THE KANSAS BANKER

ISSUE 6 2020

From All of Us to All of You…

Thank You and Have a Safe and Wonderful Holiday Season

KANSAS BANKERS ASSOCIATION

OFFICIAL PUBLICATION OF KANSAS BANKERS ASSOCIATION | NOVEMBER/DECEMBER 2020

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Brighter Days Ahead

By Doug Wareham, KBA President and CEO

As the final days of 2020 draw to a close, I believe it's important to reflect upon this very tumultuous year and ask ourselves an important question: In the face of this historic pandemic, did we accomplish our mission? Answering that question begins by reviewing KBA's mission statement:

Together we support our member banks and bankers with leadership, advocacy and education to benefit the communities and customers they serve.

Just like you, your KBA staff team was forced to adapt and overcome when the first wave of the coronavirus took hold back in early March. Following the lead of Kansas bankers, who were deemed essential workers by state and federal regulators, the KBA has remained open for business throughout this crisis. We worked diligently to serve as a lifeline for Kansas bankers who were, in turn, doing everything in their power to support and assist their customers and communities. We also learned (just as you have) to harness a virtual world for meetings and events, and we've learned to disseminate information timelier and more efficiently to you: our customers. Once again, we simply followed your lead and kept working; we kept grinding because our mission of supporting our member banks gave us a collective and meaningful purpose.

I want to thank KBA's Board of Directors, our Division Boards, and our many KBA committees for the incredibly important work they continued under difficult circumstances this past year. In spite of this unprecedented roller-coaster ride, Kansas bankers have kept your association moving forward. Significant progress was made this past year on several strategic planning objectives, including strengthening KBA's political muscularity during the recent elections that saw an unprecedented number

of pro-banking candidates elected to serve in the Kansas Statehouse. I'm also extremely proud to report a steadily increasing number of Kansas banks (117 and growing) that are benefiting from the legal and compliance assistance provided by KBA's Kansas Bankers Consulting Services.

We have also made great strides in preparing a statewide industry image campaign that will reach every corner of Kansas in 2021. This campaign will tell the positive story of our industry and it will highlight the role of our association to the policymakers, business and civic leaders, as well as the general public. A snapshot of the principles that will guide the messaging for this campaign is provided below:

Banker Driven: The Kansas Bankers Association provides a meaningful point of difference by being banker driven. The decisions made by the association are always made with its membership in the forefront. Membership can trust that the organization is acting in their best interest because the membership is leading the action. With 98% participation in the association, the representation is an accurate reflection of Kansas banks. All voices are heard because nearly every voice participates.

Financial Viability: The banks of Kansas are all facing the same challenges. Shifting consumer habits, competition from outside traditional banks, regulatory climate and taxation all affect the banks' ability to operate and maintain financial stability. