Elevations Credit Union

22

Annual Report

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2020 Annual Report

On the cover —
Top: Rosetta Marie Stevenson of Loveland, an Elevations member since 2013.
Rosetta is a deaf professional pastry chef and the owner of Zetta Marie's Patisserie.
Bottom: Graham Bailhache and Kathleen Shea of BV Builders, a custom general contracting company in Lafayette. Graham has been a member since 1990, and Kathleen's been a member since 1992.

LETTER FROM THE BOARD CHAIR

Kate Brown

Dear Members,

On behalf of the entire Elevation Credit Union Board of Directors, I am honored to present this Annual Report to you and our entire membership as a testament to the strength of our member-owned financial institution. At the core of our credit union's ability to weather — and in fact, excel — during the coronavirus pandemic and economic downturn is you, our members.

Despite stay-at-home orders and rapidly evolving guidance from federal, state and local authorities, our credit union remained here to serve you safely with financial solutions — whether you chose to schedule an appointment at a branch, swing by a drive-thru or use our digital banking tools.

Our team rolled out new initiatives quickly to help members facing difficult times, including loan deferment services, extensive health and safety measures in branches and Paycheck Protection Program resources for businesses. This high level of service and care drives the trust of our members, which allows the credit union to achieve the strong results showcased in this Annual Report.

Underlying the work of Elevations is the Baldrige Excellence Framework, which inspires our team to systematically enhance our services and offerings while producing sustainable results. In the fall, an independent team of examiners found Elevations to be best-in-class for continuously improving our products and services for our members, and we were honored to receive our second Malcolm Baldrige National Quality Award. Please read on to find out more about this extraordinary accomplishment.

I'd also like to take a moment to introduce Garry Woods. We appointed Garry to our Board of Directors in August 2020. Garry has extensive experience with Governance, Risk, Compliance and Privacy (GRCP) as a Partner and Executive Director of GRCP services at Richey May and Co., a growing audit, tax and business assurance company. We truly appreciate Garry's commitment to Elevations.

Additionally, the entire Board would like to acknowledge the tremendous contributions of Katie Cowan, who is retiring from the Board of Directors in April 2021 after reaching her term limit of 12 years of service. We are deeply grateful to Katie for her dedication and leadership.

It is a true privilege to serve you and our entire membership as Chair of the Board of Directors. Thank you for your support of Elevations Credit Union.

Sincerely,

Kate Brown
Chair of the Board of Directors


Meow

LETTER FROM THE PRESIDENT & CEO

Gerry Agnes

Dear Members,

Thank you for being a member of Elevations Credit Union. Your involvement and trust in our cooperative have allowed us to build a sustainable financial institution that is here for our members and the community in even the toughest times. This fact has never been clearer after the challenges of 2020, from a global pandemic to devastating local wildfires.

This Annual Report highlights how we came together to help each other this year — from swiftly launching payment deferral programs and implementing new safety measures in our branches to raising over $437,000. Those funds aided our neighbors impacted by wildfires in Boulder and Larimer counties, and first responders, medical staff and their families, and those directly impacted by COVID-19 in our communities.

I am extremely grateful to our entire team of over 600 employees for their dedication and engagement during this challenging year. Our credit union's resiliency was remarkable, but our team exceeded all expectations by becoming a two-time Malcolm Baldrige National Quality Award recipient in November 2020. This is the highest presidential honor for organizational performance excellence, and we are one of only nine organizations nationwide to earn this award twice. While receiving the award is a tremendous honor, our loyal and growing base of satisfied members is truly how we measure our success.

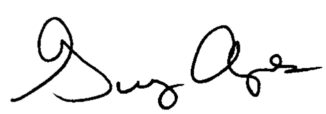
I invite you to celebrate this special milestone with us. By choosing to bank with Elevations, you support our work to continuously improve our products and services, and to empower our members and the community with financial solutions and education. Thank you for helping us on this journey.

Also in 2020, we continued to strengthen our executive leadership team. Jennifer Ramirez joined us as Chief Experience Officer, leading our efforts to design and deliver innovative solutions that create value for our members. To recognize outstanding leadership, we promoted Stephanie Camara-Ray to Senior Vice President, Credit Risk Management, and Elizabeth Million to Senior Vice President, Mortgage Sales.

Diversity, equity and inclusion (DE&I) is a key part of our strategic plan, and Ashley Wilson joined us at the start of 2021 to advance this initiative as our Director, Diversity, Equity & Inclusion. Speaking of DE&I, we made solid progress in this area during 2020, with the launch of Employee Resource Groups and a guest speaker series, all-employee inclusion education and a parental leave program for all parents — not just mothers.

I hope you take a moment to review these accomplishments and more in this Annual Report. We are honored to serve you, our members, and the community — no matter how you choose to bank with us these days.

Very truly yours,



Gerry Agnes
President and Chief Executive Officer

◀ Dana Parella is a fifth grader in Boulder and an Elevations Business Banking member. She's raised over $150,000 for research on rare childhood diseases through her nonprofit, Cookies4Cures.

YEAR IN REVIEW

Together, as a community.

From a global pandemic to historic local wildfires, 2020 presented our membership and community with tremendous challenges.

As your local credit union, we sought opportunities to better serve you, our members, and bring our community together to help each other when it was needed the most.

▲ Elevations members Andrew and Leslie Perry of Lafayette take their kids to the park.

Relieving stress around money.

To help members facing hardships, we launched a deferment program for members with consumer and commercial loans, and we adopted CARES Act forbearance options for those with mortgages. We also created short-term repayment plans to aid members with negative balances on checking and savings accounts.

By the end of 2020, 78% of mortgage loans and 95% of consumer loans that were part of these programs had come out of forbearance or deferment, indicating that many of our members are achieving financial stability after a challenging year.

4,041 members assisted

through mortgage forbearance, consumer loan deferments and commercial loan deferments

$353 million payments deferred in 2020

Raising funds for local COVID-19 relief.

With the involvement of Elevations Credit Union members and the community, Elevations Foundation's Community Relief Fund supported first responders, medical staff and their families, and those directly impacted by COVID-19 in our communities.

Over $155,900

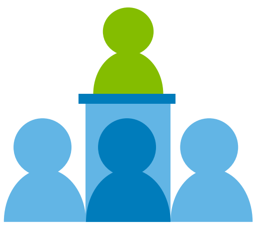
raised for local COVID-19 relief,

including more than **$75,000**

in matching donations from Elevations Credit Union.

Supporting our community during the pandemic.

From shifting our signature education series online to delivering care bags, we looked for impactful — and sometimes surprising — ways to give back locally.



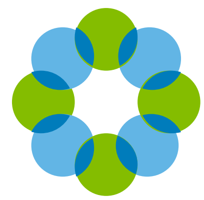
84
Free educational webinars hosted in 2020

3,300+
Seminar attendees in 2020

40%
Increase in attendees after shifting our seminars online in the spring

16 hours
Volunteer time off provided to each full-time employee

884 hours
Volunteered in 2020 despite the pandemic



1,000
Bottles of hand sanitizer bought from Green Goo, a Lyons-based business, to give out to members

600
New medical safety goggles donated through Goggles for Doctors

150
Care bags filled and delivered for residents at Columbine Health Systems

50
Goody bags delivered to local businesses on Pearl Street by our Boulder Downtown Branch and Business Development Team

We are here to help you.

As the pandemic continues into 2021, we remain here to serve you, our members. For all of our latest updates and helpful resources related to the pandemic, including information on loan deferrals, please visit

elevationscu.com/covid19-resources

Commitment to health, safety and well-being.

Throughout 2020, our team carefully monitored the pandemic and quickly took action for the health, safety and well-being of our members and employees.

THIS INCLUDED:

- **Implementing the latest health and safety measures at our locations**, like requiring masks, limiting the number of members in each branch, installing plexiglass shields at all teller stations and desks, and thoroughly cleaning and sanitizing regularly
- **Offering our members a new option to schedule an appointment** at their favorite branch, with 12,688 appointments booked in 2020
- **Designating a senior hour** at our branches to help protect those identified as most vulnerable to COVID-19
- **Distributing 218 laptops to allow employees to work remotely** whenever possible and launching new technology solutions like Zoom and Microsoft Teams to foster collaboration
- **Giving all employees the day off on October 13 for Employee Relief Day**, recognizing the demands of working during the pandemic
- **Emphasizing resources available to our employees, like access to quality mental health care** through our Employee Assistance Program and **14 days of catastrophe pay** for employees directly impacted by COVID-19

Dr. William (Bill) Weber was a beloved charter member of Elevations Credit Union who passed away in March 2020 at age 101. A retired botanist and professor at CU Boulder, Bill stopped by the Table Mesa Branch weekly to visit his Elevations friends in addition to doing his banking.

Aid for those impacted by devastating wildfires.

With a historic wildfire season in the fall, Elevations Foundation raised over $282,000 in just 11 days to support those displaced by wildfires in Boulder and Larimer counties.

Over $282,000

provided for local wildfire relief.

That included **$100,000** in matching donations from Elevations Credit Union.

The funds were distributed to Community Foundation Serving Boulder County and United Way of Larimer County.

Members, businesses and the community all played a key role in the success of the fund.

THANK YOU TO:

- **The over 1,000 individual community members** who donated
- **Spyder Active Sports** for contributing 5% of net profits over three days to the fund
- **The Colorado Association of Realtors®** and **National Association of Realtors®** for their support
- **The Boulder Area Realtor® Association** (BARA) for its call to action to their members
- **Real estate offices across the area that donated over $5,000**, including RE/MAX Alliance Boulder matching up to $5,000 in donations from members of BARA
- **Filmmakers Dylan Sindelar and Dillon Cole**, who shared information on the fund when debuting their short film, "Twigs," which premiered on Halloween in Fort Collins

Prioritizing performance excellence.

Elevations Credit Union is honored to be a **two-time recipient** of the Malcolm Baldrige National Quality Award.

In November, we received a phone call from U.S. Secretary of Commerce Wilbur Ross, who let us know that we had become a two-time recipient of the only U.S. presidential award for performance excellence — the Malcolm Baldrige National Quality Award. This award is a testament to the passion and commitment we bring to our members and the communities we serve.

Malcolm Baldrige
National Quality Award
Award Recipient
2020 2014

AS A VALUED MEMBER OF ELEVATIONS CREDIT UNION, THIS MEANS:

You're banking with a credit union that strives to be the best.

An independent team of examiners found Elevations to be best in class for continuously improving our products and services for members.

You're banking with a credit union that does good for Colorado.

Part of this award recognizes our ethics and community involvement. Our unwavering commitment will always be to empower you, our members and the community, with financial solutions and education.

You're part of this incredible milestone.

By choosing to bank with us, you support our ability to provide exceptional financial services. Every piece of feedback you provide powers the improvements we make. Thank you for helping us on this journey.

▲ Elevations Credit Union's Pete Reicks (left) and Gerry Agnes (right) celebrate receiving Baldrige Foundation Awards for Leadership Excellence in the Business sector with Kate Brown, Chair of the Board of Directors. Pete is a 2021 recipient, and Gerry is a 2020 recipient.

What's next?

Each Baldrige recipient has the responsibility to share best practices learned from the performance excellence journey with local and national organizations.

One of the many ways we'll do this is by attending the virtual 2021 Quest for Excellence® Conference, which brings together the most recent Baldrige recipients for four days of learning.

While we celebrated virtually with our team in 2020, we look forward to a future in-person event where everyone at Elevations can come together and recognize the accomplishment of our Big Hairy Audacious Goal (BHAG): *Audacious Excellence! P.S. We will win the Baldrige again*.

Our team is still determining what our next BHAG will be, but one thing is for certain — the Baldrige Excellence Framework is ingrained in our credit union's approach to enhance our processes, products and services for you, our members.

Honored to be recognized in 2020.

BALDRIGE FOUNDATION

Gerry Agnes, President and Chief Executive Officer, received the 2020 Baldrige Foundation Award for Leadership Excellence in the Business sector, while Pete Reicks, Chief Strategy and Performance Officer, received this award in early 2021.

COLORADOBIZ TOP COMPANY

Elevations Credit Union was a finalist, and one of just three organizations recognized, in ColoradoBiz's 2020 Top Company in Financial Services rankings.

MORTGAGE EXCELLENCE

Twenty-four Elevations Mortgage Loan Originators (that's 65% of the team) ranked in Scotsman Guide's 2020 Top Originators among entries from more than 14,000 professionals across the country.

TECHNOLOGY LEADERSHIP

Pete DuPré, Chief Information Officer, was one of four finalists in the statewide Enterprise category at the inaugural Colorado CIO of the Year® ORBIE® Awards program.

READERS' CHOICE AWARDS

We proudly earned local awards along Colorado's Front Range for Best Bank, Best Mortgage Lender and Best Customer Service.

YEAR IN REVIEW

Invested in our members.

Branch locations, business services, mortgages, energy loans — we enhanced all of these and more in 2020 to benefit our membership.

Wherever our members are in their lives, we've got financial solutions and education to help.
Here are six examples from 2020:

1

We provided more than $11 million in energy loans

to help homeowners across the state finance renewable solar energy, new windows, efficient appliances and more.

2

We made our Loveland Branch bigger and better

than ever this fall, adding a drive-thru and offices for mortgage services and wealth management.

3

The CFS* Wealth Management Team at Elevations had its ninth record-breaking year in a row,

reaching all-time highs in assets under management and members using these services, which include Environmental, Social and Governance (ESG) investing options.

