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the COMMUNITY BANKER UPDATE

NOVEMBER / DECEMBER 2019

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UPCOMING WEBINARS

Want To Attend A Webinar?

Click MORE INFO for a full description or to register for the webinars shown here.

Visit cbiaonline.org, for details on CBI webinars and other events, or call us at 515.453.1495 for more info.

Click for **2020 Schedule**

MORE INFO	Jan. 7	Lending to Hemp Businesses, Including Recent USDA Interim Hemp Production Guidance
MORE INFO	Jan. 8	BSA High-Risk Customers: Identifying, Enhanced Due Diligence & Monitoring
MORE INFO	Jan. 14	Deposit Account Series: Compliance at Account Opening
MORE INFO	Jan. 15	Incorporating Diversity & Inclusion into Your HR Policies
MORE INFO	Jan. 16	Accounting Nightmares: TDRs, Foreclosed Assets, Investments & More
MORE INFO	Jan. 21	Data-Driven Loan Pricing
MORE INFO	Jan. 22	2020 IRA & HSA Update, Including Pending & Breaking Legislation
MORE INFO	Jan. 23	Top 10 Issues for the 2019 HMDA Report: Due March 1, 2020
MORE INFO	Jan. 28	Deposit Account Series: UCC 3 & 4 Check Issues: Stop Payments, Postdated, Stale-Dated & Endorsements
MORE INFO	Jan. 29	Call Report Update 2020
MORE INFO	Jan. 30	Advanced Issues in Dormant Accounts, Unclaimed Property & Escheatment
MORE INFO	Feb. 4	ACH Tax Refunds: Exceptions, Posting & Liabilities
MORE INFO	Feb. 5	Using the UBPR to Improve Bank Performance
MORE INFO	Feb. 6	Action Plan for Reg CC Rule Changes Effective July 1, 2020
MORE INFO	Feb. 7	Effective Time Mastery: Working Smarter, Not Harder

2020 CBI Event Schedule

Not an exhaustive list of all live events; dates are subject to change.

March 18
- CBI Legislative Reception

March 19-20
- LOT 18th Annual Leadership Conference

April 4-11
- Money Smart Week

May 28
- CBI Ag Summit

July 15-17
- CBI 49th Annual Convention

August 21
- LOT Business Meeting

September 3
- CBI Peer Connection Forum

September 14
- CBI 13th Annual Golf Tournament

October 15
- CBI/FDIC Directors' Conference

November 3
- LOT Business Meeting

November
- CBI Legislative Tour

Other Industry Events:

March 8-12
- ICBA National Convention

April 1
- IBA Banker Day on the Hill

April 9
- Day with the Superintendent

April 14-16
- SHAZAM Forum

April 28 - May 1
- ICBA Capitol Summit

In This Issue

CBI Community Bankers of Iowa

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CBI Education Foundation

Consider the Future of Community Banking In Your Giving Program

The CBI Education Foundation was formed to help improve the financial literacy of Iowa's students, to support higher education for Iowa college students and encourage senior level students to consider community banking as a career, to support community bankers' professional education, and to recognize the accomplishments of community bankers, both to the industry and their communities.

The Foundation is an IRS-approved 501(c)(3) organization, governed by the Community Bankers of Iowa Council of Presidents. Since its inception in 2014, the CBI Education Foundation has received funds from 60 donors and raised nearly $57,000 in funding. However, it is the Foundation's plan to build a self-sustaining source of support for financial education by soliciting contributions, both for immediate project funding and larger donations to provide for additional funding well into the future.

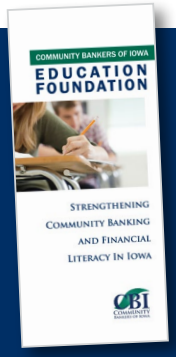
Major programs funded by the CBI Education Foundation include:

- Money Smart Week Elementary Poster Contest
- Community Bankers Summer Intern Scholarship Program
- Leaders of Tomorrow (LOT) Scholarship Program
- Ongoing educational opportunities for bankers and prospective bankers across Iowa.

In 2019 the Foundation awarded $7,000 in scholarships to graduating high school students and college attendees interning in CBI Member community banks. Since being launched in 2015, the Summer Intern Scholarship Program has had 23 participants. Iowa communities have benefited due to these students' experiences in their internship with Iowa community banks. Five interns were motivated to include financial study courses in their college curricula which had not previously been part of their academic program, or even to change their major study program to Finance entirely. Nine interns went on to permanent employment in Iowa community banks during and after graduation.

Contributions of any size are accepted and encouraged. Various levels of recognition have been established to spotlight those who show enhanced support. Contributions made by both personal and corporate donors are tax deductible to the fullest extent of the law.

Your donations go right to where they can do immeasurable good in making Iowa's communities and their banks an ongoing, critical part of everyday life. Never before has there been such a focused effort to support education related to community banking across Iowa. For more information and to find out how you can participate, visit our website or contact Krissy Lee at klee@cbiaonline.org. ■



Would you like to make a tax deductible donation to help ensure the future of community banking in Iowa?

Click here for more information or to download the Brochure and Donation Form.

Invest in Your Community and Encourage Financial Literacy: Partner with the Iowa Able Foundation

Community banks can receive community development consideration under the Community Reinvestment Act (CRA) by partnering with Iowa Able Foundation (IFA) in their empowerCRA program, to meet the credit needs of low and moderate-income (LMI) communities. The Iowa Able Foundation, a 501(c)3 nonprofit, was established in 1993 by the Iowa Program for Assistive Technology (IPAT). In 2003, a grant from the U.S. Department of Education supported the growth of the program and organization. Iowa Able Foundation provides lending and financial education services statewide in Iowa and actively works with very low and low-income residents in CRA assessment area.

Certified as a Community Development Financial Institution (CDFI) by the US Department of the Treasury, the Iowa Able Foundation works with un-banked or underbanked individuals. There are 349,036 Iowans who have reported having a disability. The poverty rate for Iowans with disabilities is 18.4%, compared to 10.2% for Iowans without disabilities. The unemployment rate for Iowans with a disability is 6.9% compared to 3.6% for those living without a disability. The disparity in the number of individuals with disabilities who are underbanked, unbanked, unemployed and living below the poverty line is significant and problematic. Iowa Able Foundation is a bridge to mainstream lending, facilitates credit building, and serves as a referral source/connection to financial knowledge and community resources.

The empowerCRA program's goal is to empower individuals to become financially stable, literate, and independent. The program is built on three foundational building blocks: financial education, benefits planning/education, and community resource education. In addition to the accessible lending options, the program is designed to foster autonomy beyond an individual's survival needs by maintaining their independence with financial knowledge and resources. The financial products and programs are linked to provide a holistic approach for individuals in need to overcome obstacles to realize their full potential in their homes, workplaces, and communities.

Since 2004, Iowa Able Foundation has provided an accessible borrowing option for Iowans with disabilities, their families and the aging. Iowa Able Foundation provides direct loans to be used for the purchase of assistive technology. Iowa Able Foundation also provides a credit builder loan to assist an individual to build or establish credit.

