.8%	16 Jobless Claims 1.30M Continued Claims 17.3M Retail Sales 7.5%	17	18
20	21	22 Existing Home Sales 4.72M	23 Jobless Claims 1.41M Continued Claims 1.62M Leading Indicators 2.0%	24 New Home Sales 776k	25
27 Durable Goods	28 Home Prices Consumer Confidence	29 FOMC Announcement	30 Jobless Claims Continued Claims GDP (Q2-1st)	31	Aug 1
3 Construction Spending	4	5	6 Jobless Claims Continued Claims	7 Unemployment Consumer Credit	8
10	11 Wholesale Inflation	12 Consumer Inflation	13 Jobless Claims Continued Claims	14 Retail Sales Industrial Production	15
17	18	19 FOMC Minutes	20 Jobless Claims Continued Claims	21 Existing Home Sales	22

ECONOMIC FORECAST

June 2020

	2019			2020				2021			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

ECONOMIC OUTLOOK

Gross Domestic Product	2.0%	2.1%	2.1%	-5.0%	-34.5%	3.3%	7.6%	7.1%	7.3%	6.1%	4.3%
Consumer Spending	4.6%	3.2%	1.8%	-6.8%	-40.5%	13.8%	10.4%	2.9%	2.6%	3.4%	3.2%
Government Spending	4.8%	1.7%	2.5%	0.8%	-6.7%	3.5%	3.3%	2.5%	2.6%	2.2%	1.7%
Consumer Inflation	1.8%	1.8%	2.0%	2.1%	0.3%	0.9%	1.2%	1.8%	3.4%	2.7%	2.3%
Unemployment Rate	3.6%	2.6%	3.5%	3.8%	13.7%	10.9%	9.3%	7.9%	7.4%	6.9%	6.3%
Home Prices	2.0%	2.1%	2.5%	2.9%	3.0%	2.9%	3.0%	3.2%	3.3%	3.4%	3.5%

HOME & VEHICLE LOAN MARKETS

Total Home Sales (Mil)	5.948	6.109	6.130	6.198	5.368	5.854	6.142	6.200	6.301	6.381	6.550
Existing Homes (Mil)	5.287	5.410	5.420	5.483	4.736	5.181	5.427	5.491	5.580	5.656	5.801
New Homes (Mils)	0.661	0.699	0.710	0.715	0.632	0.673	0.715	0.709	0.721	0.725	0.749
Single Family Origs (B\$)	501	651	696	563	868	695	525	489	561	554	480
Purchase	355	375	314	257	348	380	315	302	379	392	332
Refinancing	146	276	382	306	520	315	210	187	182	162	148
Refi Share (%)	29%	42%	55%	54%	60%	45%	40%	38%	32%	29%	31%
Vehicle Loans Sales (Mil)	17.5	17.5	17.2	15.4	12.1	13.4	15.3	15.2	14.6	16.2	16.0

MARKET RATE OUTLOOK

Fed Funds	2.4%	1.9%	1.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
2-year US Treasury	1.8%	1.8%	1.6%	1.4%	0.2%	0.2%	0.3%	0.4%	0.4%	0.5%	0.6%
3-year US Treasury	1.7%	1.7%	1.6%	1.5%	0.2%	0.2%	0.3%	0.4%	0.4%	0.5%	0.6%
7-years US Treasury	1.9%	1.8%	1.6%	1.6%	0.6%	0.6%	0.7%	0.8%	0.8%	0.9%	1.1%
10-year US Treasury	2.3%	1.8%	1.8%	1.4%	1.0%	1.2%	1.3%	1.5%	1.5%	1.7%	1.8%
5-year A-paper Vehicle	3.8%	3.7%	3.7%	3.6%	3.3%	3.4%	3.5%	3.5%	3.6%	3.6%	3.7%
15-year A-paper FLM	3.8%	3.8%	3.7%	3.6%	3.2%	3.3%	3.4%	3.4%	3.5%	3.7%	3.8%
30-year A-paper FLM	4.0%	3.7%	3.7%	3.7%	3.4%	3.5%	3.6%	3.6%	3.7%	3.9%	4.0%