4

Boulder Community Health selected Elevations

to provide financial services to employees as a value-added benefit — to bolster our offerings, we opened a unique branch on their campus at 4865 Riverbend Road in the summer.

5

We remain committed to the Northern Colorado community,

with our Fort Collins Old Town Branch at 221 E. Mountain Ave. slated to open in the summer of 2021.

6

We expanded our field of membership

to include Arapahoe, Douglas and El Paso counties, allowing us to provide top-notch service to more members.

*Non-deposit investment products and services are offered through CUSO Financial Services, L.P. ("CFS"), a registered broker-dealer (Member FINRA/SIPC) and SEC Registered Investment Advisor. Products offered through CFS: **are not NCUA/NCUSIF or otherwise federally insured, are not guarantees or obligations of the credit union, and may involve investment risk including possible loss of principal**. Investment Representatives are registered through CFS. Elevations Credit Union has contracted with CFS to make non-deposit investment products and services available to credit union members.

Your home is where our heart is.

#1 We are honored to continue to rank as the No. 1 credit union mortgage lender in Colorado

#9 credit union mortgage lender nationally

In 2020, our mortgage team helped

2,819
Colorado families
purchase new homes

5,265
homeowners refinance
to benefit from historically low mortgage rates

8,084
total mortgage loans closed

In 2020, our mortgage team had a record year helping Coloradans buy homes and refinance.

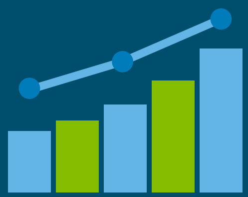
Our high rankings as the No. 1 credit union mortgage lender in Colorado and the No. 9 credit union mortgage lender nationally outpace our ability to lend only in Colorado, versus other lenders that cross state lines. We are also the No. 1 mortgage lender in Boulder County and a top three mortgage lender in Broomfield and Larimer counties.†

To continue to provide top-notch service during the pandemic, we shifted to an online closing model that helped our members and team stay safe, while saving trees. We also hosted online Mortgage Town Hall meetings for the Colorado real estate community, where we discussed the impact of the pandemic on the mortgage and real estate markets. To address high demand for our mortgage services in the Denver area, we opened an appointment-only mortgage office in the Denver Tech Center over the summer.

◀ Sara Klaus, a technology professional, and Ben Klaus, an Elevations employee, renovated their kitchen with the help of an Elevations Home Equity Line of Credit.

Leslie Patterson, CEO, and Thomas Segelhorst, PE, of Integrated Mechanical, a woman-owned mechanical engineering consultancy in Fort Collins. Business banking members since 2019. ▶

†Rankings based on 2020 residential origination volume (first mortgage only, SBA excluded) according to S&P Market Intelligence as of the end of 2020.



Helping good businesses grow.

We serve more than 7,000 local business members with a full suite of business banking and lending solutions, including unique offerings that support nonprofits in our community.

IN 2020:

- **We doubled the size of our Business Banking Team** to better serve our current and future business members
- Despite difficult economic conditions, **our business members doubled their deposits with us**
- **We launched a secured credit card offering** to help business members establish credit

Diversity, Equity and Inclusion at Elevations.

Through our Diversity, Equity & Inclusion (DE&I) commitment, we create and promote a safe and inclusive environment where people express themselves openly and have opportunities to grow.

In 2020:

- Virtually all of our **600+ employees participated in inclusion education**
- **We offered five interactive DE&I sessions** with guest speakers
- **We launched four employee-led resource groups** that bring over 60 employees together to discuss and promote topics including DE&I, LGBTQ, mental health, and personal and professional development
- **We added a parental leave program** that benefits all employees who become parents
- **Through Banking Unidos, our Hispanic initiative, we continued to hire Spanish-speaking employees** to serve our members; we also **provided homebuying seminars in Spanish** and launched a **Spanish website**
- **More than 50% of our employees submitted ideas** on how to evolve our products, services and culture using Elevate, our employee-led innovation portal

◀ Lee Shainis, Executive Director and co-founder of Intercambio, an organization that brings English language instruction to the local immigrant community. Elevations is a proud sponsor of Intercambio.

Roots in education.

#1 credit union in Colorado for reaching the most students in classrooms with financial literacy presentations
(ranked by the National Youth Involvement Board)

2,250 K-12 students reached

64 Youth financial education presentations in the 2019-20 school year

As a credit union founded on the campus of CU Boulder to serve its faculty and staff, we continue to show our love for the CU Boulder community.

$175,000+

Scholarship funds for CU Boulder students from Elevations Credit Union

SUPPORTING THE OFFICE OF PRE-COLLEGE OUTREACH & ENGAGEMENT

We help provide first-generation and low-income youth in our communities with comprehensive college preparatory and social development skills.

ELEVATIONS SCHOLARS AT CU

Awarded annually, this scholarship program is designed for Colorado resident freshmen in the College of Arts and Sciences or the Leeds School of Business based on academic merit and significant demonstrated financial need.

FACULTY AND STAFF DEPENDENT SCHOLARSHIPS

We provide scholarships specifically for children and dependents of CU Boulder faculty and staff.

Spotlight on Elevations Foundation.

At Elevations Credit Union, we proudly support Elevations Foundation.

$1.97M

This independent 501(c)3 nonprofit has provided over $1.97 million in community resources since its inception in 2010.

In addition to supporting Elevations Foundation's Community Relief Fund and Wildfire Relief Fund, Elevations Credit Union contributed in 2020 in the following ways.

$500,747

Donated from Elevations Credit Union to Elevations Foundation in 2020, including:

$15,723
Donated through Elevations Visa® Signature Credit Cards, where each swipe equals 2¢ that Elevations Credit Union donates

$6,912
Donated through the Elevations Local Change program, where members opt in to round up and donate their debit card purchases

$5,400
Donated through the Elevations Scholarship Challenge, where members opt to donate a $100 rebate from refinancing their personal or auto loan

1,513
Credit union members voted in the annual Members' Choice Award, selecting a Foundation grantee to receive a $2,000 bonus grant — congratulations to RISE Against Suicide!

Elevations Foundation focus.

Elevations Foundation's two primary responsibilities are awarding scholarships to graduating seniors for higher education and community grants to local nonprofit organizations. The Foundation also provides emergency assistance in times of need.

$437,950

Total amount provided by Elevations Foundation for **emergency assistance** in 2020 through the Community Relief Fund for COVID-19 and the Wildfire Relief Fund

16

Elevations Foundation **scholarships** provided in 2020

9

Elevations Foundation **grants** provided in 2020

$39,500

Total amount provided in scholarships in 2020

$30,000

Total amount granted in 2020

Introducing Eric Lentz.

Eric joined Elevations Foundation as its Executive Director in December 2020.

"Since it was founded 10 years ago, Elevations Foundation has contributed significantly to our communities. I'm dedicated to ensuring this nonprofit will make an effective impact for many years to come."

– Eric Lentz

ELEVATIONS®
FOUNDATION

LETTER FROM THE CFO & TREASURER

Michael Calcote & Barbara Brohl

We're pleased to report Elevations generated record financial performance in 2020, despite operating in a particularly challenging economic environment. The trust you've placed in Elevations has enabled us to better serve the financial needs of our entire membership and give back to our communities.

Our 2020 highlights:

- We helped more Colorado families purchase and refinance their homes than any other credit union in Colorado, originating over $2.9 billion in mortgage loans.
- The economic effects of the pandemic placed some of our members in dire financial situations. We provided a range of loan forbearances and deferments to over 4,000 members to help them get through these trying times.
- Our total deposits grew by $537 million or 29%. These deposits from our members make a positive impact right here at home.
- We proudly serve more than 151,000 members, and our membership grew by 5% in 2020.
- We generated earnings of $37 million, providing capital to support further growth.

The following table compares our performance to our credit union peers on key industry metrics:

	Elevations	Peer Group Median
Return on Equity[1]	12%	11%
Loan Growth	1%	7%
First Mortgages Sold ($ Millions)	$2,358	$647
Deposit Growth	29%	24%
Delinquency Ratio	0.3%	0.5%
Efficiency (Costs/Revenues)[1, 2]	78%	77%

We remain financially strong and well positioned to provide solutions for your financial needs. Our capital position ended 2020 at 10.1%, well above the minimum threshold of 7% to be deemed well capitalized by the National Credit Union Administration. Our credit performance remains healthy, with a delinquency ratio of only 0.31% at the end of 2020.

Thank you to Elevations' Audit and Risk Committee for their diligence in working with Moss Adams as our auditor. We've provided the complete financial report for you to review.

This year's financial success is a true demonstration of our credit union's resiliency and the strength of our membership. We look forward to continuing to serve you in 2021 and beyond.

Sincerely,

Michael Calcote Barbara Brohl

Michael Calcote, Chief Financial Officer
Barbara Brohl, Treasurer, Board of Directors

1 Excludes non-operating items, such as a one-time gain from selling an investment security.
2 The efficiency ratio measures the extent to which a dollar of revenue is offset by costs (so the lower the ratio, the better).

Audit & Risk Committee

Don Cheyne
Chair

Todd Gleeson
Vice Chair

Barbara Brohl
Committee Member

Katie Cowan
Committee Member

The Audit and Risk Committee's responsibility is to provide oversight of the financial reporting process, the system of internal controls, compliance with laws and regulations, and enterprise risk management. The Audit and Risk Committee is comprised of the following subset of the Board of Directors:

- Don Cheyne, Chair
- Todd Gleeson, Vice Chair
- Barbara Brohl
- Katie Cowan

The Audit and Risk Committee retained Moss Adams to perform the annual audit of the Credit Union's financial statements as of December 31, 2020. The firm issued an unmodified opinion at the conclusion of their audit. The Audit and Risk Committee is unaware of any matter that would be considered a material weakness or significant deficiency in the internal controls over financial reporting.

The Audit and Risk Committee is satisfied that the accounting records accurately reflect Elevations Credit Union's financial condition and that its operations are handled in accordance with Board policies and Credit Union procedures.

Financial Highlights

Assets (in milllions)

2017	$1,960
2018	$2,089
2019	$2,214
2020	**$2,812**

Total Members

2017	129,703
2018	137,066
2019	143,850
2020	**151,314**

Total Shares (in milllions)

2017	$1,716
2017	$1,832
2019	$1,921
2020	**$2,463**

Capital (in milllions)

2017	$205
2018	$220
2018	$249
2020	**$288**

Total Loans (in milllions)

2017	$1,447
2018	$1,529
2019	$1,634
2020	**$1,725**

Return on Members' Equity

2017	11.9%
2018	7.3%
2019	11.9%
2020	**14.0%**

ASSETS

	December 31, 2020	December 31, 2019
ASSETS		
Cash and cash equivalents	$ 708,326,836	$ 261,912,214
Available-for-sale securities, at fair value	200,418,716	158,118,250
Loans held for sale	135,163,165	56,602,041
Loans to members, net	1,589,803,860	1,577,805,779
Accrued interest receivable	4,753,902	5,778,569
Property and equipment, net	75,399,401	66,594,016
Mortgage servicing rights	25,403,427	30,363,412
Life insurance policies	12,139,844	11,846,144
Prepaid and other assets	40,969,289	27,555,942
NCUSIF deposit	20,067,007	16,935,369
Total assets	$ 2,812,445,447	$ 2,213,511,736

LIABILITIES AND MEMBERS' EQUITY

	2020	2019
LIABILITIES		
Members' shares and savings accounts	$ 2,417,429,639	$ 1,880,547,157
Accrued expenses and other liabilities	106,596,067	83,827,520
Total liabilities	2,524,025,706	1,964,374,677
COMMITMENTS AND CONTINGENT LIABILITIES (Note 10)		
MEMBERS' EQUITY		
Regular reserve	11,879,721	11,879,721
Undivided earnings	263,064,596	224,571,146
Equity acquired in mergers	11,249,648	11,249,648
Accumulated other comprehensive income	2,225,776	1,436,544
Total members' equity	288,419,741	249,137,059
Total liabilities and members' equity	$ 2,812,445,447	$ 2,213,511,736

Elevations Credit Union
Consolidated Statements of Income

	Years Ended December 31, 2020	2019
INTEREST INCOME		
Loans to members	$ 68,536,001	$ 77,475,997
Interest on investments and interest bearing deposits	4,386,998	8,184,076
Total interest income	72,922,999	85,660,073
INTEREST EXPENSE		
Members' shares and savings accounts	4,118,428	3,740,772
NET INTEREST INCOME	68,804,571	81,919,301
PROVISION FOR LOAN LOSSES	7,387,413	1,779,635
NET INTEREST INCOME AFTER PROVISION FOR LOAN LOSSES	61,417,158	80,139,666
NON-INTEREST INCOME		
Loan sales and servicing income, net	87,864,324	33,132,653
Interchange income, net	12,297,198	11,683,488
Gain on sale of VISA stock	6,178,483	-
Fees and service charges	5,673,851	5,676,577
Wealth management income	2,929,639	2,965,193
Gain on sale of property and equipment	1,015	4,524,177
Other non-interest income	1,786,388	3,271,109
Total non-interest income	116,730,898	61,253,197
NON-INTEREST EXPENSES		
Compensation and benefits	90,460,334	66,715,118
Office operations	18,334,769	17,402,364
Office occupancy	12,324,718	11,625,941
Loan servicing expense	7,552,098	6,679,677
Education and promotion	5,714,232	5,522,423
Professional and outside services	5,226,805	5,118,265
Other non-interest expense	1,231,183	775,324
Total non-interest expenses	140,844,139	113,839,112
NET INCOME	$ 37,303,917	$ 27,553,751