EmpowerCRA Partnership Options

Community banks may partner with Iowa Able Foundation in a variety of ways:

Marketing and Promotional:

1. Referrals for those who do not qualify for a bank's loan programs, loan officers would direct these denied loan applicants to Iowa Able Foundation
2. Cross-marketing opportunities to include Iowa Able Foundation in website, newsletters, and/or social media
3. Maintain promotional materials in branches and/or offices to refer Iowa Able Foundation programs and services
4. Invite Iowa Able Foundation to team meetings and/or events when appropriate
5. Attend Iowa Able Foundation events

Expertise:

1. Recruit bank volunteers to serve on Iowa Able Foundation Board of Directors, volunteer committees, class instructors, and/or mentees
2. Provide lending expertise to Iowa Able Foundation
3. Provide credit counseling for LMI individuals/IAF clients
4. Provide financial education classes/workshops for LMI individuals/IAF clients
5. Provide financial planning classes/workshops for LMI individuals/IAF clients
6. Provide marketing expertise to organization
7. Provide customer relations/service expertise to organization

Savings or Checking Account Programs:

1. Create a savings account/program specifically for Iowa Able Foundation clients that would not typically qualify for an account on their own

Financial Investment:

1. Support general operating financial donation/grant in support of Iowa Able Foundation program
2. Create a specific named loan program for Iowa Able Foundation clients
3. Support financial empowerment program with donation/grant
4. Support marketing campaign with donation/grant
5. Provide in-kind support with incentives for client participation in financial empowerment program, to include the following items: promotional items, gift cards, tickets to events, etc.

Iowa Able Foundation will also acknowledge participating community bank partnership on their website, in press releases, marketing publications and materials, and other promotional efforts.

For more information on empowerCRA partnership opportunities with the Iowa Able Foundation contact Anna Magnusson, Executive Director at anna@iowaable.org or Tayvia Harrington, Program Manager at tayvia@iowable.org, or call 515.292.2972. ■

Make a Difference in YOUR Association
Volunteer for a Community Bankers of Iowa Committee

Community bankers can make a difference in their association and their industry by participating in a CBI committee. Community Bankers of Iowa committees allow members the opportunity to guide the direction of CBI on legislative affairs, the annual convention, and other CBI events. Consider volunteering for one (or multiple) of the following committees and make a real difference in YOUR association.

Convention Committee

Annually, the Community Bankers of Iowa's Management Conference & Annual Convention attracts hundreds of community bankers and those affiliated with the industry from across Iowa and the nation. The Convention Committee plans CBI's Annual Convention, including all events and activities, establishes the unique theme, reviews and approves all speakers, develops and approves all breakout session topics, assists in marketing the convention to members and non-members, and participates in the convention to ensure its success.

The Convention Committee meets each year by teleconference at least monthly from December through April, and then as needed until July. We urge you to join the Convention Committee and be a part of the team coordinating CBI's largest event!

Legislative Committee

There is no shortage of legislative issues facing community banks, and CBI's grassroots advocacy efforts are vital to the industry! The Legislative Committee identifies important banking issues and assists with guiding and determining CBI's legislative agenda. The committee then provides the advocacy required by community banks by directly participating and inviting members to meet with state legislators to educate them on key issues. The Legislative Committee also reviews candidates' voting records and makes recommendations to CBI's Board regarding PAC contributions. Additionally, the Legislative Committee assists in planning the annual CBI Legislative Reception and actively participates in the event. Finally, this committee assists with the planning and organization of the CBI Legislative Tour each year and actively participates in the tour and invites members to each local stop.

The Legislative Committee meets monthly from September through April, and then as needed as issues arise. If you like politics and want to help determine the future of community banking, we urge you to join the Legislative Committee!

JOIN NOW ONLINE!
Get more information and sign up to join CBI Committees by visiting our website.

Events Committee

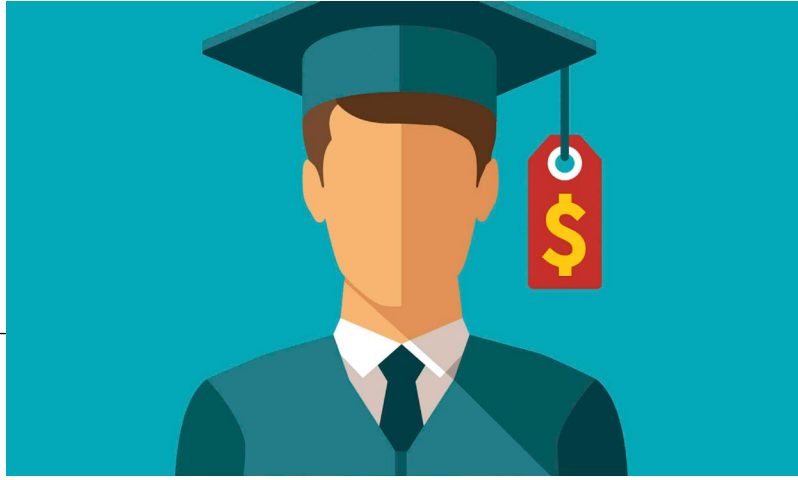
Members of the Events Committee guide the implementation of all special events of CBI outside of the Annual Convention. Examples of special events include CBI's Fall Golf Outing, the Ag Summit, Peer Connection Forum, and Legislative Reception. This committee assists in the planning of themes, speakers, food/beverages, sponsorships, and venues. Additionally, the committee members participate in the execution of each event, including personal invitations to members and non-members, and attend the event to ensure success. Finally, CBI relies on the Events Committee to review current offerings and determine if new events should be created or restructured.

The Events Committee will meet as needed to plan and coordinate each special event. If you are creative and a good planner, we urge you to join the Events Committee!

CBI committees are open to all members. Committees are an opportunity to network with your peers while making an impact in YOUR association. CBI's Committee staff liaison is **Dave Caris**. If you would like more information or are interested in joining a CBI Committee, please complete the online interest form, or contact Dave at dcaris@cbiaonline.org or 515.453.1495. ■

Student Loan Referral Program

Assist College Students & Their Families



Every day, you help your customers determine the right financial products to fit their needs and goals. If your institution does not offer lending options to cover college costs, they may turn elsewhere, like national lenders, for student loans.

CBI Affiliate member Iowa Student Loan (ISL) can help fill the gap in your offerings **at no cost to your institution** through their Private Loan Referral Program. By providing information to your customers and referring them to Iowa Student Loan, you can help them learn about transparent, competitively priced college funding options and your institution can earn referral income. Established in 1979, Iowa Student Loan is a 501(c)3 nonprofit offering private student loans for students and families who have exhausted other sources of aid. In addition, they provide scholarships and programs for Iowa families, and reinvest funds in programs to benefit Iowa students and borrowers.
With 40 years of experience in the student loan industry, Iowa Student Loan is different than other banks and credit unions because they only offer student loans, and will not cross-sell other products to your customers. Their goal is to not only fund loans for students and families but to help educate them so that they can make better decisions when financing college costs. ISL will also provide marketing materials to inform your customers on funding options and other financial education to make it a smooth process for your organization.

For more on Iowa Student Loan products and services and how your organization may participate, visit www.iowastudentloan.org to request information or call (855) 811-9849. ■

Where do we find safe harbor in times of agricultural uncertainty?

By: Kyle McMahon, Founder & CEO
Iron Comps by Tractor Zoom

Iron Comps

The Ag economy in 2019 is not the same economy we endured in the 1980's. However, as net farm income remains low for the 5th straight year talks of debt restructuring, asset liquidation, liquidity, and regulatory pressure have become common topics among ag lenders. In the words of Ron Hansen, Iowa Division of Banking Superintendent, "Ag gives me anxiety," as it relates to net farm income and regulations.