Q4-2019	<\$2 Million	\$2-10 Million	\$10-50 <Million	\$50-100 Million	\$100-500 Million	\$500> Million	TOTAL	<\$10 Million	<\$50 Million	<\$100 Million	<\$500 Million
DEMOGRAPHICS											
Number of Credit Unions	402	927	1,635	677	1,018	577	5,236	1,329	2,964	3,641	4,659
Average Assets (\$Mil)	\$1.0	\$6.0	\$26.1	\$72.8	\$226.8	\$1,949.0	\$277.6	\$4.5	\$16.4	\$26.9	\$70.6
Pct of Credit Unions	8%	18%	31%	13%	19%	11%	100%	25%	57%	70%	89%
Pct of Industry Assets	0%	0%	3%	3%	15%	79%	100%	0%	3%	6%	21%
GROWTH RATES (YTD)											
Total Assets	-9.6%	-7.2%	-3.3%	-1.5%	-1.4%	10.6%	7.8%	-7.4%	-3.8%	-2.7%	-1.7%
Total Loans	-8.1%	-7.0%	-3.0%	-2.4%	-3.0%	8.5%	6.2%	-7.0%	-3.5%	-2.9%	-3.0%
Total Shares	-8.0%	-6.4%	-3.1%	-1.6%	-1.2%	9.4%	6.9%	-6.5%	-3.6%	-2.6%	-1.6%
Net Worth	-7.7%	-4.4%	-1.1%	1.1%	0.5%	11.0%	8.5%	-4.7%	-1.6%	-0.3%	0.3%
BALANCE SHEET ALLOCATION											
Net Worth-to-Total Assets	19.1%	16.3%	13.2%	12.3%	11.6%	11.2%	11.4%	16.5%	13.6%	12.9%	12.0%
Cash & Inv-to-Total Assets	50%	46%	43%	37%	27%	23%	25%	46%	43%	40%	31%
Loans-to-Total Assets	50%	52%	54%	59%	68%	72%	71%	52%	54%	56%	64%
Vehicle-to-Total Loans	60%	63%	49%	43%	39%	32%	34%	62%	50%	46%	41%
REL-to-Total Loans	1%	8%	30%	39%	45%	52%	50%	8%	28%	34%	42%
REL-to-Net Worth	2%	27%	123%	185%	262%	337%	313%	25%	109%	146%	225%
Indirect-to-Total Loans	0%	0%	5%	12%	19%	22%	21%	0%	4%	8%	16%
Loans-to-Total Shares	62%	63%	63%	68%	78%	87%	84%	63%	63%	65%	74%
Nonterm-to-Total Shares	92%	85%	80%	77%	74%	69%	70%	85%	81%	79%	75%
Short-term Funding Ratio	39.8%	30.7%	24.4%	20.5%	14.9%	11.7%	12.8%	25.1%	22.8%	17.3%	12.9%
Net Long-term Asset Ratio	3.5%	7.8%	18.2%	24.1%	30.5%	35.6%	34.0%	17.0%	20.6%	27.6%	33.8%
LOAN QUALITY											
Loan Delinquency Ratio	3.35%	1.80%	1.06%	0.84%	0.75%	0.68%	0.70%	1.14%	0.98%	0.81%	0.71%