	Years Ended December 31,	
	2020	2019
NET INCOME	$ 37,303,917	$ 27,553,751
OTHER COMPREHENSIVE INCOME		
Net unrealized gains on available-for-sale securities	789,232	2,290,413
COMPREHENSIVE INCOME	$ 38,093,149	$ 29,844,164

Elevations Credit Union
Consolidated Statements of Changes in Members' Equity

	Regular Reserve	Undivided Earnings	Equity Acquired In Mergers	Accumulated Other Comprehensive (Loss) Income	Total
BALANCE, December 31, 2018	$ 11,879,721	$ 197,017,395	$ 11,249,648	$ (853,869)	$ 219,292,895
Net income	-	27,553,751	-	-	27,553,751
Other comprehensive income	-	-	-	2,290,413	2,290,413
BALANCE, December 31, 2019	11,879,721	224,571,146	11,249,648	1,436,544	249,137,059
Consolidation of foundation	-	1,189,533	-	-	1,189,533
Net income	-	37,303,917	-	-	37,303,917
Other comprehensive income	-	-	-	789,232	789,232
BALANCE, December 31, 2020	$ 11,879,721	$ 263,064,596	$ 11,249,648	$ 2,225,776	$ 288,419,741

	Years Ended December 31, 2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	$ 37,303,917	$ 27,553,751
Adjustments to reconcile net income to net cash from operating activities:		
Provision for loan losses	7,387,413	1,779,635
Depreciation and amortization	7,022,040	6,553,012
(Accretion) amortization of investment premiums/discounts	(56,642)	1,369,349
Gain on sale of VISA stock	(6,178,483)	-
Gain on sale of property and equipment	(1,015)	(4,524,177)
Gain on sale of loans, net, excluding capitalized mortgage servicing rights	(82,386,450)	(19,397,789)
Capitalization of mortgage servicing rights	(23,054,065)	(11,076,790)
Amortization of mortgage servicing rights	14,353,141	7,025,964
Impairment of mortgage servicing rights	13,660,909	-
Originations of loans held for sale	(2,353,896,674)	(1,131,468,292)
Proceeds from sales of loans held for sale	2,357,722,000	1,118,465,708
Increase in life insurance policies	(293,700)	(285,056)
Decrease in accrued interest receivable	1,024,667	390,371
Increase in prepaid and other assets	(12,223,814)	(4,689,792)
Increase in accrued expenses and other liabilities	22,768,547	45,994,408
Net cash from operating activities	(16,848,209)	37,690,302
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from maturities, calls, and repayments of available-for-sale securities	49,276,153	49,365,147
Purchase of available-for-sale securities	(90,730,745)	(8,754,312)
Net change in loans to members	(19,385,494)	(74,415,223)
Proceeds from sale of VISA stock	6,178,483	-
Proceeds from sale of property and equipment	23,000	11,597,453
Purchases of property and equipment	(15,849,410)	(13,202,964)
Increase in NCUSIF deposit	(3,131,638)	(535,332)
Net cash from investing activities	(73,619,651)	(35,945,231)

Elevations Credit Union
Consolidated Statements of Cash Flows

	Years Ended December 31, 2020	2019
CASH FLOWS FROM FINANCING ACTIVITIES		
Net change in members' shares and savings accounts	536,882,482	48,686,708
Net cash from financing activities	536,882,482	48,686,708
NET CHANGE IN CASH AND CASH EQUIVALENTS	446,414,622	50,431,779
CASH AND CASH EQUIVALENTS, beginning of year	261,912,214	211,480,435
CASH AND CASH EQUIVALENTS, end of year	$ 708,326,836	$ 261,912,214
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for interest on members' share savings accounts	$ 4,118,428	$ 3,740,772
SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND FINANCING ACTIVITIES		
Net change in fair value of available-for-sale securities	$ 789,232	$ 2,290,413

Note 1 – Nature of Business and Significant Accounting Policies

Organization

Elevations Credit Union is a state-chartered credit union organized in accordance with the provisions of the Colorado Credit Union Act for the purpose of promoting thrift among, and creating a source of credit for, its members. Participation in the Credit Union is limited to those individuals who qualify for membership. The field of membership is defined by the Credit Union's Charter and Bylaws.

The consolidated financial statements include the accounts of the Credit Union and Elevations Foundation, Inc (the "Foundation"), which the Credit Union has a controlling voting interest. The Foundation is a 501(c)3 nonprofit organization established in 2010 to provide members an opportunity to give back to the community. Consolidation of the Foundation occurred during the year ended December 31, 2020. Intercompany balances and transactions have been eliminated upon consolidation.

Use of estimates in the preparation of consolidated financial statements

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates. Material estimates that are particularly susceptible to significant change in the near term relate to the allowance for loan losses, valuation of mortgage servicing rights, and fair value measurements.

Comprehensive income

Accounting principles generally require that recognized revenue, expenses, gains, and losses be included in net income. Certain changes in assets and liabilities, such as unrealized gains and losses on available-for-sale securities, are reported as a separate component of the members' equity section in the consolidated statements of financial condition under the caption "accumulated other comprehensive income (loss)," and in the consolidated statements of comprehensive income.

Acquisition accounting

Credit Union acquisitions are accounted for using the acquisition method of accounting. Under the acquisition method of accounting, assets acquired, including identifiable intangibles and liabilities assumed, are recorded at estimated fair value at the date of acquisition. Any difference in purchase consideration over the fair value of assets acquired and liabilities assumed results in the recognition of goodwill, should purchase consideration exceed net estimated fair values. If estimated net fair values exceed purchase consideration, a bargain purchase gain is recognized. Expenses in connection with an acquisition are expensed as incurred.

Cash, cash equivalents, and cash flows

Cash and cash equivalents consist of cash on hand and demand deposits in other financial institutions. For purposes of reporting cash flows, activities within loans receivable, certificates of deposit, members' shares and savings accounts, and short-term borrowed funds are reported net.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Investment securities
Securities that the Credit Union intends to hold for an indefinite period of time, but not necessarily to maturity, are classified as available-for-sale and are carried at fair value. Trading securities are reported at fair value. Realized and unrealized gains and losses on trading securities are reported in the statement of income. Unrealized gains and losses on investments classified as available-for-sale are recorded within accumulated other comprehensive income (loss), a component of members' equity. Securities that the Credit Union has the positive intent and ability to hold to maturity are classified as "held-to-maturity" and recorded at amortized costs. Amortization of premiums and accretion of discounts, including fair value adjustments from business combinations, are recognized in interest income over the period to maturity. Gains and losses on the sale of investment securities are determined using the specific-identification method.

Non-agency investment securities are reviewed on an ongoing basis for the presence of other-than-temporary impairment (OTTI) or permanent impairment, taking into consideration current market conditions, fair value in relationship to cost, extent and nature of the change in fair value, issuer rating changes and trends, whether the Credit Union intends to sell a security or if it is likely that it will be required to sell the security before recovery of its amortized cost basis in the investment, which may be maturity, and other factors.

For debt securities, if the Credit Union intends to sell the security or it is likely that it will be required to sell the security before recovering its cost basis, the entire impairment loss would be recognized in earnings as an OTTI. If the Credit Union does not intend to sell the security and it is not likely that it will be required to sell the security but it does not expect to recover the entire amortized cost basis of the security, only the portion of the impairment loss representing credit losses would be recognized in earnings.

Loans held for sale
Mortgage loans originated and intended for sale in the secondary market are carried at the lower of cost or estimated market value in the aggregate. Typically, at the time of loan sale, representations and warranties are given regarding the validity and accuracy of the loan and loan documents that if breached would require the loan to be repurchased. At December 31, 2020 and 2019, no loans were required or anticipated to be repurchased by the Credit Union.

Loans to members, net
Loans are stated at unpaid principal balances, less an allowance for loan losses, and net deferred loan origination fees and costs. Interest on loans is recognized over the term of the loan and is calculated using the simple-interest method on principal amounts outstanding. Loan fees and certain direct loan origination costs are deferred, and the net fee or cost is recognized as an adjustment to interest income using either the straight-line method or the interest method over the weighted-average life of the loans, adjusted for prepayments.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Accrual of interest on loans is discontinued when management believes that, after considering economic and business conditions and collection efforts, the borrower's financial condition is such that collection of interest is doubtful. All interest accrued but not collected for loans that are placed on non-accrual status or charged-off is reversed against interest income. Income is subsequently recognized on the cash basis until, in management's judgment, the borrower's ability to make periodic principal and interest payments returns and future payments are reasonably assured, in which case the loan is returned to accrual status.

The Credit Union evaluates individual loans for impairment when principal and interest is not expected to be collected in accordance with the contractual terms of the loan agreement. Loans that experience insignificant payment delays or payment shortfalls are generally not considered in the impairment assessment. For individually identified impaired loans, the Credit Union performs an analysis of impairment and assigns an appropriate reserve amount based on the facts and circumstances related to the impairment of the loan. For these loans, impairment is measured using either the present value of expected future cash flows discounted at the loan's effective interest rate or the fair value of the collateral, if the loan is collateral dependent. Large groups of smaller-balance homogenous loans are collectively evaluated for impairment.

A troubled debt restructuring (TDR) occurs when, due to a member's financial difficulty, the Credit Union grants a concession that it would not otherwise consider. The concession can take the form of an interest rate or principal reduction or an extension of payments of principal or interest, or both. Restructured loans performing in accordance with their new terms are not included among non-accrual loans unless there is uncertainty as to the ultimate collection of principal or interest. Loans considered to be troubled debt restructurings are evaluated under the Credit Union's impaired loan accounting policy.

The Credit Union's policy is that restructured loans placed on non-accrual status will typically remain on non-accrual status until all principal and interest payments are brought current and the prospects for future payment in accordance with the loan agreement appear reasonably assured. The Credit Union's policy generally refers to six months of payment performance as sufficient to warrant a return to accrual status.

In conjunction with the passage of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) in March 2020, financial institutions have been provided the option, for loans meeting specific criteria, to temporarily suspend certain requirements under GAAP related to TDRs for a limited time to assist borrowers experiencing financial hardship due to the COVID-19 Pandemic (the "Pandemic"). As a result, the Credit Union has not recognized eligible CARES Act consumer loan modifications as TDRs. Additionally, loans qualifying for these modifications are not required to be reported as delinquent, nonaccrual, impaired or criticized solely as a result of loan modification resulting from the economic effects of the Pandemic. Modifications include deferral of payments and interest only periods. The Credit Union accrues and recognizes interest income on loans under payment relief based on the original contractual interest rates. When payments resume at the end of the relief period, the payments will generally be applied to accrued interest due until accrued interest is fully paid. Accrued interest balances are assessed for collectability on a periodic basis.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

The allowance for loan losses is increased by a provision for loan losses charged to expense and decreased by charge-offs (net of recoveries). Loans are charged against the allowance for loan losses when management believes that collectability of the principal is unlikely. The allowance is an amount management believes will be adequate to absorb estimated losses on existing loans. Management's periodic evaluation of the adequacy of the allowance is based on the Credit Union's past loan experience, known and inherent risks in the portfolio, adverse situations that may affect the borrower's ability to repay, the estimated value of any underlying collateral, and current economic conditions. While management seeks the best information available to make its evaluations, further adjustments to the allowance may be necessary if there are significant changes in unforeseen conditions.

Property and equipment
Land is carried at cost. Buildings and equipment are carried at cost, less accumulated depreciation. Depreciation is computed principally by the straight-line method based upon the useful lives of the related assets. The cost of leasehold improvements is amortized using the straight-line method over the term of the lease, or the estimated life of the asset, whichever is less. The Credit Union reviews property and equipment (long-lived assets) for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Maintenance, repairs, and minor alterations are charged to current operations as expenditures occur and major improvements are capitalized.

Mortgage servicing rights
Mortgage servicing assets are recognized as separate assets when rights are acquired through the sale of financial assets. Fair value is based on a valuation model that calculates the present value of estimated future net servicing income. The valuation model incorporates assumptions that market participants would use in estimating future net servicing income, such as the cost to service, the discount rate, the custodial earnings rate, an inflation rate, ancillary income, prepayment speeds and default rates and losses. Capitalized servicing rights are amortized into non-interest income in proportion to, and over the period of, the estimated future net servicing income of the underlying financial assets. Servicing assets are evaluated for impairment based upon the fair value of the rights as compared to amortized cost.

Life insurance policies
The Credit Union has investments in life insurance annuity contracts. The cash surrender value of fixed annuity contracts reflects the Credit Union's investment in the recorded asset. Surrender charges relating to the annuity contracts are recorded as a reduction in value through earnings. Unrealized holding gains and losses related to the annuity contract are included in earnings as gains or losses.