According to Chad Jorgensen with the Federal Reserve Bank of Chicago, "agriculture customer debt to asset is 41% in July 2019 compared to 38% the year prior." Rising debt levels raise concern over asset quality and more accurately determining asset values in current market conditions. The most expensive assets farmers own are farmland and equipment. Of non-crop assets, a farms equity structure may look like this; 60% farmland, 30% farm equipment, and 10% buildings.

Iowa State University, University of Illinois and Purdue University have all reported relatively steady farmland values over the last 3 years. The 3-state average of good farmland has only dropped -1.4% in that time period. Low supply of good farmland has kept values steady. If values change, banks typically rely on certified appraisals.

Used farm equipment is a different story. Used equipment prices are as volatile as commodity prices. Several factors are to blame including regional weather events, supply and demand, and net farm income. Different equipment categories have been more affected than others. Straight line -10% depreciations schedules simply don't work anymore. For example, a new John Deere S670 combine cost ~$375,000 in 2014. The average auction value of that same machine today is $104,556. Straight line depreciation would imply a value of $221,434.

Regulators have recognized the volatility in equipment prices. With the hype of CECL taking affect in 2023, regulators have reportedly requested 3rd party equipment chattel appraisals during exams. Banks traditionally turn to auction results to build a chattel appraisal because auction results are real, 3rd party values with no conflict of interest to the ag lender. During renewal season a formal farm visit may help ag lenders better determine asset quality and gather better data points such as Make and Model of farm equipment to help them build better machinery lists for chattel appraisals and collateral purposes.

Moving forward, uncertainty looms as commodity prices and trade policy look unfavorable. Net farm income and equity erosion will continue to be an issue. Having more information and data to help make better decisions, provide safe harbor and adequately prepare for a downturn is an exercise anyone in the agricultural arena should be considering. ■

Kyle McMahon *is Founder and CEO of Iron Comps by Tractor Zoom. Kyle is a 3rd generation entrepreneur and actively farms in Southeast Iowa. Prior to starting Tractor Zoom, he was the Director of Acquisitions for Summit Agricultural Group where he led a team to buy and sell farmland across the Midwestern corn belt. Kyle co-founded Buch-McMahon Lawn and Landscaping and is a graduate of Iowa State University. For more information on CBI Affiliate Member Iron Comps visit ironcomps.com.*

CBI Hall of Fame Member Spotlight: ICBA Securities

CBI Endorsed Member ICBA Securities/Vining Sparks is a broker-dealer that has a unique heritage. They were formed 30 years ago out of discussions with national bank regulators and Independent Community Bankers of America (ICBA). After an extensive search process to find a suitable partner the winner of the search was, and still is, Vining Sparks, a broker/dealer serving institutional investors.

In aggregate, the relationship between ICBA Securities/Vining Sparks and CBI has been quite beneficial to all three organizations. ICBA Securities/Vining Sparks is proud to be endorsed by 32 different state banking associations, and through 2018 they have been able to contribute over $800,000 to CBI alone. 2019 marked the 20th year of their CBI endorsement.

ICBA Securities is wholly owned by ICBA. Through their exclusive endorsement of Vining Sparks, ICBA Securities is able to both offer a full range of institutional investment products and services to community banks, and to share their earnings with both the national trade association (ICBA) and state association partners like CBI.

CBI Members should be pleased to know that each trade they do with Vining Sparks results in revenue to CBI. There really is no part of a community bank balance sheet that ICBA Securities doesn't touch. Their bread-and-butter is traditional investment products, but they do so much more. Whole loans, deposit gathering, interest rate products, and M&A and bank valuation services are some strategic products they offer as well. And their analytics to help the members make good decisions are industry-leading.

ICBA Securities/Vining Sparks is specifically focused on a community bank's balance sheet needs. They're full service, competitive, owned by the industry, and built for a long-term relationship with CBI.

And CBI thanks ICBA Securities/Vining Sparks for its long-time support! ■

Best Practices for the Ultimate Customer Acquisition Experience

By: Laura Ryan
Product Manager
CSI

The race for customers is at an all-time high. And financial institutions face an unprecedented list of competitors, with increased pressure coming not just from other banks, but also from retail and technology giants like Amazon, Apple and Google—all looking to throw their hats into the financial ring.

So, when it comes to customer acquisition and onboarding, financial institutions must ensure they provide consumers with the same mobile-first, seamless experience they've come to expect from each and every product, service and business they encounter. That amounts to a mobile-first, core-integrated account acquisition solution.

The Mobile-First, Customer-Centric Road to Revenue Growth

Financial institutions increasingly seek to not only increase their customer base, but also strengthen relationships with existing customers through cross-sales. So an account acquisition solution must feature both an enrollment site for new accounts as well as integration with a bank's digital solutions to allow current customers a seamless way to add more products and services. And it must be available any time, via desktop, tablet and mobile device.

And although growing deposits is a huge priority for financial institutions, they must strive to do so in the most cost-efficient manner possible, while still providing that superior, personalized customer experience. Online acquisition tools allow customers to add accounts—sometimes multiple accounts or products in one session—while reducing banks' costs associated with physical buildings and the employees to staff them.

For example, say a new customer successfully opens a checking account. They've used the bank's secure, online account-opening solution—thereby supplying their personal information and scanning their driver's license for quick ID verification. They are approved for the account and receive instructions for funding the account. Once the customer is onboarded, the bank can send personalized offers—via the new customer's channel of choice—for additional solutions or add-ons to products they've already selected. This helps meet the customer's individual needs and provides the best possible experience.

And the bank's benefits are three-fold as it:

- Educates the customer on its products and services
- Significantly boosts adoption rates
- Reduces the workload on more expensive channels

Best Practices for Mobile-First Account Acquisition and Onboarding

Sometimes, even the most seemingly innovative acquisition tools can fall short of customer expectations. To avoid that, here's a list of online account-opening best practices, from start to finish:

1. Customer Knowledge and Support—Deliver clear and concise knowledge of the products and services you're offering, and provide guidance about the application process. Customers also should have the ability to ask questions directly from the application tool.
2. Data Capture—Require customers to enter their personal information only one time. Your core-integrated account-opening solution should then capture that data for automated input on future applications.
3. Identity Verification—Automatically deploy a watchlist check and identity verification using the customer-provided information. And ensure out-of-wallet questions are updated, secure and effective.
4. Approval/Follow Up—Provide timely approval of account application, generally within one to two business days. And always follow up in cases of rejection or customer abandonment.
5. Disclosures and Regulatory Compliance—Ensure regulatory compliance by providing clear disclosures.
6. Account Funding—Provide multiple options to fund the account, including ACH transfers.
7. Account Fulfillment—Offer instant account access and, ideally, electronic follow-up rather than paper-based communications.

And Then There Are the Solution's Features

While the above practices positively are a must, they're just part of the picture. To deliver the complete customer-centric experience, acquisition tools should include a few critical components:

1. **Channels of Choice:** Banking customers have flocked to online and mobile banking platforms, and these digital platforms will only rise in popularity. A successful online account-opening solution must exist in all these channels, giving consumers the option to open an account on their channel of choice.
2. **A Progress Bar:** Customers appreciate clarity, and although it seems simple, a visual icon that shows the customer's progress through the online application deters abandonment.