Net Charge-off Ratio	0.86%	0.57%	0.46%	0.46%	0.47%	0.59%	0.57%	0.47%	0.47%	0.47%	0.57%
"Misery" Index	4.21%	2.37%	1.52%	1.30%	1.22%	1.27%	1.27%	1.62%	1.45%	1.28%	1.27%
RE Loan Delinquency	1.63%	1.62%	0.99%	0.72%	0.65%	0.52%	0.55%	1.62%	1.01%	0.83%	0.69%
Vehicle Loan Delinquency	2.80%	1.75%	1.00%	0.82%	0.71%	0.61%	0.65%	1.81%	1.12%	0.97%	0.79%
Direct Loans	2.80%	1.75%	0.98%	0.78%	0.66%	0.55%	0.63%	1.81%	1.11%	0.96%	0.78%
Indirect Loans	0.00%	1.46%	1.22%	0.93%	0.76%	0.64%	0.66%	1.46%	1.22%	1.00%	0.79%
Loss Allow as % of Loans	2.75%	1.33%	0.89%	0.82%	0.79%	0.88%	0.86%	1.42%	0.95%	0.88%	0.81%
Current Loss Exposure	1.53%	0.92%	0.65%	0.55%	0.54%	0.48%	0.49%	0.96%	0.68%	0.61%	0.56%
EARNINGS											
Gross Asset Yield	4.11%	4.01%	3.78%	3.81%	3.85%	4.12%	4.06%	4.02%	3.81%	3.81%	3.84%
Cost of Funds	0.55%	0.44%	0.43%	0.48%	0.61%	0.99%	0.90%	0.45%	0.43%	0.45%	0.56%
Gross Interest Margin	3.55%	3.57%	3.36%	3.33%	3.24%	3.13%	3.16%	3.57%	3.38%	3.36%	3.27%
Provision Expense	0.38%	0.33%	0.25%	0.27%	0.31%	0.47%	0.43%	0.34%	0.26%	0.27%	0.30%
Net Interest Margin	3.17%	3.23%	3.11%	3.05%	2.93%	2.67%	2.73%	3.23%	3.12%	3.09%	2.98%
Non-Interest Income	0.55%	0.73%	1.02%	1.28%	1.44%	1.36%	1.36%	0.72%	0.98%	1.13%	1.35%
Non-Interest Expense	4.19%	3.67%	3.62%	3.72%	3.69%	3.07%	3.20%	3.70%	3.63%	3.67%	3.69%
Net Operating Expense	3.65%	2.94%	2.60%	2.44%	2.25%	1.71%	1.85%	2.99%	2.64%	2.54%	2.34%
Net Operating Return	-0.48%	0.29%	0.51%	0.61%	0.68%	0.95%	0.89%	0.24%	0.48%	0.55%	0.64%
Non-recurring Inc(Exp)	0.41%	0.03%	0.05%	0.02%	0.04%	0.05%	0.05%	0.05%	0.05%	0.03%	0.04%
Net Income	-0.06%	0.32%	0.56%	0.63%	0.72%	1.01%	0.94%	0.29%	0.53%	0.58%	0.68%
Return on Net Worth	-0.4%	2.0%	4.3%	5.2%	6.2%	8.5%	7.9%	1.9%	4.0%	4.6%	5.7%