Foreclosed and repossessed assets
Foreclosed and repossessed assets are property acquired through foreclosure or other proceedings and are initially recorded at fair value. Fair values of foreclosed and repossessed assets, primarily real estate and automobiles, are measured based on the assets' observable market price. For real estate, prices are derived from independent appraisals, while automobiles are based on observable market prices for comparable vehicles. When these assets are acquired, any excess of the loan balance over the estimated fair value is charged to the allowance for loan losses. Holding costs, subsequent write-downs to fair value, if any, or any disposition gains or losses are included in noninterest income and expense.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Federal Home Loan Bank (FHLB) Stock
As a member of the FHLB, the Credit Union is required to invest in stock of the FHLB. The FHLB stock is carried at cost and its disposition is restricted. Based on its restricted nature, no ready market exists for this investment and it has no quoted market value. The FHLB is included in prepaid and other assets in the consolidated statements of financial condition.

National Credit Union Share Insurance Fund (NCUSIF) deposit
The deposit in the NCUSIF is in accordance with National Credit Union Administration (NCUA) regulations, which require the maintenance of a deposit by each insured credit union in an amount equal to one percent of its insured shares. The deposit would be refunded to the Credit Union if its insurance coverage is terminated, it converts to insurance coverage from another source, or the operations of the fund are transferred from the NCUA Board.

NCUA assessments
The Credit Union is subject to assessments by the NCUA which are expensed as assessed.

Derivatives
In connection with its mortgage selling activities, the Credit Union enters into mortgage loan commitments, also called interest-rate lock commitments (IRLCs), to fund residential mortgage loans at specified times in the future. The IRLCs that relate to mortgage loans the Credit Union intends to sell are considered derivative instruments under applicable accounting guidance. IRLCs expose the Credit Union to the risk that the price of the loans underlying the commitments may decline between the inception of the rate lock and the funding date of the loan. The Credit Union is exposed to further price risk after the funding date up to the time the mortgage loan is sold. To protect against this risk, the Credit Union utilizes "best efforts" forward sales commitments with Freddie Mac or Fannie Mae of to-be-announced (TBA) mortgage backed securities, and/or forward sales commitments.

The IRLCs and forward sales commitments are not designated as hedging instruments. Rather, they are accounted for as free-standing derivatives, or economic hedges, and are recognized at fair value on the balance sheets in other assets or other liabilities with changes in their values recorded in non-interest income.

Members' shares and savings accounts
Members' shares are the savings deposit accounts of the owners of the Credit Union. Share ownership entitles the members to vote in annual elections of the Board of Directors. Irrespective of the number of shares owned, no member has more than one vote.

Members' shares are subordinated to all other liabilities of the Credit Union upon liquidation. Interest on members' shares and savings accounts is based on available earnings at the end of an interest period and is not guaranteed by the Credit Union. Interest rates on members' share accounts are set by the Board of Directors, based on an evaluation of current and future market conditions.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Regular reserve
The Credit Union is required to maintain a statutory reserve (regular reserve) in accordance with the Colorado Credit Union Act. This statutory reserve represents a regulatory restriction and is not available for the payment of interest.

Revenue from contracts with members
The Credit Union accounts for revenue arising through contracts with members under the guidance of the Financial Accounting Standards Board's Accounting Standards Codification Topic 606 (ASC 606), which (i) creates a single framework for recognizing revenue from contracts with members that fall within its scope and (ii) revises when it is appropriate to recognize a gain (loss) from the transfer of nonfinancial assets, such as OREO. To determine revenue recognition for arrangements that an entity determines are within the scope of Topic 606, the Credit Union performs the following five steps: (i) identify the contract(s) with a member; (ii) identify the performance obligations in the contract; (iii) determine the transaction price; (iv) allocate the transaction price to the performance obligations in the contract; and (v) recognize revenue when (or as) the Credit Union satisfies a performance obligation.

A significant portion of the Credit Union's revenues come from interest income on financial instruments, such as loans and investments, which are outside of the scope of ASC 606, as are certain other streams such as mortgage banking income. The Credit Union's services that fall within the scope of ASC 606 are recognized as revenue as the Credit Union satisfies its obligation to the member. Services within the scope of ASC 606 include:

Share account service fees – The Credit Union earns fees from its members for account maintenance and transaction-based activity. Account maintenance fees consist primarily of account fees and analyzed account fees charged on deposit accounts on a monthly basis. The performance obligation is satisfied and the fees are recognized on a monthly basis as the service period is completed. Transaction-based fees are charged for specific services provided including non-sufficient funds, overdraft transfers, and wire services. The performance obligation is satisfied as the transaction completes resulting in the immediate recognition of the income.

Interchange income – Interchange income is earned when a debit or credit card issued by the Credit Union is used to purchase goods or services at a merchant. The income earned on each transaction is determined by a combination of the transaction amount, merchant type, and other factors. The performance obligation is satisfied and the resulting income is earned when the transaction completes and is charged to the cardholders' card. Accordingly, the income is recognized in the period in which the performance obligation is satisfied. Certain expenses directly associated with credit and debit cards including transaction processing and reward program costs are netted against interchange income.

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Income taxes
The Credit Union is state chartered and federally tax-exempt under the Internal Revenue Code 501(c)(14), except to the extent of unrelated business income. The Credit Union had no unrecognized tax benefits at December 31, 2020 and 2019. The Credit Union recognizes the accrual of interest and penalties related to unrecognized tax benefits as a tax expense. During the years ended December 31, 2020 and 2019, the Credit Union recognized no material interest or penalties.

The Foundation is state and federally tax-exempt under the Internal Revenue Code 501(c)(3), except to the extent of unrelated business income. Taxes from the Foundation’s unrelated business income would be immaterial and has not been reflected in the consolidated financial statements.

Fair value of assets and liabilities
Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Generally accepted accounting principles establish a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. Accounting principles describe three levels of inputs that may be used to measure fair value:

Level 1 – Quoted prices in active markets for identical assets or liabilities.

Level 2 – Observable inputs other than Level 1 prices, such as quoted prices for similar assets and liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The degree of judgment utilized in measuring fair value generally correlates to the level of pricing observability. Pricing observability is impacted by a number of factors, including the type of assets or liability, whether it is new to the market and not yet established, and the characteristics specific to the transaction. Assets and liabilities with readily available active quoted prices, or for which fair value can be measured from actively quoted prices, generally will have a higher degree of pricing observability and a lesser degree of judgment utilized in measuring fair value. Conversely, assets and liabilities rarely traded or not quoted will generally have little or no pricing observability and a higher degree of judgment utilized in measuring fair value.

The Credit Union used the following methods and significant assumptions to estimate fair value for its assets and liabilities measured and carried at fair value in the consolidated financial statements on a recurring or nonrecurring basis:

Note 1 – Nature of Business and Significant Accounting Policies (continued)

Available-for-sale securities – For these securities, the Credit Union obtains fair value measurements from an independent pricing service. The fair value measurements consider both observable and unobservable data that may include active quotes, dealer quotes, market spreads, cash flows, the U.S. Treasury yield curve, live trading levels, trade execution data, market consensus prepayment speeds, credit information, and bond terms and conditions, among other things. When market quotes are not readily accessible or available, alternative approaches are utilized, such as matrix or model pricing.

Impaired loans **–** Fair values of impaired loans are measured based on a loan's observable market price or the underlying collateral securing the loan. Collateral may be real estate or business assets including equipment. The value of collateral is determined based on independent appraisals.

Derivatives – Fair values for interest rate lock commitments and forward sales commitments are estimated using quoted or published market prices for similar instruments, adjusted for factors such as pull-through rate assumptions based on historical information, where appropriate.

Events subsequent to year end

Subsequent events are events or transactions that occur after the date of the statement of financial condition but before consolidated financial statements are issued. The Credit Union recognizes in the consolidated financial statements the effects of all subsequent events that provide additional evidence about conditions that existed at the date of the statement of financial condition, including the estimates inherent in the process of preparing the consolidated financial statements.

The Credit Union has evaluated subsequent events through March 30, 2021, which is the date the consolidated financial statements became available for issuance.

Note 2 – Investments

The following tables present the amortized cost and estimated fair value of investments as of December 31, 2020 and 2019:

2020	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
Available-for-sale				
Mortgage-backed securities	$ 98,248,507	$ 2,459,877	$ (186,628)	$ 100,521,756
SBA-backed securities	69,765,888	98,998	(687,315)	69,177,571
Collateralized mortgage obligations	30,178,545	578,474	(37,630)	30,719,389
Total	$ 198,192,940	$ 3,137,349	$ (911,573)	$ 200,418,716

2019	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
Available-for-sale				
Mortgage-backed securities	$ 100,221,431	$ 1,551,368	$ (133,267)	$ 101,639,532
SBA-backed securities	32,745,022	119,529	(449,660)	32,414,891
Collateralized mortgage obligations	23,715,253	449,392	(100,818)	24,063,827
Total	$ 156,681,706	$ 2,120,289	$ (683,745)	$ 158,118,250

Information pertaining to investments with gross unrealized losses as of December 31, 2020 and 2019, aggregated by investment category and length of time that individual investments have been in a continuous loss position follows:

	Less than 12 Months		12 Months or Longer		Total	
2020	Fair Value	Gross Unrealized Losses	Fair Value	Gross Unrealized Losses	Fair Value	Gross Unrealized Losses
Available-for-sale						
Mortgage-backed securities	$ 6,013,132	$ (78,192)	$ 9,443,328	$ (108,436)	$ 15,456,460	$ (186,628)
SBA-backed securities	33,160,719	(317,284)	22,118,825	(370,031)	55,279,544	(687,315)
Collateralized mortgage obligations	10,515,959	(28,466)	668,175	(9,164)	11,184,134	(37,630)
Total	$ 49,689,810	$ (423,942)	$ 32,230,328	$ (487,631)	$ 81,920,138	$ (911,573)

	Less than 12 Months		12 Months or Longer		Total	
2019	Fair Value	Gross Unrealized Losses	Fair Value	Gross Unrealized Losses	Fair Value	Gross Unrealized Losses
Available-for-sale						
Mortgage-backed securities	$ 573,769	$ (4,667)	$ 16,959,415	$ (128,600)	$ 17,533,184	$ (133,267)
SBA-backed securities	4,440,135	(13,320)	23,907,427	(436,340)	28,347,562	(449,660)
Collateralized mortgage obligations	719,454	(466)	5,123,783	(100,352)	5,843,237	(100,818)
Total	$ 5,733,358	$ (18,453)	$ 45,990,625	$ (665,292)	$ 51,723,983	$ (683,745)

Note 2 – Investments (continued)

There were 72 and 66 investments in a temporary unrealized loss position as of December 31, 2020 and 2019, respectively. The unrealized losses on investments were caused by interest rate increases, or widening of market spreads, subsequent to the purchase of these securities. Because the Credit Union does not intend to sell these securities and it is not likely that the Credit Union will be required to sell them before recovery of their amortized cost basis, which may include holding each security until contractual maturity, the unrealized losses on these investments were not considered to be other-than-temporarily impaired as of December 31, 2020 and 2019.

Investments by contractual maturity as of December 31, 2020 are summarized as follows. Actual maturities may differ from contractual maturities because borrowers may have the right to call or prepay the obligations:

	Available-for-Sale	
	Amortized Cost	Fair Value
Due in less than one year	$ 7,518	$ 7,451
Due from one to three years	9,371,428	9,698,554
Due from three to five years	97,617,305	99,625,072
Due after five years	91,196,689	91,087,639
	$ 198,192,940	$ 200,418,716

Note 3 – Loans to Members

The following tables present total loans outstanding by portfolio segment and class of financing receivable:

	2020	2019
Consumer real estate		
First mortgage	$ 942,168,856	$ 825,004,174
Second mortgage	233,675,083	331,311,322
	1,175,843,939	1,156,315,496
Consumer		
Auto	101,166,757	134,006,116
Other – primarily unsecured	108,947,417	115,108,581
	210,114,174	249,114,697
Commercial		
Real estate	196,023,587	161,726,226
Other	11,989,261	9,187,516
	208,012,848	170,913,742
Total unpaid principal balance	1,593,970,961	1,576,343,935
Net deferred loan origination fees/costs	6,961,101	7,035,170
Total recorded investment	1,600,932,062	1,583,379,105
Less: allowance for loan losses	(11,128,202)	(5,573,326)
Loans to members, net	$ 1,589,803,860	$ 1,577,805,779

Pursuant to the CARES Act passed in March 2020, the Credit Union funded loans to eligible small businesses and non-profit organizations who participated in the Paycheck Protection Program (PPP) administered by the U.S. Small Business Administration (SBA). PPP loans have terms of two to five years and earn interest at 1%. In addition, the Credit Union received a fee of 1%-5% from the SBA depending on the loan amount, which is accreted into interest income over the contractual life of the loan. PPP loans are fully guaranteed by the SBA and are expected to be forgiven by the SBA if they meet the requirements of the program. The balance of PPP loans included in Commercial - Other loans at December 31, 2020 was approximately $2,640,000.

Allowance for Loan Losses (ALL)

The ALL is management's estimate of probable credit losses inherent in the loan portfolio, at the date of the statement of financial condition. The Credit Union's ALL process involves procedures to appropriately consider the unique risk characteristics of its commercial and consumer loan portfolio segments. For each portfolio segment, impairment is measured collectively for groups of smaller loans with similar characteristics and individually for larger impaired loans.

Note 3 – Loans to Members (continued)

Commercial portfolio segment ALL methodology

Generally, commercial loans are assessed for estimated losses by grading each loan using various risk factors as identified through periodic reviews. For loans not identified as impaired, the Credit Union determines the allowance on a collective basis utilizing historical and forecasted losses to represent the best estimate of inherent loss at the measurement date. In the development of statistically derived loan loss factors, historical losses are observed over a relevant period for each loan type. These loss estimates are adjusted as appropriate based on additional analysis of long-term average loss experience compared to previously forecasted losses, external loss data, or other risks identified from current economic conditions and credit quality trends. The commercial ALL includes an amount for the estimated losses on individually evaluated impaired loans.