3. **Smartphone Responsiveness:** It's likely that many customers who elect to use an online account-opening application will use a smartphone. Optimizing solutions for smartphone use ensures these customers have the same experience as a desktop or tablet.
4. **Built-in Compliance and Security:** Account-opening regulations are complex, but the basics fall into two categories: knowing who your customers are, and protecting their sensitive data. Here are some features that a modern online account-opening solution should possess to maintain an appropriate level of compliance:
   a) Scanning/validating driver's license photo
   b) Limiting fraud by email verification
   c) Using customer security questions to authenticate the user

So, will competition from the digital retail giants force financial institutions to shift their business models? Perhaps ... but maybe that's not such a negative thing. Allowing customers to choose how, when and where they bank surely will only strengthen and nurture those lasting relationships. To hear one banker's firsthand perspective on deploying an online account-opening solution, listen to *The Fine Art of Customer Acquisition*, an episode of CSI's podcast, *Fintech Focus*. ■

Laura Ryan is product manager for NuFund®, CSI's online account-opening solution, and holds more than 35 years' experience in the financial technology industry. During her career with CSI, Laura has been actively involved in the development, management and support of a variety of new account onboarding systems—both in-branch and online. For more information about CBI Affiliate Member CSI, visit www.csiweb.com.

From the Top

Written By: Preston Kennedy, Chairman of ICBA

Every January, I cast an eye toward what's heading our way in the coming months. And, as I look at this year, I can sum it up in one word: growth. Community banking opportunities will grow in 2020, and we, as the leaders within our organizations, need to be ready to support those developments.

First, we have a calling to grow as advocates for our industry. It's up to us to ensure our voices resonate with the decision makers in Washington. We have to tackle tough topics, those that hold us back and create an unfair playing field. For example, we must address credit union injustices, lending restrictions and regulatory burdens.

I know that confronting these enormous issues can seem overwhelming, but we've been able to move mountains in the past. Just look at our successes with real-time payments, regulatory relief and taking on industrial loan companies. Our collective voices make a difference, and we do effect change.

"Working together, we will ensure the vitality of community banks far into the future."

However, our potential extends beyond advocacy alone. This year offers us a platform to drive the formation of de novos. While the number of banks has declined over the years, the formation of new community banks has ensured continued access to financial services for all communities. Community bankers have traditionally stepped up to meet the credit and banking needs of consumers and small businesses. We need to grow that way again.

This road to growth takes us full circle, back to advocating for regulatory reform. Despite a modest uptick in new banks beginning in 2018, de novo formations remain well below levels preceding the Wall Street financial crisis. Regulations should be streamlined to encourage de novo formation, spark healthy competition and drive increased investment in communities, rather than putting up roadblocks.

It's up to us to make that vision a reality. Community bankers, from the C-suite to the front line, need to continue advocating for positive change. For our banks to remain fixtures in our communities for decades to come, we need to act today. After all, isn't our collective goal to see community banks increase influence and reach?

Working together, we will ensure the vitality of community banks far into the future, and the path to our growth as an industry lies in advocacy and action. So, this year, let's take up that call and make advocacy a priority. Let's bring these predictions to fruition and instate 2020 as the year of community bank growth.

My Top Three

I'm passionate about our growth, so my New Year's resolutions include:

1. Reaching every member of our congressional delegation
2. Encouraging new generations of community bankers to become advocates
3. Visiting more ICBA affiliates throughout the country. ■

Preston Kennedy is President & CEO of Zachary Bancshares, Inc. in Zachary, LA. Connect with Pres on Twittter @BankPres.

Flourish

Written By: Rebeca Romero Rainey, President & CEO of ICBA

As we enter a new year, we're filled with a sense of anticipation for everything that will unfold in the coming 12 months. We see a world full of potential, which is exactly what inspires us to set our New Year's resolutions.

However, it takes hard work to hold onto those goals. Staying optimistic and committed in the face of day-to-day pressures and challenges takes tenacity and strength of character. But it's worth it. A Harvard Medical School publication reported that long-lasting change is most possible when it's self-motivated and rooted in positive thinking, according to experts who study behavior change. Lucky for us, community bankers know a thing or two about staying the course.

We continue our work precisely because we know that when we set our sights on something, we achieve it. From successes in getting the Federal Reserve involved in real-time payments to our ongoing efforts to wake up Washington to credit union injustices, we are present, committed and confirmed in our efforts to level the playing field for community bankers.

We see this same degree of passion reflected in community bank plans. Unlike other institutions, community banks develop business strategies that place customers first. This focus enables community banks to maintain their true north amid continuous market changes.

Yet, community banks do not rest on their laurels; they continue to evolve. So, as your bank looks to set its annual business goals, think of ICBA as your partner. For example, if you are looking to establish or evolve your payments plan, the ICBA Bancard Digital Payments Strategy Tool and Guide offers a resource to provide direction. If you'd like to dive deeper into emerging topics in financial services, Community Banker University offers education on some of the year's most pressing subjects. When it comes to innovation, our ThinkTECH Accelerator and ThinkTECH Network place a spotlight on fintechs that are providing products and services for community bankers. And to make a difference in regulation and legislation, our Be Heard grassroots action center offers the latest tools to make sure your voice is amplified.

> *"Our resolution is to continue to bring you the very best support for your prosperity, growth and success in the new year."*

I hope you'll reflect on our future with pride and determination, taking note of this year's opportunities. Our resolution is to continue to bring you the very best support for your prosperity, growth and success in the new year, and I'm looking forward to all we'll accomplish in 2020. ■

As well as being President & CEO for ICBA, Rebeca Romero Rainey is CEO of Centinel Bank in Taos, New Mexico.

Rock (and Roll) Into a New Decade

A look into a previous era can help today's portfolio managers

Written By: Jim Reber
President and CEO
ICBA Securities

It was 20 years ago today

More precisely, it was 20 years ago this year that community banks, and their investment portfolios in particular, were enduring a period of extremes. Many of the readers of this column were in charge of their bond portfolios then, and were, proverbially, "Riders on the Storm", which involved:

- Inflation, which actually used to be a problem, was gaining traction. The year-over-year Consumer Price Index (CPI) was more than 3% and rising.
- Since the economy was doing quite well, unemployment dropped from 4.7% in 1998 to 4.0% at the end of 1999, which was a 30-year low.
- The Federal Open Market Committee, chaired at the time by Alan Greenspan, was busy stomping on the brakes. Overnight rates rose 250 basis points (2.5%) between 1998 and 2000, finishing at 6.5%. This remains by far the highest level we've seen since. The 10-year treasury note reached 6.79% in January 2000.
- Bond portfolios' market values took a beating: The average community bank's bonds had more than a 3% loss in 1999, which is enormous on a historical standard.

In short, it appeared we were on "The Eve of Destruction."

Glory days

As we've learned over the decades, bond portfolio management is a give-and-take proposition. If your collection of securities is underwater, at least you have the comfort of knowing that your overall yields are heading "Higher and Higher." At least, if you continue to purchase bonds in that environment.

However, 1999–2000 wasn't a period in which banks were actually buying many bonds, which is also a mixed blessing. The aforementioned Fed rate hikes accompanied a very healthy economy, which of course spawned a favorable lending environment, much like today. Bond portfolios actually shrunk between 1998 and 2000 by a goodly amount of about 25%. This too is a condition that has repeated itself in the very recent past.

What were once vices...

Peeling back the portfolio onion a bit, we can see how investor preferences and investment products have changed in two decades. Non-amortizing taxable bonds, meaning treasuries and agencies, made up a large portion of securities portfolios in 1999; in fact, more than 30%. Community banks actually owned more agencies than direct pass-through mortgage backed securities (MBS). It was in this period that "step-ups" hit the scene and appealed to portfolio managers who were justifiably concerned about a "Bad Moon Rising," otherwise known as still-higher rates.