Q4-2019	<\$2 Million	\$2-10 Million	\$10-50 <Million	\$50-100 Million	\$100-500 Million	\$500> Million	TOTAL	<\$10 Million	<\$50 Million	<\$100 Million	<\$500 Million
OPERATING EFFICIENCIES:											
Loans & Shares-											
Avg Loan Balance	\$4,312	\$7,450	\$8,344	\$10,252	\$13,299	\$16,896	\$15,668	\$7,260	\$8,215	\$9,291	\$12,265
Avg Loan Rate	7%	6%	5%	5%	5%	5%	5%	6%	5%	5%	5%
Avg Loan Yield, net	7%	6%	5%	5%	5%	4%	4%	6%	5%	5%	5%
Avg Share Balance	\$2,268	\$4,741	\$7,270	\$8,360	\$9,463	\$11,743	\$10,963	\$4,447	\$6,778	\$7,505	\$8,788
Avg Share Rate	0.69%	0.53%	0.49%	0.55%	0.71%	1.18%	1.06%	0.54%	0.50%	0.53%	0.65%
NM Deposit Ratio	1.7%	1.2%	1.0%	0.9%	1.1%	0.9%	1.0%	1.2%	1.0%	1.0%	1.1%
Net Operating Profitability-											
Earning Asset/Funding	124%	118%	112%	109%	108%	109%	109%	119%	113%	111%	109%
Avg Revenue per FTE	\$47,525	\$111,845	\$166,194	\$180,185	\$196,430	\$292,787	\$262,191	\$103,118	\$154,925	\$167,133	\$187,159
Avg OpExpense per FTE	\$42,841	\$86,654	\$125,116	\$131,750	\$137,099	\$164,109	\$155,105	\$80,709	\$117,183	\$124,223	\$133,025
Avg Int & Prov Exp per FTE	\$9,553	\$18,329	\$23,389	\$26,690	\$34,188	\$77,693	\$64,194	\$17,139	\$22,272	\$24,408	\$31,093
Avg OpReturn per FTE	-\$4,869	\$6,861	\$17,688	\$21,744	\$25,143	\$50,986	\$42,892	\$5,270	\$15,470	\$18,502	\$23,042
Net OpExp-to-Total Exp	87%	80%	72%	66%	61%	56%	58%	81%	73%	69%	63%
Operating Revenue-											
Non-Int Inc-to-Total Rev	12%	15%	21%	25%	27%	25%	25%	15%	21%	23%	26%
Interest Inc per FTE	\$32,397	\$76,330	\$107,482	\$108,195	\$108,808	\$142,485	\$132,326	\$70,369	\$100,851	\$104,400	\$107,413
Non-Int Inc per FTE	\$5,575	\$17,186	\$35,323	\$45,300	\$53,434	\$72,609	\$65,671	\$15,610	\$31,801	\$38,325	\$48,653
Operating Expenses-											
C&B Expense Ratio	2.05%	1.92%	1.73%	1.79%	1.86%	1.60%	1.65%	1.93%	1.75%	1.77%	1.83%
Pct of Total Op Exp	49%	52%	48%	48%	50%	52%	51%	52%	48%	48%	50%
Avg C&B per FTE	\$20,964	\$45,436	\$59,838	\$63,226	\$69,020	\$85,319	\$79,757	\$42,115	\$56,671	\$59,839	\$66,115
Occ & Ops Exp Ratio	1.32%	0.98%	0.96%	0.93%	0.94%	0.75%	0.79%	1.01%	0.97%	0.95%	0.95%
Pct of Total Op Exp	31%	27%	27%	25%	26%	25%	25%	27%	27%	26%	26%
Avg O&O per FTE	\$13,453	\$23,243	\$33,258	\$32,887	\$35,092	\$40,258	\$38,481	\$21,914	\$31,231	\$32,031	\$34,123
All Other Exp Ratio	0.41%	0.73%	0.87%	0.99%	0.85%	0.67%	0.71%	0.71%	0.85%	0.92%	0.87%
Pct of Total Op Exp	10%	20%	24%	27%	23%	22%	22%	19%	24%	25%	24%
Avg AOE per FTE	\$8,425	\$17,976	\$32,021	\$35,638	\$32,987	\$38,531	\$36,867	\$16,680	\$29,280	\$32,353	\$32,787
Average Margin per Account-											
Avg Int Inc per Loan	\$283	\$422	\$430	\$502	\$599	\$751	\$703	\$415	\$429	\$469	\$570
Avg Int Exp per Share	\$16	\$25	\$36	\$46	\$67	\$139	\$117	\$24	\$34	\$39	\$57
Avg Return	\$267	\$397	\$394	\$455	\$532	\$612	\$586	\$391	\$395	\$429	\$512
Staffing-											
Full-time Equivalents	358	2,281	12,130	13,814	61,743	221,494	311,819	2,639	14,768	28,582	90,325
Pct PT Employees	78%	42%	15%	11%	8%	6%	7%	48%	22%	17%	11%
FTE-to-Ops (Staffing)	2.06	0.76	0.44	0.38	0.32	0.21	0.24	0.83	0.48	0.43	0.35
Membership Outreach-											
Members-to-Potential	8.5%	7.8%	2.9%	2.6%	2.7%	3.1%	3.0%	7.9%	3.3%	2.9%	2.7%
Members-to-FTEs	343	399	403	365	337	400	386	391	401	383	352
Branches	391	956	2,417	1,755	5,215	10,396	21,130	1,347	3,764	5,519	10,734
Members per Branch	314	952	2,024	2,869	3,993	8,523	5,697	766	1,574	1,986	2,961