Consumer portfolio segment ALL methodology

For consumer loans, not identified as impaired, the Credit Union determines the allowance on a collective basis utilizing historical and forecasted losses to represent the best estimate of inherent loss at the measurement date. Loans are pooled, generally by loan types with similar risk characteristics, such as consumer real estate mortgages and credit cards. The consumer ALL model primarily uses historic delinquency and default experience, loss severity, home price trends, unemployment trends, and other key economic variables that may influence the frequency and severity of losses for each class of loan within the consumer segment. The consumer allowance includes an amount for the estimated losses on individually evaluated impaired loans.

Allowance for loan losses

Activity in the ALL and recorded investment in loans, by portfolio segment, for the years ended December 31, 2020 and 2019 is as follows:

2020	Consumer Real Estate	Consumer	Commercial	Total
Allowance for loan losses				
Beginning allowance	$ 777,864	$ 3,592,338	$ 1,203,124	$ 5,573,326
Charge-offs	(214,530)	(2,648,177)	(24,840)	(2,887,547)
Recoveries	17,676	1,037,334	-	1,055,010
Provision for loan losses	706,291	4,888,815	1,792,307	7,387,413
Ending allowance	$ 1,287,301	$ 6,870,310	$ 2,970,591	$ 11,128,202
Ending balance individually evaluated for impairment	$ 213,887	$ 320,250	$ 2,170	$ 536,307
Ending balance collectively evaluated for impairment	1,073,414	6,550,060	2,968,421	10,591,895
Ending allowance	$ 1,287,301	$ 6,870,310	$ 2,970,591	$ 11,128,202

Note 3 – Loans to Members (continued)

2020 (continued)	Consumer Real Estate	Consumer	Commercial	Total
Loans				
Ending balance individually evaluated for impairment	$ 7,122,649	$ 771,047	$ 787,642	$ 8,681,338
Ending balance collectively evaluated for impairment	1,175,672,804	209,855,993	206,721,927	1,592,250,724
Total loans	$ 1,182,795,453	$ 210,627,040	$ 207,509,569	$ 1,600,932,062

2019	Consumer Real Estate	Consumer	Commercial	Total
Allowance for loan losses				
Beginning allowance	$ 1,201,361	$ 3,717,231	$ 1,055,614	$ 5,974,206
Charge-offs	(54,328)	(3,164,092)	(8,023)	(3,226,443)
Recoveries	13,404	1,032,524	-	1,045,928
Provision for loan losses	(382,573)	2,006,675	155,533	1,779,635
Ending allowance	$ 777,864	$ 3,592,338	$ 1,203,124	$ 5,573,326
Ending balance individually evaluated for impairment	$ 107,870	$ 366,606	$ -	$ 474,476
Ending balance individually collectively for impairment	669,994	3,225,732	1,203,124	5,098,850
Ending allowance	$ 777,864	$ 3,592,338	$ 1,203,124	$ 5,573,326
Loans				
Ending balance individually evaluated for impairment	$ 3,735,127	$ 706,797	$ -	$ 4,441,924
Ending balance collectively evaluated for impairment	1,159,822,761	249,083,221	170,031,199	1,578,937,181
Total loans	$ 1,163,557,888	$ 249,790,018	$ 170,031,199	$ 1,583,379,105

Note 3 – Loans to Members (continued)

The table below summarizes key information for impaired loans as of and for the years ended December 31:

2020	Recorded Investment	Unpaid Principal Balance	Related Allowance	Average Recorded Investment
With no special allowance recorded:				
Consumer real estate				
First mortgage	$ 3,988,705	$ 3,971,259	$ -	$ 4,011,577
Second mortgage	865,949	861,006	-	861,809
Consumer				
Auto	249,138	248,532	-	266,804
Other – primarily unsecured	140,247	139,906	-	139,546
Commercial				
Real estate	785,478	787,383	-	751,772
Other	-	-	-	-
With a specific allowance recorded:				
Consumer real estate				
First mortgage	1,539,532	1,538,961	165,367	1,539,532
Second mortgage	728,463	729,566	48,520	728,463
Consumer				
Auto	159,443	159,055	106,653	176,039
Other – primarily unsecured	222,219	221,678	213,597	218,134
Commercial				
Real estate	-	-	-	-
Other	2,164	2,170	2,170	2,776
Totals by loan segment				
Consumer real estate	7,122,649	7,100,792	213,887	7,141,381
Consumer	771,047	769,171	320,250	800,523
Commercial	787,642	789,553	2,170	754,548
	$ 8,681,338	$ 8,659,516	$ 536,307	$ 8,696,452

Note 3 – Loans to Members (continued)

2019	Recorded Investment	Unpaid Principal Balance	Related Allowance	Average Recorded Investment
With no allowance recorded				
Consumer real estate				
First mortgage	$ 2,307,253	$ 2,292,891	$ -	$ 2,309,918
Second mortgage	460,784	457,916	-	492,128
Consumer				
Auto	66,522	66,344	-	75,287
Other – primarily unsecured	209,030	208,469	-	195,126
With an allowance recorded				
Consumer real estate				
First mortgage	967,090	961,070	107,870	645,868
Second mortgage	-	-	-	797,909
Consumer				
Auto	176,814	176,340	112,858	214,324
Other – primarily unsecured	254,431	253,748	253,748	251,838
Totals by loan segment				
Consumer real estate	3,735,127	3,711,877	107,870	4,245,823
Consumer	706,797	704,901	366,606	736,575
	$ 4,441,924	$ 4,416,778	$ 474,476	$ 4,982,398

Interest income recognized on impaired loans during the years ended December 31, 2020 and 2019 was not material to the consolidated financial statements.

During the year ended December 31, 2020, 2,837 loans totaling approximately $100,830,000 were modified as CARES Act deferrals. As of December 31, 2020, all but approximately $45,560,000 of these loans have returned to active payment status.

Note 3 – Loans to Members (continued)

Age analysis of past due loans

The Credit Union has several classes of consumer and commercial loans which carry distinct credit risks. A significant variable in the loss estimation of the consumer and commercial ALL is delinquency levels. The following table presents the outstanding recorded investment from each class within the consumer and commercial portfolio by delinquency status:

2020	30–59 Days Past Due	60–89 Days Past Due	90 Days and Greater Past Due	Total Past Due	Current	Total Recorded Investment
Consumer real estate						
First mortgage	$ 6,180,396	$ 1,296,387	$ 1,681,191	$ 9,157,974	$ 938,901,753	$ 948,059,727
Second mortgage	547,535	264,839	578,870	1,391,244	233,344,483	234,735,727
	6,727,931	1,561,226	2,260,061	10,549,218	1,172,246,236	1,182,795,454
Consumer						
Auto	919,571	249,360	158,227	1,327,158	100,017,390	101,344,548
Other – primarily unsecured	548,806	318,017	43,567	910,390	108,372,102	109,282,492
	1,468,377	567,377	201,794	2,237,548	208,389,492	210,627,040
Commercial						
Real estate	-	787,383	-	787,383	194,732,924	195,520,307
Other	311	2,170	-	2,481	11,986,780	11,989,261
	311	789,553	-	789,864	206,719,704	207,509,568
	$ 8,196,619	$ 2,918,156	$ 2,461,855	$ 13,576,630	$ 1,587,355,432	$ 1,600,932,062

2019	30–59 Days Past Due	60–89 Days Past Due	90 Days and Greater Past Due	Total Past Due	Current	Total Recorded Investment
Consumer real estate						
First mortgage	$ 4,453,676	$ 892,206	$ 408,727	$ 5,754,609	$ 825,107,586	$ 830,862,195
Second mortgage	886,756	50,900	390,319	1,327,975	331,367,718	332,695,693
	5,340,432	943,106	799,046	7,082,584	1,156,475,304	1,163,557,888
Consumer						
Auto	1,119,397	108,085	134,598	1,470,166	132,966,800	134,436,966
Other – primarily unsecured	568,753	201,981	260,235	1,232,950	116,428,385	117,661,335
	1,688,150	310,066	394,833	2,703,116	249,395,185	252,098,301
Commercial						
Real estate	-	-	-	-	160,843,683	160,843,683
Other	34,495	-	-	34,495	9,153,021	9,187,516
	34,495	-	-	34,495	169,996,704	170,031,199
	$ 7,063,077	$ 1,253,172	$ 1,193,879	$ 9,820,195	$ 1,575,867,193	$ 1,585,687,388

There were no loans 90 days or more past due and still accruing interest as of December 31, 2020 and 2019.

Note 3 – Loans to Members (continued)

Commercial credit quality indicators
In addition to monitoring commercial loan concentration risk, the Credit Union manages a consistent process for assessing commercial loan credit quality. Commercial loans are subject to individual risk assessment using internal borrower and collateral quality ratings. The Credit Union uses the following risk rating definitions to assess risk within the portfolio:

Pass – The borrower is considered creditworthy and has the ability to repay the debt in the normal course of business. The Credit Union uses four levels of grading within the pass category based on the underlying characteristics of the loan.

Watch – The Loan has the capacity to perform according to terms; however, elements of uncertainty (an uncharacteristic negative financial or other risk factor event) exist. Margins of debt service coverage are narrow, and historical patterns of financial performance may be erratic although the overall trends are positive. Often the operating assets of the company and/or real estate will secure these loans. If secured, collateral value and adequate sources of repayment currently protect the loan. Material adverse trends have not developed at this time.

Special mention – The loan exhibits potential credit weaknesses or downward trends which, if not checked or corrected, will result in a weakened asset and/or an inadequately protected position. The borrower is marginally acceptable and asset quality, financial flexibility, leverage, and management are below average. Management and ownership may have limited depth and back-up support. Although these loans are performing, adverse trends have developed in the borrower's operations and/or balance sheet. Collectability of the loan is not yet in jeopardy, but there is concern about timely repayment.

Substandard – The loan is inadequately protected by the current net worth and paying capacity of the borrower or of the collateral pledged. There are well defined weaknesses that are jeopardizing the repayment of the debt. The Credit Union will likely sustain some loss if the deficiencies are not corrected.

Doubtful – The loan has the weaknesses of those in the Substandard rating, one or more of which make collection or liquidation in full highly questionable and improbable. The possibility of loss is extremely high, but because of certain important and reasonably specific pending factors which may work to the advantage and strengthening of the loan, its classification as a loss is deferred until a more exact status may be determined.

Loss – The loan is not considered collectible and is of such little value that continued classification as a bankable asset is not warranted. This classification does not mean the loan has absolutely no recovery or salvage value, but that it is neither practical nor desirable to defer writing off the loan.

Not Graded – Instances where no grade was assigned related to small dollar homogenous rental properties that are not subjected to traditional commercial rating. This category includes the outstanding loan balances for the PPP loans as of December 31, 2020.

Note 3 – Loans to Members (continued)

The following tables present the recorded investment for commercial loans based on risk rating as of December 31, 2020 and 2019:

2020	Real Estate	Other	Total
Pass	$ 150,435,107	$ 6,794,452	$ 157,229,559
Special Mention	-	76,914	76,914
Not graded	45,085,200	5,117,895	50,203,095
Total	$ 195,520,307	$ 11,989,261	$ 207,509,568

2019	Real Estate	Other	Total
Pass	$ 134,262,969	$ 6,734,059	$ 140,997,028
Special Mention	-	91,226	91,226
Not graded	26,580,714	2,362,231	28,942,945
Total	$ 160,843,683	$ 9,187,516	$ 170,031,199

Note 4 – Loan Servicing

Mortgage loans serviced for others are not included in the accompanying consolidated statements of financial condition. The following tables present the unpaid principal balances and the related custodial escrow balances in connection with the servicing of these loans at December 31:

	2020	2019
Mortgage loan portfolio serviced for		
Federal National Mortgage Association	$ 2,322,054,878	$ 2,662,213,554
Federal Home Loan Mortgage Corporation	1,818,261,700	1,180,065,289
Other	222,217,807	195,546,808
Total loans serviced	$ 4,362,534,385	$ 4,037,825,651
Custodial escrow balances	$ 45,374,860	$ 39,759,271

Note 4 – Loan Servicing (continued)

The following tables present mortgage servicing rights activity and fair value as of and for the years ended December 31:

	2020	2019
Mortgage servicing rights		
Balance, beginning of year	$ 30,363,412	$ 26,312,586
Capitalization	23,054,065	11,076,790
Amortization	(14,353,141)	(7,025,964)
	39,064,336	30,363,412
Market value adjustment	(13,660,909)	-
Balance, end of year	$ 25,403,427	$ 30,363,412
Fair value of mortgage servicing rights	$ 25,564,451	$ 37,551,779

The key economic assumptions used in determining the fair value of mortgage servicing rights at December 31 are as follows:

	2020	2019
Prepayment speed	7.0 – 67.4%	6.6 – 34.2%
Yield-to-maturity discount rate	9.0 – 12.5%	10.5 – 14.0%

Note 5 – Property and Equipment

Property and equipment is carried at cost, less accumulated depreciation and amortization, and are summarized as of December 31 by major classification as follows:

	2020	2019
Land and improvements	$ 10,876,832	$ 10,876,832
Building and improvements	41,762,779	40,320,377
Furniture and equipment	42,887,963	39,218,340
Leasehold improvements	6,087,041	5,400,734
Work in process	18,657,507	8,902,781
	120,272,122	104,719,064
Less accumulated depreciation and amortization	(44,872,721)	(38,125,048)
	$ 75,399,401	$ 66,594,016

Depreciation and amortization charged to expense was approximately $7,020,000 and $6,550,000 for the years ended December 31, 2020 and 2019, respectively.