Today, the treasury/agency slice of the "American Pie" is only 12% of the total. These have been replaced by all manner of MBS and by tax-free munis. Even though banks own fewer munis than before tax reform went into effect in 2017, the overall industry profitability creates plenty of incentive to avoid tax liability. Also, particularly for the bank-qualified (BQ) muni sector, credit metrics recently have been outstanding.

...Are now habits

Portfolio managers in the 21st century have proven to be quick on their feet, and well informed. The migration out of one-fifth of their tax-free bonds mentioned in the above paragraph is a perfect example. Something else that community bankers have gotten comfortable with in relatively short order is the dramatic growth of multifamily MBS. Bonds with names like DUS, Aces and K's have become staples in bond portfolios.

Also present is the careful maintenance of average maturities, also known as effective duration. Around 80% of investments owned by community banks have some type of call feature attached. Though interest rates have had some wild swings in the past two decades, and rates have trended lower in that time, bond portfolios' durations have been amazingly stable. The portfolio managers and the risk management functions in general have been able to "Hold on Tight."

Another success for community banks is their still-low cost of funds. Industry-wide, the average remains less than 1%, even though the Fed raised rates a total of 10 times between 2015 and 2018. Included in the toolbox are interest rate swaps, which can be used to lock in historically low funding costs. Not "Money for Nothing," but close.

Let's party like it's 2020. The Beat Goes On. ■

Jim Reber is president and CEO of ICBA Securities, ICBA's institutional, fixed-income broker-dealer for community banks and can be reached at 800-422-6442 or jreber@icbasecurities.com.

Leadership At All Levels: The Jar of Good

By: Lindsay LaNore
Group Executive Vice President
ICBA Community Banker University

ICBA Independent Community Bankers of America
One Mission. Community Banks.®

More often than not, don't stop to recognize the good things that happen to our bank, employees, customers or communities. They tend to get lost in our day-to-day operations. So, why not get the year off to a positive start by embedding celebration into your culture?

A "jar of good" is a simple but effective way of keeping the good times in mind. This jar, or whatever you want it to be—it could even be a board or a wall—is a place to store successes, to keep them front and center, and, most importantly, to celebrate them. Studies have repeatedly shown that positive feelings invigorate us and that happy workers perform at a higher level and are more invested in their workplace. Happiness helps breed success, so much so that happiness expert Shawn Achor believes a positive, engaged brain is the greatest competitive advantage in the modern economy. Therefore, it makes sense to call out the events and achievements that bring us joy.

Start by getting a jar—a big one, of course—and placing it somewhere prominent. Leave a notepad beside it. Invite employees (and even customers) to drop notes into it documenting things to celebrate. Here are a few ideas to start with:

- Bank achievements like a new product launch, system conversion or the establishment of new policies or procedures
- Customer and community feedback, memories or discussions worth saving
- Laugh-out-loud moments; the things that made the team laugh, either with each other or within the community
- Special gifts given to or from the bank, such as awards or fundraising successes, or something intangible but worth a special mention
- Great advice or ideas gleaned from any source, whether it's a training course or conversation with local business leaders
- Newspaper articles or stories about the bank or your customers that made you cheer or smile
- Employee successes outside of work, such as the arrival of a new baby, a medical breakthrough or a marathon completed

Make sure to lead by example. Keep adding to the jar yourself, and make sure to share success stories from across the bank. Deliberately highlight each team member in some way. Encourage team members to celebrate the achievements of their colleagues. One person's success, once shared, can be motivating and spark new ideas.

Think how fun it will be to review these at your year-end strategy meeting or holiday party. Pass the jar around and take turns reading the notes aloud. Then start all over again for 2021! ■

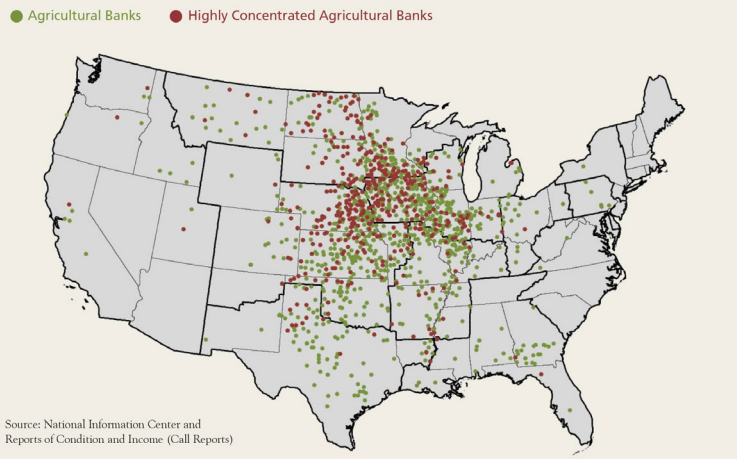
Lindsay LaNore (lindsay.lanore@icba.org) is group executive vice president of ICBA's Community Banker University.

Slowing Agricultural Markets Highlight the Importance of Sound Risk Management Principles

by Tara L. Humston
Senior Vice President,
Division of Supervision and Risk Management
Federal Reserve Bank of Kansas City

After serving in various leadership positions throughout the supervision function at the Federal Reserve Bank of Kansas City, I recently succeeded Senior Vice President Kevin Moore, who retired from the Federal Reserve Bank of Kansas City after 37 years of service. Throughout my career, Kevin often mentored me and shared important lessons learned from his time starting as a bank examiner during the height of the farm crisis in the 1980s, which resulted in more than 200 agricultural banks failing from 1984 to 1987.[1] He is well known to many as a supervisor who had seen it all and viewed experience and judgment as critical success factors in banking. He also shared stories of how growing up in the rural community of Harlan, IA, with a population of 4,900, gave him the opportunity to see firsthand just how critical agricultural banks are in providing local farmers and other commodity producers with access to credit. Today, agricultural banks remain just as vital in providing credit to these farm and ranch communities, as illustrated in Figure 1, which shows the large concentration of agricultural banks[2] in the Midwest and other more rural parts of the U.S. In aggregate, agricultural banks actually hold almost half of all agricultural loans at U.S. commercial banks (Figure 2).

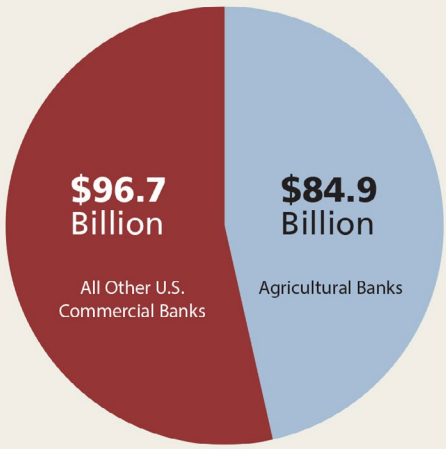
Figure 1: Agricultural Banks Play a Critical Role



Source: National Information Center and Reports of Condition and Income (Call Reports)

My purpose in referencing Kevin's experiences and counsel is not that I think a turn to a 1980s-style crisis is imminent. Banking conditions are good today compared with those of the 1980s, with higher capital levels, sound earnings performance, and overall satisfactory asset quality indicators. Risk management practices also have evolved and improved. Nevertheless, we are mindful to not forget the lessons of the past in our oversight of a large portfolio of community and agricultural banks in the Tenth District, especially those institutions that report a higher level of credit concentration risk. Against this backdrop, this article recaps the lessons learned from the 1980s relative to today's challenging agricultural outlook; highlights the importance of sound underwriting, ongoing monitoring, and credit risk ratings; and outlines several risk management practices, many of which you will find captured in Supervision and Regulation letter 11-14, "Supervisory Expectations for Risk Management of Agricultural Credit Risk."

Figure 2: Agricultural Banks Hold Nearly 50 Percent of All Agricultural Loans at U.S. Commercial Banks



Source: Call Report as of December 31, 2018

Lessons Learned from the 1980s

One key lesson learned from the 1980s is that proactive risk management practices could lessen the damage that small communities can experience as the result of a downturn. Significant risk management mistakes made in the 1980s resulted in severe financial stress at agricultural banks. For example, problem loans surfaced quickly at banks that made credit decisions based on collateral value rather than cash flow analysis. Moreover, inadequate board of directors oversight, including reactive capital and liquidity strategies, was common at banks that eventually failed. These risk management issues were exacerbated at agricultural banks with larger credit concentrations.

Table: Concentration Levels Remain Elevated, but Financial Metrics Are Stronger Than in the 1980s

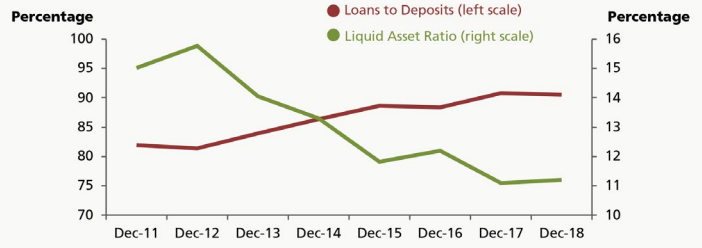
	All U.S. Banks <$10 Billion	Agricultural Banks	Highly Concentrated Agricultural Banks	Failed Agricultural Banks (1984–1987)*
Ag Loans to Equity Capital	50%	268%	392%	396%
Return on Average Assets	1.3%	1.3%	1.3%	1.0%
Equity Capital to Assets	11.5%	11.3%	10.8%	7.9%
Three-Year Ag Loan Growth	5.8%	6.9%	16.3%	25.1%
Loans to Deposits	85%	82%	91%	70%
Noncurrent Loans to Total Loans	0.8%	1.1%	1.4%	3.1%
Allowance for Loan and Lease Losses to Total Loans	1.2%	1.4%	1.4%	0.9%

* Although over 200 agricultural banks failed from 1984 to 1987, over 3,200 agricultural banks survived the height of the 1980s crisis, as their financial metrics demonstrated more conservative strategies combined with stronger underwriting standards and board oversight.

Source: Call Report as of December 31, 2018; failed agricultural banks as of December 31, 1982

The table provides current key financial ratios for all U.S. banks under $10 billion, agricultural banks, and highly concentrated agricultural banks, as well as comparative ratios from December 1982 for those agricultural banks that eventually failed from 1984 to 1987. Keep in mind the table does not reflect the quality of risk management functions and is solely focused on the financial data. The agricultural banks that failed reported lower capital levels that were not commensurate with the increasing layering of risks, including large credit concentrations, rapid loan growth, rising nonperforming loans, and a low reserve level. These agricultural banks had very little financial cushion to handle a market downturn or borrowers experiencing financial stress.

Figure 3: Liquidity Risk at Highly Concentrated Agricultural Banks Has Increased



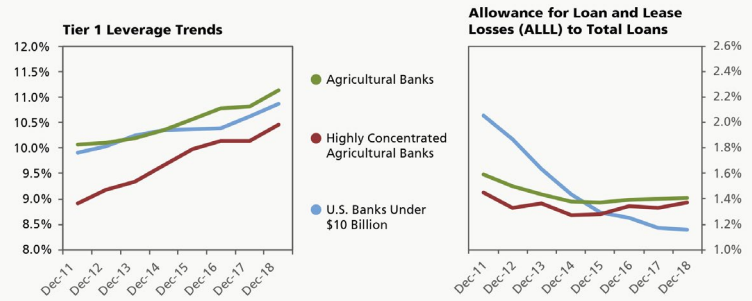
Note: Liquid asset ratio is defined as: interest bearing bank balances + federal funds sold + securities purchased under agreement to resell + total investment securities – pledged securities, as a percentage of total assets.

Source: Reports of Condition and Income

What's Different Today?

While the current prolonged and gradual declines in farm net income since 2013 have led to greater borrowing needs, and highly concentrated agricultural banks are reporting increasing loan-to-deposit ratios and smaller liquid asset cushions (Figure 3), it is reassuring to recognize that agricultural banks today report stronger aggregate financial metrics and ratios. Highly concentrated agricultural banks today report in aggregate approximately 37 percent more capital and 56 percent more in reserves than those agricultural banks that eventually failed from 1984 to 1987. Moreover, agricultural banks report an increasing and positive trend in capital levels and a steady increase in reserve levels since 2011 (Figure 4), despite the downturn in agricultural conditions. In addition, it has been noted during examinations that underwriting standards have remained conservative, with agricultural bankers often requiring larger down payments or additional collateral requirements and performing extensive analyses to determine whether a borrower could generate sufficient cash flow to meet loan payments.

Figure 4: Capital Trends Remain Positive and Reserve Levels Have Slightly Increased



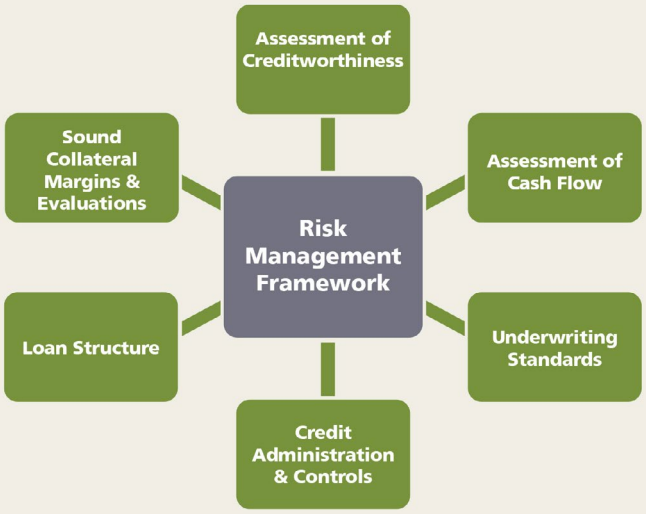
Source: Reports of Condition and Income

Furthermore, agricultural lending continues to rely on relationship banking, and most agricultural lenders have in-depth knowledge of and experience in their local and regional markets to make well-informed credit decisions. Learning from their experiences in the 1980s, agricultural lenders now perform extensive and global cash flow analyses to determine whether borrowers can generate enough cash flow to make loan payments, require protective loan covenants, and use more sophisticated automated software packages that can provide for a sensitivity analysis or stress test on an individual loan basis. Furthermore, it has been noted that agricultural lenders are reluctant to permit farmers to use the rising value of their farmland to increase their borrowing power. As land values skyrocketed in the earlier part of this decade, agricultural lenders required larger down payments on new farm real estate loans, set caps on the amount they were willing to lend per acre, and used more historical values for underwriting. Many agricultural lenders now use credit enhancements such as loan guarantee programs through the U.S. Department of Agriculture's Farm Service Agency to appropriately structure weaker borrowers and reduce overall credit risk. Building upon these positive developments in underwriting at agricultural banks, agricultural lenders should continue to adhere to prudent underwriting and monitoring of creditworthy borrowers, particularly in light of declines in overall agricultural market conditions (Figure 5).