Note 6 – Members' Shares and Savings Accounts

Members' shares and savings accounts are summarized as follows as of December 31:

	2020	2019
Share drafts accounts	$ 767,178,104	$ 584,845,112
Share accounts	849,199,997	648,297,955
Money market accounts	663,567,140	501,466,191
Individual retirement accounts	20,742,233	18,763,143
Share and IRA certificates	116,742,165	127,174,756
	$ 2,417,429,639	$ 1,880,547,157

As of December 31, 2020, scheduled maturities of share and IRA certificates are as follows:

Years ending December 31,	2021	$ 73,696,814
	2022	17,778,415
	2023	9,665,610
	2024	8,156,891
	2025	7,444,435
		$ 116,742,165

The aggregate amount of members' time deposit accounts in denominations of $250,000 or more as of December 31, 2020 and 2019 was approximately $5,910,000 and $9,620,000, respectively. These amounts are federally insured through the NCUSIF.

Note 7 – Employee Benefits

Defined contribution 401(k) plan

All employees of the Credit Union are eligible to participate in a 401(k) retirement savings plan upon attaining the age of 18. Each pay period, eligible participants may make salary deferred contributions to the plan and the Credit Union matches a portion of the contributions. All contributions from the employee and the Credit Union are always 100% vested. The Credit Union's contributions to the plan were approximately $2,010,000 and $1,600,000 for the years ended December 31, 2020 and 2019, respectively.

Deferred compensation

The Credit Union has a 457(b) non-qualified deferred compensation plan for certain members of senior management. The Credit Union does not contribute to this plan. The deferred compensation amounts are shown as both assets and liabilities in the Credit Union's consolidated statements of financial condition and are available to creditors in the event of the Credit Union's liquidation. The balance of the deferred compensation under this plan was approximately $3,950,000 and $2,950,000 as of December 31, 2020 and 2019, respectively.

Note 7 – Employee Benefits (continued)

The Credit Union has also entered into 457(f) deferred compensation agreements with certain senior executives. The Credit Union has invested in certain investments and whole life insurance policies in order to partially defray the cost of these agreements. The Credit Union is the owner of the investments and policies, and a liability is separately established for the intended obligation to the executives. The assets under this arrangement was approximately $12,140,000 and $11,850,000 as of December 31, 2020 and 2019, respectively. The liability under this arrangement was approximately $5,020,000 and $3,790,000 as of December 31, 2020 and 2019, respectively.

Note 8 – Related Party Transactions

The Credit Union has had, and may be expected to have in the future, financial transactions in the ordinary course of business with directors, principal officers, and their immediate families (commonly referred to as related parties). Included in loans receivable at December 31, 2020 and 2019 are loans of approximately $6,140,000 and $5,720,000, respectively, to directors and officers of the Credit Union. Deposits from directors and officers totaled approximately $2,390,000 and $1,350,000 December 31, 2020 and 2019, respectively. Related party loans and deposits are on the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with others.

Note 9 – Borrowed Funds

Lines of credit
As a member of the FHLB, the Credit Union has access to a pre-approved secured line of credit with the capacity to borrow up to a certain percentage of its eligible collateral, as defined in the FHLB Statement of Credit Policy. The interest rate terms under this line-of-credit agreement are variable. The aggregate unused line of credit under this agreement was approximately $936,890,000 and $863,190,000 as of December 31, 2020 and 2019, respectively. There were no borrowings outstanding as of December 31, 2020 and 2019.

The Credit Union has access to the Federal Reserve Bank of Kansas City’s Discount Window. Under the terms of this secured line-of-credit agreement, the Credit Union has the ability to borrow up to a certain percentage of the balance of its pledged eligible investment securities. Borrowing capacity was approximately $101,840,000 and $62,990,000 as of December 31, 2020 and 2019, respectively. The interest rate terms under this line-of-credit agreement are variable. There were no borrowings outstanding as of December 31, 2020 and 2019, respectively.

Note 10 – Commitments and Contingent Liabilities

Concentration of credit risk
Most of the Credit Union's business activity is with its members who reside in 7 counties along the Front Range of Northern Colorado. Although the Credit Union has a diversified loan portfolio, borrowers' ability to repay loans may be affected by the economic climate of the overall geographic region in which borrowers reside.

The Credit Union places its cash with high credit quality financial institutions. The amount of its deposits fluctuates and at times exceeds insured regulatory limits, which potentially subjects the Credit Union to credit risk.

Legal contingencies
The Credit Union is a party to various legal actions normally associated with collections of loans and other business activities of financial institutions. The aggregate effect of litigation, in management's current opinion, will not have a material adverse effect on the consolidated statements of financial condition or results of operations of the Credit Union.

Off-balance sheet credit risk
In order to meet the financing needs of its members, the Credit Union is also a party to financial instruments with off-balance sheet credit risk. These financial instruments are commitments to extend credit. Those instruments involve, to varying degrees, elements of credit and interest rate risk in excess of the amount recognized in the consolidated statements of financial condition.

The Credit Union's exposure to credit loss, in the event of nonperformance by the other party to the financial instrument for commitments to extend credit, is represented by the contractual notional amount of those instruments. The Credit Union uses the same credit policies in making commitments to lend as it does for on-balance sheet instruments.

Commitments to extend credit are agreements to lend to a member as long as there is no violation of any condition established in the contract. Commitments generally have fixed expiration dates or other termination clauses and may require payment of a fee. The Credit Union evaluates each member's creditworthiness on a case-by-case basis. The amount of collateral obtained, if deemed necessary by the Credit Union upon extension of credit, is based on management's credit evaluation of the member.

At December 31, 2020 and 2019, the Credit Union had outstanding commitments for unused lines of credit and origination of loans that are not reflected in the accompanying consolidated financial statements as follows:

	2020	2019
Home equity	$ 408,308,093	$ 414,687,014
Consumer – credit card	299,706,680	316,867,477
Consumer – other	466,853,638	281,458,131
Commercial	53,352,540	55,937,963
	$ 1,228,220,951	$ 1,068,950,585

Note 10 – Commitments and Contingent Liabilities (continued)

Commitments may expire without being drawn upon. Therefore, the total commitment amount does not necessarily represent future cash requirements of the Credit Union.

Lease commitments
The Credit Union leases several branch locations. The minimum noncancellable lease obligations approximate the following as of December 31, 2020:

Year ending December 31,	2021	$ 1,086,225
	2022	885,879
	2023	747,056
	2024	503,945
	2025	501,705
	Thereafter	2,315,899
		$ 6,040,709

Net rent expense under operating leases, included in expenses, was approximately $1,380,000 and $1,200,000 for the years ended December 31, 2020 and 2019, respectively.

Note 11 – Regulatory Capital

The Credit Union is subject to various regulatory capital requirements administered by the NCUA. Failure to meet minimum capital requirements can initiate certain mandatory – and possibly additional discretionary – actions by regulators that, if undertaken, could have a direct material effect on the Credit Union's consolidated financial statements. Under capital adequacy guidelines and the regulatory framework for prompt corrective action, the Credit Union must meet specific capital guidelines that involve quantitative measures of the Credit Union's assets, liabilities, and certain off-balance sheet items as calculated under generally accepted accounting principles. The Credit Union's capital amounts and classification are also subject to qualitative judgments by the regulators about components, risk weightings, and other factors.

Quantitative measures, established by regulation to ensure capital adequacy, require the Credit Union to maintain minimum amounts and ratios (set forth in the table below) of net worth to total assets. Further, credit unions over $50,000,000 in assets are also required to calculate a Risk-Based Net Worth (RBNW) requirement, which establishes whether or not the Credit Union will be considered "complex" under the regulatory framework. The Credit Union's RBNW requirements as of December 31, 2020 and 2019 were 5.32% and 5.76%, respectively. The minimum requirement to be considered "complex" under the regulatory framework is 6.00%. Management believes, as of December 31, 2020 and 2019, the Credit Union meets all capital adequacy requirements to which it is subject.

Note 11 – Regulatory Capital (continued)

As of December 31, 2020, the most recent regulatory reporting period, the NCUA categorized the Credit Union as "well capitalized" under the regulatory framework for prompt corrective action. To be categorized as "well capitalized," the Credit Union must maintain a minimum net worth ratio of 7% of assets and also meet any applicable RBNW requirement. There are no conditions or events since that notification that management believes have changed the institution's category.

The Credit Union's actual and required net worth amounts and ratios are as follows:

	As of December 31, 2020		As of December 31, 2019	
	Amount	Ratio/ Requirement	Amount	Ratio/ Requirement
Actual net worth	$ 284,559,174	10.12%	$ 246,065,724	11.12%
Amount needed to be classified as "well capitalized"	$ 196,871,181	7.00%	$ 154,945,822	7.00%
Amount needed to be classified as "adequately capitalized"	$ 168,746,727	6.00%	$ 132,810,704	6.00%

Because the RBNW requirement is less than the net worth ratio, the Credit Union retains its original category. Further, in performing its calculation of total assets, the Credit Union used the quarter-end balance option, as permitted by regulation.

The following tables present a reconciliation of the Credit Union's total members' equity to regulatory net worth as summarized above:

	December 31,	
	2020	2019
Members' equity per statement of financial condition	$ 288,419,741	$ 249,137,059
Acquisition date retained earnings of acquirees	9,614,857	9,614,857
Acquisition date enterprise fair values of acquirees	(11,249,648)	(11,249,648)
Accumulated other comprehensive income	(2,225,776)	(1,436,544)
Regulatory net worth	$ 284,559,174	$ 246,065,724

Note 12 – Fair Values Measurements

The following tables present information about the Credit Union's assets and liabilities measured at fair value on a recurring basis as of December 31, 2020 and 2019 and indicate the fair value hierarchy of the valuation techniques utilized by the Credit Union to determine such fair value:

	Assets at Fair Value as of December 31, 2020			
	Level 1	Level 2	Level 3	Total
Available-for-sale				
Mortgage-backed securities	$ -	$ 100,521,756	$ -	$ 100,521,756
SBA-backed securities	-	69,177,571	-	69,177,571
Collateralized mortgage obligations	-	30,719,389	-	30,719,389
Derivatives				
Forward sales commitments	-	-	(1,397,561)	(1,397,561)
Interest rate lock commitments	-	9,540,498	-	9,540,498
	$ -	$ 209,959,214	$ (1,397,561)	$ 208,561,653

	Assets at Fair Value as of December 31, 2019			
	Level 1	Level 2	Level 3	Total
Available-for-sale				
Mortgage-backed securities	$ -	$ 101,639,532	$ -	$ 101,639,532
SBA-backed securities	-	32,414,891	-	32,414,891
Collateralized mortgage obligations	-	24,063,827	-	24,063,827
	$ -	$ 158,118,250	$ -	$ 158,118,250

Assets measured at fair value on a nonrecurring basis as of December 31, 2020 and 2019 were insignificant to the financial statements.

Note 13 – Revenue from Contracts with Members

The Credit Union's non-interest income, including revenue from contracts with members in the scope of ASC 606, is presented for the years ended December 31:

	2020	2019
Non-interest income		
Fees and service charges:		
Share account service fees (1)	$ 5,206,740	$ 5,211,229
Loan service fees (2)	467,111	465,348
Total fees and service charges	5,673,851	5,676,577
Mortgage gain and servicing income (2)	87,864,324	33,132,653
Interchange income (1)	12,297,198	11,683,488
Gain on sale of assets, net (2)	6,179,498	4,524,177
Miscellaneous operating income (2)	1,786,388	3,271,109
Wealth management income (2)	2,929,639	2,965,193
Total non-interest income	$ 116,730,898	$ 61,253,197

(1) Within the scope of ASC 606
(2) Outside the scope of ASC 606

Board of Directors

Kate Brown
Board Chair

Don Cheyne
Board Vice Chair

Ray Martinez
Board Secretary

Barbara Brohl
Board Treasurer

Natalie Baumgartner
Board Member

Carroll Beach
Board Member

Katie Cowan
Board Member

Todd Gleeson
Board Member

Nancy Herbert
Board Member

Garry Woods
Board Member

BOARD CHAIR

Kate Brown

Kate Brown was appointed to the Elevations Board in November 2015 and elected in 2016.

Kate is the Founder and President of Boulder Organic Foods LLC and has been developing the brand Boulder Organic! since 2006. Having grown a consumer brand with help from the local industry, Kate is a member and sponsor of Naturally Boulder, and board member of the Boulder Chamber of Commerce. She also has a passion for education and sits on the advisory boards of the Center for Women's Health Research and the Benson Center for Western Civilization, both affiliates of the University of Colorado. Kate earned a master's degree in counseling psychology from Naropa University as well as a bachelor's degree in technical journalism from Colorado State University. A Colorado native, Kate and her family live in Boulder and enjoy the community of natural product entrepreneurs and a variety of activities like hiking, snow sports and running.

BOARD VICE CHAIR

Don Cheyne

Don Cheyne joined the Elevations Board in 2011 following its merger with St. Vrain Valley Credit Union, where he served as a board member for three years. Don also serves as chair of the Audit and Risk Committee.

Don has spent his career in manufacturing management and was an owner of Mountain Molding, a Longmont-based plastic injection molding business. After selling the company to Tenere, Inc., Don is now a manufacturing business consultant. He holds a bachelor's degree in electrical and computer engineering and a master's degree in business administration, both from the University of Colorado Boulder. Don serves as a board member of Elevations Foundation. He lives in Broomfield with his wife and daughter, and he enjoys spending his time playing ice hockey and traveling.

BOARD SECRETARY

Ray Martinez

Ray Martinez was appointed to the Elevations Board in August 2014 and elected in April 2015. He also serves as chair of the Governance and Nominating Committee.

Ray is a retired Fort Collins police sergeant, as well as a former three-term mayor of Fort Collins. He most recently served as City Councilmember for District 2 in Fort Collins from 2015 to 2019. He is a U.S. Army veteran, having received the Army Commendation Medal. Ray has dedicated significant time working closely with Hispanic community leaders, youth and athletes to improve the relationship between the community and law enforcement. He co-founded an organization that works directly with at-risk youth to provide them with positive educational and recreational experiences while keeping them active within their neighborhoods and communities. He was a member of the National League of Cities Public Safety and Crime Prevention Committee until 2019 and has been a member of several boards and organizations over the years, including the chair of Colorado's Minority Business Advisory Council under Governor Owens and Governor Ritter, a member of the Colorado Mesa University board of trustees, and a White House appointee on the Defense Advisory Board for Employer Support of the Guard and Reserve. Ray lives in Fort Collins, enjoys writing and has published several books.

BOARD TREASURER

Barbara Brohl

Barbara Brohl was appointed to the Elevations Board in October 2019 and elected in May 2020. She also serves as a member of the Audit and Risk Committee.

Barbara has served on several boards including the Regional Transportation District (RTD), Statewide Internet Portal Authority and Denver Employee Retirement Program boards. She currently serves on the Denver School for Science & Technologies and Latinas First Foundation boards. She is Principal of B J Brohl Strategies, a government affairs consulting firm for the legal cannabis industry and implementing governments. Prior, she served as the Executive Director and State Licensing Authority for the Department of Revenue and spent 33 years with Qwest Communications International in various roles. She graduated from Regis University with a degree in business management and received her Juris Doctor degree from the University of Denver, Sturm College of Law. A Colorado native, Barbara lives in Lakewood with her husband, and they enjoy traveling around the country in their RV when they're not spending time with their children and grandchildren.

BOARD MEMBER

Natalie Baumgartner

Natalie Baumgartner was appointed to the Elevations Board in November 2015 and elected in April 2016. She also serves on the Governance and Nominating Committee.

Natalie is the Chief Workforce Scientist at Achievers, an international Employee Engagement Platform, where she directs the Achievers Workforce Institute, working to translate engagement research into SaaS-based software. Prior to joining Achievers, she co-founded and served as Chief Psychologist at RoundPegg. She has spent over a decade consulting on engagement and corporate culture with C-suite executives, boards of directors and private equity investors. She holds a Ph.D. in clinical psychology from the University of Denver, a master's degree in clinical psychology from UCLA and a bachelor's degree in psychology from the University of Wisconsin-Madison. In addition to her work at Achievers, Natalie serves on the board of the Consulting Psychology Division of the American Psychological Association and is a popular speaker on culture, engagement, mergers and acquisitions, and change management, as well as a TEDx speaker on culture fit. Natalie lives in Boulder with her husband and three little girls. She enjoys hiking, running and chasing her daughters down the ski slopes.

BOARD MEMBER

Carroll Beach

Carroll Beach was elected to the Elevations Board in 2010 and served as chair from 2011 to 2014. He also serves on the Governance and Nominating Committee.

Carroll retired as president and COO of CO-OP Shared Branching in 2011, following a three-year tenure as president of the Credit Union Service Corporation. He was previously president and CEO of the Colorado Credit Union System for 30 years. Carroll holds a bachelor's degree from the University of Kansas and a master's degree from Emporia State University. He served on boards and committees for the Credit Union National Association, the Association of American Credit Union Leagues — from which he received the Eagle Award — and the Credit Union House LLC, for which he was chairman of the board. He also received the Herb Wegner Lifetime Achievement Award, the most recognized award given in the credit union industry. Carroll currently serves on the boards of the Westminster Legacy Foundation and the Mountain Sky Methodist Foundation, and he is board treasurer of Elevations Foundation. He lives in Westminster with his wife, and they enjoy spending time with their two children, five grandchildren and great-granddaughter. Carroll is an avid golfer and also enjoys reading and participating in activities at his church.

BOARD MEMBER

Katie Cowan

Katie Cowan was appointed to the Elevations Board in 2008 and elected in 2009. She also serves on the Audit and Risk Committee. She served as board chair from 2014 to 2017. Before joining the board, she served on the Finance and Supervisory Committees at Elevations.

Katie works as a Treasury Manager for Arrow Electronics, a Fortune 500 company headquartered in Centennial, where she manages Arrow's global Middle & Back Office Treasury team. She holds a bachelor's degree in economics with an emphasis in finance from St. Olaf College and has served on the boards of directors for the St. Olaf Alumni Association and the Colorado Treasury Management Association (now RMAFP). Katie lives in Denver with her husband and daughter, and enjoys running, biking and spending time in the mountains.

BOARD MEMBER

Todd Gleeson

Todd Gleeson joined the Elevations Board in 2012. He has been an Elevations Credit Union member since 1981. Todd also serves as a member of the Audit and Risk Committee.

Todd has been a member of the faculty at the University of Colorado Boulder for more than 30 years and is a professor in the Department of Integrative Physiology. He also served as the university's dean of the College of Arts and Sciences, and associate vice chancellor for faculty affairs. Todd holds a Ph.D. in developmental and cell biology from the University of California at Irvine. He lives with his wife in Louisville, where they enjoy live theater and all that the Colorado outdoor recreation scene has to offer.

BOARD MEMBER

Nancy Herbert

Nancy Herbert has been a member of the Elevations Board since 2011 and served as chair from 2017 to 2019. She previously served as the chair of the St. Vrain Valley Credit Union Board until its merger with Elevations that same year. She currently serves as a member of the Governance and Nominating Committee.

Nancy is the CEO and founder of Boardroom Sage LLC, a coaching and consulting business with a focus on board governance. A former school district administrator and municipal elected official, she has served on dozens of community boards of directors. Nancy holds a Ph.D. in organizational development and leadership specializing in innovation and entrepreneurism. Her research includes gender diversity on boards. She also holds a master's degree in higher education and a bachelor's degree in organizational management. Nancy is certified as a Credit Union Board Director from the Governance Leadership Institute and in Women's Leadership Development from Oxford University. She resides in Longmont with her husband and enjoys reading, traveling and hiking with her dogs.

BOARD MEMBER

Garry Woods

Garry Woods was appointed to the Elevations Board in August 2020.

Garry is currently a Partner and Executive Director of Governance, Risk, Compliance & Privacy (GRCP) services at Richey May and Co., a growing audit, tax and business assurance company. He works with business and IT leadership teams to enhance strategic, operational and GRCP assessments, application development and support, and employee coaching. Garry's capabilities and experiences with GRCP programs, process improvement and change management make him an essential asset to Richey May's Advisory Services division. In his 20+ year career, Garry has served in leadership roles and consulted with public sector, not-for-profit and voluntary organizations, the majority of which were companies in the Fortune 300 category. Garry serves on the board of Karat Management and Development, a property management and development company focused on affordable housing needs for older adults in the Denver area. He was previously an adjunct faculty member at the Daniels College of Information Technology and eCommerce Department at the University of Denver. He holds a master's degree in global enterprise management from the University of Denver and a bachelor's degree in mathematics and physics from Jarvis Christian College, as well as executive education certifications from Harvard University and MIT. Garry lives in Aurora with his family and enjoys traveling, scuba diving, golfing, fly fishing, camping and rebuilding American muscle cars.

Senior Leadership Team

Gerry Agnes
President & Chief Executive Officer

Jennifer Ramirez
Chief Experience Officer

Michael Calcote
Chief Financial Officer

Pete DuPré
Chief Information Officer

Ray Lindley
Chief Operating Officer

Tammy Taylor
Chief People Officer

Pete Reicks
Chief Strategy & Performance Officer

Brian Holst
General Counsel

Stephanie Camara-Ray
SVP Credit Risk Management

Elizabeth Million
SVP Mortgage Sales

Kendal Harris
SVP Retail Network

Gary Kindle
SVP Vendor Management

PRESIDENT & CHIEF EXECUTIVE OFFICER

Gerry Agnes

Gerry joined Elevations as its CEO in 2008. He directs the credit union's strategic objectives, which focus on employee engagement, a loyal membership and superior financial performance. In the midst of the financial crisis of 2008, he led the charge to pursue the Malcolm Baldrige National Quality Award, a highly competitive U.S. presidential award that recognizes organizations for performance excellence. The Baldrige effort rallied the Elevations team to outperform both in-market competitors and credit unions nationwide, and in 2014, Elevations was named a Baldrige Award recipient by U.S. Secretary of Commerce Penny Pritzker. Elevations went on to receive a second Baldrige Award from U.S. Secretary of Commerce Wilbur Ross during the 2020 pandemic, becoming the first two-time recipient in Colorado history and only the ninth two-time recipient in the history of the award. In 2015, Gerry was named CUES Outstanding Chief Executive, and in 2016, Gerry was named Mountain West Credit Union Association's Credit Union Professional of the Year and Boulder Chamber's Business Person of the Year. In 2020, Gerry received the Baldrige Foundation Award for Leadership Excellence.

Gerry is a CPA with 36 years of professional experience and held positions as president, COO and CFO at various community financial institutions in California. He holds a bachelor's degree in business administration and accounting from California State Polytechnic University, Pomona. Governor Hickenlooper appointed Gerry to Colorado's Financial Services Board in August 2015, and Governor Polis reappointed Gerry to the Board in June 2019, on which he continues to serve. In 2019, Secretary Ross appointed Gerry to the Board of Overseers for the Malcolm Baldrige National Quality Award. Also in 2019, he was appointed to the Federal Reserve Bank of Kansas City's Community Depository Institutions Advisory Council, the Credit Union National Association's CEO Council Executive Committee and the CUES® Board of Directors. Gerry is also a board member of Elevations Foundation.

CHIEF EXPERIENCE OFFICER

Jennifer Ramirez

As chief experience officer, Jennifer leads the digital, marketing, product and community affairs teams. She builds on the credit union's solid foundation to design and deliver innovative solutions that positively impact members, businesses and financial results, creating value for our members.

Before joining Elevations in 2020, Jennifer served in global leadership roles at world-class financial services organizations such as Janus Henderson Investors, Western Union and First Data Corporation. She has 25 years of transformational executive leadership experience spanning financial and professional services across start-ups and turnarounds. Her significant strategy, product, marketing and digital expertise leads teams to impact the business through top-notch experiences. Jennifer received a master's degree in behavioral psychology from the University of Kansas and a bachelor's degree in psychology from Florida State University. She also has expertise as a board member of multiple private and nonprofit organizations, and she recently served as co-chair for Denver Metro Chamber's Colorado Investment Services Coalition.

CHIEF FINANCIAL OFFICER

Michael Calcote

Michael serves as chief financial officer and is responsible for ensuring Elevations' long-term financial sustainability. He oversees accounting and finance, secondary marketing, internal audit, enterprise fraud management, credit risk management, enterprise transformation, operations and corporate real estate.

Prior to joining Elevations in 2010, Michael served as chief financial officer and treasurer for Guaranty Bank, a large, publicly held financial institution headquartered in Austin, Texas. Michael also served for five years as a regulatory examiner and capital markets specialist for the U.S. Office of Thrift Supervision. He holds a bachelor's degree in finance and accounting from Stephen F. Austin State University in Texas and is a Chartered Financial Analyst. Michael also serves as a board member of Mental Health Partners.

CHIEF INFORMATION OFFICER

Pete DuPré

As chief information officer, Pete is responsible for developing and driving the implementation of Elevations' technology strategy, and leading its IT operations and business applications teams.

Prior to joining Elevations in 2017, Pete was CIO, Latin America Region, for First Data Corporation. Pete formerly held IT leadership roles at Amazon Web Services, Vantiv and Micro Focus. He received a bachelor's degree in electrical and computer engineering from State University of New York. In 2020, Pete was recognized as a finalist for the Colorado CIO of the Year® ORBIE® Awards in the Enterprise category. Pete serves as a board member of Elevations Foundation and an examiner for Rocky Mountain Performance Excellence. He previously served as a board member of Healing Warriors Program, helping advance the individual well-being of veterans.

CHIEF OPERATING OFFICER

Ray Lindley

As chief operating officer, Ray directs all aspects of the credit union's consumer, mortgage and business lending programs plus wealth management. He oversees Elevations' retail delivery channels — including all branches and the contact center. He has been instrumental in making Elevations the No. 1 credit union mortgage lender in Colorado, the No. 1 mortgage lender in Boulder County and a top three mortgage lender in Broomfield and Larimer counties.