***Slowing Agricultural Markets** continued on page 18*

Slowing Agricultural Markets continued from page 17

Figure 5: Loan-Level Risk Management Requires a Basic yet Multifaceted Approach



Source: SR letter 11-14, "Supervisory Expectations for Risk Management of Agricultural Credit Risk" issued on October 26, 2011

Basic Credit Principles Remain Relevant

In properly underwriting new or existing credit, it is important that credit memorandums clearly articulate basic borrower and loan information, such as identification of the borrower, the purpose of the loan, analysis of carryover debt, terms of repayment, and alternative sources of repayment. The basic credit principle of "cash is king" remains essential. A borrower's working capital provides a greater cushion for unexpected events and costs, and also places a borrower in a position to launch a new initiative even in challenging times. Proper loan structure is also a key principle and can help agricultural lenders and borrowers maneuver through various obstacles. Furthermore, the growing credit needs for many agricultural borrowers underscore the importance of requiring borrowers to provide timely and accurate financial information, also a key underwriting principle. This not only helps lenders to monitor the loan but also helps borrowers to manage their businesses. The collateral inspection process has also proven to be an important tool that adds integrity to financial reporting, particularly for a riskier lending area such as cattle feeding. An agricultural bank's consistent and well-documented inspection process helps both the agricultural lender and the borrower assess whether the credit is being used efficiently.

In addition to sound underwriting and ongoing monitoring of borrowers' financial reports, agricultural lenders should be familiar with borrowers' annual marketing plans. Marketing plans are created to organize, direct, and handle upcoming agricultural projects, including the ability to identify the best potential markets and find the most effective and efficient means of bringing products to market. In an environment of lower and more volatile commodity prices, agricultural lenders need to understand the importance of a borrower's ability to execute a strong marketing plan. Many financially stressed borrowers have a poor marketing plan or fail to execute a sound marketing plan. Many agricultural lenders have indicated that the strongest borrowers review their marketing plans weekly or daily to know when and how to capture sales to cover their breakeven expenses plus a profit.

Accurate Credit Risk Ratings Are Essential

Well-managed credit risk rating systems promote informed decision-making, measure credit risk, and differentiate individual credits by the risk they pose. Agricultural banks should realistically and accurately rate the risk of loans and document any workout plans. It has been noted that many agricultural borrowers have restructured debt to adjust to tighter margins and provide working capital. Although the continued strength of farm real estate values has likely shielded many agricultural banks from a higher level of adversely classified loans, merely having land equity does not preclude adverse classification. The key underwriting principle is that the payback period selected should depend upon the useful economic life of the available collateral and on realistic projections of the operation's payment capacity. With a restructured note, a risk rating downgrade may be appropriate; however, a borrower performing according to the agreed-upon plan may also warrant an upgrade or pass designation. Overall, there are no hard and fast rules examiners use to adversely classify agricultural loans, including those borrowers with carryover debt. They carefully examine all relevant facts to ensure an accurate risk rating.

Prudent Risk Management Practices Are Expected Regardless of Market Conditions

Despite the severe problems many agricultural banks experienced in the 1980s, one of the many lessons learned is that most agricultural banks did not fail. In fact, studies3 of bank failures in the 1980s indicate agricultural banks that pursued more conservative lending, liquidity, and capital strategies and applied proactive risk management practices eventually recovered and survived. Although adopting these practices does not necessarily provide immunity to similar downturns, agricultural banks that incorporate prudent risk management principles and sound underwriting are better positioned to weather business cycle fluctuations or unforeseen credit problems. The current supervisory response has been to raise awareness of lessons learned from past downturns through outreach efforts (see Resources box) and ongoing supervisory activities. Based upon my experiences and stories shared with me, the key message is to be proactive and focus on building capital and liquidity levels while enhancing risk management practices. We should strengthen and follow these practices before the farm economy weakens any further or agricultural borrowers' financials show more signs of pronounced risk. ■

Notes

* The author thanks Assistant Vice President Nick Hatz of the Federal Reserve Bank of Kansas City's Omaha Branch for his contributions to this article.

1 See www.fdic.gov/bank/individual/failed/banklist.html.

2 Supervisors have defined an agricultural bank as a bank with combined agricultural production and farmland loans accounting for 25 percent or more of total loans. About one-third of those agricultural banks are considered "highly concentrated," meaning total agricultural lending is more than 300 percent of their total risk-based capital.

3 See www.fdic.gov/bank/historical/history/.

Main Street Rural Economic Survey

Index Climbs Again, Rises to Highest 2019 Reading in November:

Trade War and Stalled USMCA Batters Economic Confidence; Bankers Expect Holiday Sales to Grow by only 1.3% from 2018

October 2019 Survey Results at a Glance:

- After falling below growth neutral in August, the Rural Mainstreet Index jumped slightly above 50.0 for September and October.
- Bank CEOs across the region reported significantly lower corn and soybean yields.
- Economic confidence fell to lowest level in two years.
- Almost three of four bankers reported negative impacts from the trade war.
- Approximately 43% of bankers support halting Federal Reserve rate hikes over the next 12 months.

OMAHA, Neb. – The Creighton University Rural Mainstreet Index (RMI) for October climbed above growth neutral, according to the monthly survey of bank CEOs in rural areas of a 10-state region dependent on agriculture and/or energy.

Overall: The overall index rose to 51.4 from 50.1 in September. Although still weak, this is the highest reading since June of this year. It also marked the third time in the past four months that the overall index has risen above growth neutral.

"Federal agriculture crop support payments and somewhat higher grain prices have boosted the Rural Mainstreet Index slightly above growth neutral for the month. Even so, almost three of four bank CEOs, or 73%, reported continuing negative impacts from the trade war," said Ernie Goss, PhD, Jack A. MacAllister Chair in Regional Economics at Creighton University's Heider College of Business.

But as stated by Jim Stanosheck, CEO of State Bank in Odell, Nebraska, "What is happening in the economy today is exactly what voters voted for."

Farming and Ranching: The farmland and ranchland-price index for October slumped to a weak 40.3 from September's 43.1. This is the lowest reading since March of this year and the 71st straight month that the index has remained below growth neutral 50.0.

Jeff Bonnett, president of Havana National Bank in Havana Illinois, said, "Hopefully the true corn acres planted, and more importantly, overall yields will be made public here soon now that we are well into harvesting this year's crop. I am not sure why this is such a secret and why we do not get more accurate information based upon certification of acres planted back in July?"

The October farm equipment-sales index improved to 39.7 from September's 35.9. This is the highest reading for the index since June of this year, but marks the 73rd month that the reading has remained below growth neutral 50.0.

CLICK TO READ MORE OF OCTOBER'S SURVEY

November 2019 Survey Results at a Glance:

- Overall index climbs to highest reading for 2019. It also marked the fourth time in the past five months that the overall index has risen above growth neutral.
- The trade war with China and the lack of passage of the USMCA are driving confidence and the economic outlook lower for most areas of the region.
- On average, bankers, expect a 1.3% expansion with 17.1% of bank CEOs anticipating a decline in retail sales from last year.
- Bankers reported that approximately 16.7% of farmers and 5.5% of business owners in their area had no organization succession plan.