Ray held leadership roles with Washington Mutual and Chase before joining Elevations in 2013. A graduate of Northwest Nazarene University, he holds a bachelor's degree in accounting and a master's of business administration in economics. In 2016, he graduated from the CUES Institute of Executive Leadership as a Certified Credit Union Executive. Ray serves as the chair of CUNA Lending Council's executive committee, a group that supports and develops the lending practices of credit unions across the country.

CHIEF PEOPLE OFFICER

Tammy Taylor

As chief people officer, Tammy leads the "people" strategy for Elevations Credit Union. She is responsible for aligning the current and future workforce to meet the business objectives of Elevations through leadership, talent, communication, workforce analytics and rewards. She plays an important role in shaping the organization's culture and is an ambassador for employee engagement, diversity, equity and inclusion.

Before joining Elevations in 2018, Tammy had over 20 years of experience in the Denver area spanning strategy, employer brand, operations, product development and talent. She has served in leadership roles in the healthcare, utilities and telecom industries. She holds a bachelor's degree from The College of Human Ecology at Cornell University, an institution that prides itself on exploring the complex relationships between human beings and their natural, social and built environments. Tammy is certified as a Senior Professional in Human Resources (SPHR). She also serves as a board member of Elevations Foundation.

CHIEF STRATEGY & PERFORMANCE OFFICER

Pete Reicks

Pete is responsible for directing Elevations' strategic planning process, advancing enterprise business intelligence capabilities, championing a culture of innovation and directing deployment of the Baldrige Performance Excellence Program in pursuit of the credit union's BHAG: "Audacious Excellence! P.S. We will win the Baldrige again."

Prior to joining Elevations in 2008, Pete held a variety of analyst and leadership roles at the Federal Reserve Bank of Kansas City. He holds a bachelor's degree in economics and finance from Colorado State University Pueblo and a master's of business administration from Benedictine College. In 2017, he achieved Certified Innovation Executive (CIE) status from the CUES Strategic Innovation Institute. In 2021, Pete received the Baldrige Foundation Award for Leadership Excellence. Pete has served as a member of the Board of Examiners for the Malcolm Baldrige National Quality Award and is a board member of Rocky Mountain Performance Excellence.

GENERAL COUNSEL

Brian Holst

As general counsel for Elevations Credit Union and its Board of Directors, Brian leads the credit union's strategic and tactical legal initiatives that create value for its members.

Brian is a uniquely experienced legal and credit union industry veteran. Prior to joining Elevations in 2017, Brian was a partner at Holst, Boettcher & Tehrani LLP, and was engaged in the private practice of law in Colorado for more than 30 years. Brian's legal practice has focused on credit union representation, which has allowed him to develop expertise in the industry, advising and representing many credit unions from around the country in matters pertaining to policy, governance, mergers, regulation, contractual matters, real estate matters, loan enforcement, litigation and arbitration. Brian holds a law degree from Washburn Law School and a bachelor's degree in accounting from Colorado State University. In 2019, Brian was appointed to the Consumer Financial Protection Bureau's Credit Union Advisory Committee. He also serves as a board member of Longmont Meals on Wheels.

SVP CREDIT RISK MANAGEMENT

Stephanie Camara-Ray

Stephanie leads Elevations' credit risk management teams, including residential, consumer and business underwriting, credit risk policy and quality control.

Prior to joining Elevations in 2018, Stephanie served for 25 years in senior credit and risk management roles at firms including Lehman Brothers, Deutsche Bank and CitiMortgage. Stephanie holds a master's degree in finance from Northeastern University and a bachelor's degree in business from Marist College.

SVP MORTGAGE SALES

Elizabeth Million

Elizabeth leads the mortgage sales team at Elevations with the core principle to serve and support credit union members. This team is recognized as the No. 1 credit union mortgage lender in Colorado, the No 1. mortgage lender in Boulder County, and a top three mortgage lender in Broomfield and Larimer counties. Joining as a Mortgage Loan Officer in 2011, Elizabeth was promoted to VP Mortgage Lending in 2012 and to SVP Mortgage Sales in 2020. Her leadership has grown the mortgage sales team from eight to 80+ employees who thrive with the assurance that everyone, from operations to sales, is valued for their contributions. In fact, 65% of her team's Mortgage Loan Officers were recognized nationally as 2020 Top Originators by Scotsman Guide.

Before joining Elevations in 2011, Elizabeth enjoyed a multifaceted career in real estate and finance, including running her own appraisal business and serving as a Mortgage Loan Officer for Fortune 500 companies. Elizabeth received her bachelor's degree from Metropolitan State University of Denver. Committed to sustainability and community initiatives, she has served as a member of Colorado's GEO Working Retrofit Group Finance and Appraisal/Greening the MLS committees. With her experience growing up in Boulder and being a single, working mother of three, Elizabeth recognizes the magnitude of realizing the dream of homeownership, and she's honored to make that dream a reality for members.

SVP RETAIL NETWORK

Kendal Harris

Kendal leads Elevations' retail and business banking teams. She delivers amazing experiences to our members by driving member service excellence and aligning the retail and business banking network with Elevations' core purpose, vision and values. Kendal prioritizes leadership development to unleash her team's talent and strengths in order to serve our members at the highest level. She is also passionate about making a difference in the lives of our members and in our community.

Prior to joining Elevations in 2019, Kendal held various leadership roles over 23 years at Sandia Laboratory Federal Credit Union in Albuquerque, New Mexico. While there, she also served as a board member of Albuquerque Quality Network and as a Quality Examiner for Quality New Mexico. Kendal received her bachelor's degree from the University of Arizona and graduated with high honors from Western CUNA Management School – Pomona College. She is happy to now be a resident of Colorado and enjoys the outdoors.

SVP VENDOR MANAGEMENT

Gary Kindle

Gary leads vendor management and business continuity for Elevations. His focus is on enhancing and expanding our processes, while effectively managing the credit union's most critical vendors and suppliers.

Prior to joining Elevations in 2011, Gary held various leadership roles with First National of Nebraska. He is a graduate of Northern State University and the BAI Graduate School of Bank Financial Management at Vanderbilt University. Gary served 20 years in the U.S. Army before retiring as a platoon sergeant and ammunition instructor.

Northern Colorado Advisory Board

As part of our commitment to Fort Collins, our Northern Colorado Advisory Board offers recommendations and feedback to the Elevations leadership team as we bring our passion for great service and steadfast commitment to the power of localism to Fort Collins. This group of nine community leaders hails from a variety of industries and backgrounds, sharing a common stewardship for the Northern Colorado community.

Denise Juliana

Peter Kelly

Tim Kenney

Troy Krenning

Yvonne Myers

Andrew Romero

Molly Skold

Andrea Tuell

Kevin Unger

Denise Juliana

Prior to her retirement in 2020, Denise Juliana had a 30-year career as a Certified Public Accountant. Denise serves on the Board of Trustees of the Community Foundation of Northern Colorado and enjoys volunteering with Foothills Rotary Club, Give Next and the Food Bank for Larimer County.

Peter Kelly

Peter Kelly is Vice President with CBRE's Northern Colorado office, specializing in leasing and sales transactions across multiple property types. His expertise includes site selection, pre-development services and land use entitlement. With 15 years of experience in commercial real estate, Peter generates value for his clients through strategy, problem solving and creation. He emphasizes planning ahead through each transaction and maintaining the focus of his clients' interests.

Peter is a Certified Commercial Investment Member, a member of the Northern Colorado Commercial Association of Realtors® and a member of the International Council of Shopping Centers. Peter gives back to the community as a board member of the Larimer County Open Lands Advisory Board, past president of Larimer County Partners mentoring organization, founder and past president of NoCo Active 2030, past director of Larimer Commerce Bank and past president of Fort Collins Youth Lacrosse.

Tim Kenney

Tim Kenney's career in the financial services industry began in 1986. He started and managed commercial banking teams in the Midwest, Southwest and Rocky Mountain regions. In early 2015, he formed Gerard Management Company to acquire and operate Ace Hardware of Fort Collins.

Tim has served as a volunteer, committee member and committee chairman on numerous advisory committees and councils. He is currently active with City of Fort Collins Citizens Advisory Group and Foothills Rotary Club. He also serves as a board member and treasurer of the Rocky Mountain Ace Stores Association.

Troy Krenning

Troy Krenning is a practicing trial lawyer who owns a law firm in downtown Loveland. Troy's legal practice focuses on criminal defense, consumer and civil rights, personal injury and general litigation. Prior to that, he worked in law enforcement for a total of 15 years in Fort Collins, Denver and Kansas, including positions as a police chief. He also served in the United States Department of Justice in Washington, D.C.

Troy often lectures on various aspects of the law; he is an adjunct professor of criminal law at Front Range Community College and a lecturer at the University of Denver. Born and raised in Loveland, Troy served as a member of the Loveland Planning Commission for over a decade before serving on Loveland City Council from 2013 to 2017.

Yvonne Myers

Yvonne Myers has been employed in various roles at Columbine Health Systems over the past 30 years. Since 1998, Yvonne has served as the Health Systems Director.

Columbine Health Systems has led innovative community and workforce issues under Yvonne's leadership. Working with Bohemian Foundation and the Larimer County Workforce Center, the organization was the pilot business to bring a work/life navigator program to their community. Moving from pilot to a sustainable model, Columbine Health Systems was the first to partner with the WorkLife Partnership in Larimer County. Currently, Yvonne is the immediate past chair of the UCHealth Northern Colorado Foundation, co-chair of the Northern Colorado Health Sector Partnership and co-chair of the Northern Colorado Legislative Alliance Health Care Committee. Over the past 36 years, she has been involved in numerous boards and committees, including the Fort Collins Area Chamber of Commerce, Larimer County Workforce Investment Board and SAINT – Senior Alternatives in Transportation.

Andrew Romero

Prior to his retirement, Andrew (Andy) Romero held two prominent positions. For more than a dozen years, he was the Comptroller for the City of Greeley, and then he worked as the Finance Director of the High Plains Library District for a decade.

Giving back to the community is a priority for Andy. He is a board member and treasurer of Jobs of Hope, a volunteer teaching citizenship classes at the Immigrant & Refugee Center of Northern Colorado, and a member and treasurer of Trinity Episcopal Church. In addition, Andy has used his talents to better the community through the following positions: board member and treasurer of the Northern Colorado Hispanic Chamber of Commerce; board member and treasurer of Northern Colorado Medical Center Foundation; president, treasurer and board member of AIMS Community College Foundation; and president, board member and current member of the Greeley Rotary Club, among other positions.

Molly Skold

Since 2010, Molly Skold has served as a catalyst for the revitalization, vibrancy and explosive growth of historic midtown Omaha as Vice President of Marketing and Communications for Mutual of Omaha's real-estate arm, Midtown Crossing at Turner Park. This $365 million mixed-use development offers 225,000 square feet of restaurants and retail, more than 500 residential units and a year-round calendar of engaging community events.

Molly previously worked to open Omaha's $75 million Salvation Army Ray and Joan Kroc Community Center, a key public/private partnership with noteworthy philanthropist Walter Scott's Heritage Services foundation, other local donors and the City of Omaha. For over five years, Molly led and directed the Greater Omaha Chamber's highly successful O! Campaign and O! Public Art Project, encouraging Omahans to be more active advocates for their city. In partnership with the Omaha Police Department, she served as the driving force behind the Horses of Honor public art installation at Midtown Crossing in tribute to Omaha's fallen officers. Born, raised and based in Fort Collins, Molly serves as a board member and executive board secretary of Visit Fort Collins, a member of the Tourism Master Plan Leadership Committee and a board member of the Fort Collins Museum of Discovery. She is a former member of the Larimer County Food Bank Capital Campaign. Molly and her husband are the proud parents of three grown children.

Andrea Tuell

Andrea Tuell has been involved in every aspect of real estate since 2005 and is currently a Broker Associate/Partner at The Group, Inc. For the last 15 years, she has worked with several of the top builders in Northern Colorado, selling in many of the most successful subdivisions.

Andrea's knowledge includes new home sales of custom homes, luxury condos, single-family homes, townhomes and lots. She excels at marketing and advertising for residential properties and investments, from kiddie condos to multi-family and single-family investments. Committed to exceeding her clients' real estate experience expectations, Andrea strives to earn her clients' trust as a real estate advisor. Giving back to the community is important to Andrea. She serves as a board member of Neighbor to Neighbor and as a committee member for Dream Makers, an organization in Northern Colorado that supports older youth who are aging out of the foster care system. Andrea recently started Raising Angels Foundation, a nonprofit that supports teen parents and their babies with resources and goods. She previously served as a board member and treasurer of Mountain View Rotary Club, a member of The Group, Inc. Scholarship Selection Committee and a member of the Schaefer Family Scholarship Selection Committee.

Kevin Unger

Kevin Unger is the President/CEO of Poudre Valley Hospital and Medical Center of the Rockies, and Executive Leadership over Yampa Valley Medical Center and Greeley Hospital. In addition, he oversees management agreements with Sidney Regional Medical Center, Ivinson Memorial Hospital and Cheyenne Regional Medical Center.

With Poudre Valley Hospital since 2001, Kevin's focus on quality excellence is reflected in the numerous national awards received by Poudre Valley Hospital, Medical Center of the Rockies and Poudre Valley Health System, including the Malcolm Baldrige National Quality Award in 2008. A native of Fort Collins, Kevin was selected as the recipient of the Robert S. Hudgens Young Healthcare Executive of the Year through the American College of Healthcare Executives in 2009.

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