OMAHA, Neb. – The Creighton University Rural Mainstreet Index (RMI) for November climbed above growth neutral for the fourth time in the past five months, according to the monthly survey of bank CEOs in rural areas of a 10-state region dependent on agriculture and/or energy.

Overall: The overall index rose to 54.2 from 51.4 in October. Although still tepid, this is the highest reading for 2019. It also marked the fourth time in the past five months that the overall index rose above growth neutral.

"Federal agriculture crop support payments and somewhat higher grain prices have boosted the Rural Mainstreet Index slightly above growth neutral for the month. Given a continued weak rural economy, bank CEOs, on average, expect holiday buying to increase by only 1.3% above last year's levels," said Ernie Goss, PhD, Jack A. MacAllister Chair in Regional Economics at Creighton University's Heider College of Business.

Jeff Bonnett, president of Havana National Bank in Havana, Illinois, reported that, "The latest harvests are showing significant declines in test weights leading to the point that 2019 harvest production looks to be running below average." Bonnett goes on to say that grain prices are still sitting at extremely low levels for such yields.

Farming and Ranching: The farmland and ranchland-price index for November increased slightly to a weak 40.4 from October's 40.3. This is the 72nd straight month the index has remained below growth neutral 50.0.

The November farm equipment-sales index declined to 37.5 from October's 39.7. This marks the 74th month the reading has remained below growth neutral 50.0.

Banking: Borrowing by farmers weakened significantly for November. The borrowing index slumped to 51.4 from October's very strong 68.9 and last November's 60.1. The checking-deposit index advanced to 68.1 from October's 60.8, while the index for certificates of deposit and other savings instruments increased to 51.4 from 50.0 in October.

CLICK TO READ MORE OF NOVEMBER'S SURVEY

Tables 1-3 summarize survey findings

(click each table to view larger):

Table 1: Rural Mainstreet Economy October / November 2019: One Year Ago and Last Two Months (index > 50 indicates expansion)	October 2018	November 2018	September 2019	October 2019	November 2019
Area economic index	54.3	49.9	50.1	51.4	54.2
Loan volume	60.0	60.6	72.2	68.9	51.4
Checking deposits	45.7	54.5	54.2	60.8	68.1
Certificates of deposit and savings instruments	42.9	47.0	51.4	50.0	51.4
Farmland prices	34.8	35.9	43.1	40.3	40.3
Farm equipment sales	33.3	30.6	35.9	39.7	37.5
Home sales	54.3	51.6	57.1	54.2	55.7
Hiring	65.7	66.7	62.5	59.7	65.3
Retail business	51.4	45.5	52.8	47.2	50.0
Confidence index (area economy six months out)	42.6	47.0	42.9	36.5	44.4

Table 2: Rural Mainstreet Economy - October 2019	Percentage of bankers reporting				
	Low loan demand	Farm loan delinquencies	Low interest rates	Negative or slow growth	Farm Credit Competition
For a five-year time horizon, which of the following represents the biggest economic challenge to your banking operations and/or profitability:	**10.8%**	**13.5%**	**18.9%**	**19.0%**	**24.3%**
	A very negative impact	A negative impact	Little or no impact	Positive impact	
The recent trade skirmishes/war have had, or will have:	**5.4%**	**67.6%**	**18.9%**	**8.1%**	
	None	One	Two	Three	Four
How many more rate cuts of 0.25% should the Federal Reserve undertake for the next 12 months?	**43.2%**	**37.8%**	**13.5%**	**2.6%**	**2.9%**

Table 3: Rural Mainstreet Economy - November 2019	Percentage of bankers reporting				
	0%	1% - 4%	5% - 9%	10% - 19%	20%- 29%
What percentage of farmers in your area have a written succession plan?	**16.7%**	**38.9%**	**22.2%**	**13.9%**	**8.3%**
	0%	1% - 4%	5% - 9%	10% - 19%	20%- 29%
What percentage of business owners in your area have a written succession plan?	**5.5%**	**36.1%**	**27.8%**	**5.6%**	**25.0%**
	Decline	No change	1% - 4%	5% - 9%	10% - 14%
Compared to last year, what percentage change in Christmas sales do you expect among retailers in your area?	**17.1%**	**34.3%**	**28.6%**	**14.3%**	**5.7%**

For historical data and forecasts, visit: www.creighton.edu/economicoutlook. Follow Ernie Goss on Twitter www.twitter.com/erniegoss

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CBI will offer over 50 webinars next year, which have become one of the most popular training delivery systems among community bankers. Covering critical issues for every level of the financial institution, industry experts with long-term, real-life, hands-on experience deliver high quality webinars that are exclusively tailored for community bankers. Topics range from auditing & accounting, collections, compliance, HR, lending and more. More webinars are often added to the roster throughout the year as well.

Five specialized series of webinars are in focus for 2020. These include the Commercial Lending Series, Cyber Series, Deposit Account Series, Growth & Transformation Series and Risk Officer Series. Visit our Webinars page for more details on each of these informative topics.

CBI webinars have three registration options:

1. **LIVE WEBINAR.** The live webinar option allows you to have one Internet connection from a single computer terminal. You may have as many people as you like listen and watch from your office computer. Registrants receive a website address and pass code that will allow entrance to the seminar. The session will be approximately 90 minutes, including question and answer sessions. Seminar materials, including instructions, pass code, and handouts will be emailed to you prior to the broadcast. You will need the most-current version of Adobe Reader, available free at www.adobe.com.

2. **RECORDED WEBINAR.** Can't attend the live webinar? The recorded webinar is a recording of the live event, including audio, visuals, and handouts. We even provide the presenter's email address so you may ask follow-up questions. Approx. one week prior to the webinar, you will receive an email with the archived webinar link. This webinar link can be viewed anytime 24/7, beginning 6 business days after the webinar and will expire 6 months after the live program date. You will also receive instructions on how to download a digital copy of the webinar which you may keep and use indefinitely. You can also listen to archived webinars on your iPad, iPhone, or Android device!

3. **BOTH LIVE WEBINAR & RECORDED WEBINAR LINK.** Options 1 and 2 described above.

For more information and to view current webinar offerings, visit our Events Calendar. To view all 2019-20 offerings visit the Webinars page on cbiaonline.org and download a schedule.

Still have questions? Contact Pretty Patel at 515.453.1495 or ppatel@cbiaonline.org. ■

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"We have had numerous strategic planning sessions and in most cases used an outside facilitator" said Steve Brady, President & CEO at Community Savings Bank in Edgewood. "CBI was very responsive to our process and easy to work with. The price was very reasonable as well."

The Community Bank Strategic Planning Service is facilitated by Dale Torpey, Chairman of Washington Bancorp and Federation Bank in Washington, IA, and Jackie Haley, CBI's Vice President of Services and Strategic Partnerships. "Jackie and Dale provided a well-defined plan in working with [our] management team, employees and board of directors" said Tim Wolf, President & CEO of State Savings Bank in West Des Moines. "The follow-up with the management team and directors was very timely...with task implementation reports that assigned responsibilities and timelines for each objective."

For more information on the Community Bank Strategic Planning Service, contact Jackie Haley at 515-975-8727 or jhaley@cbiaonline.org, or call CBI at 515-453-1495. ■

Click the image to download a brochure containing more information on CBI's Community Bank Strategic Planning Service.

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CBSI and its partners continue to work together to enhance member products and services. The CBSI Board of Directors meets quarterly to review endorsed vendors and consider new partnerships, often suggested by members. Your bank and your association will benefit when you have a choice of the best providers. ■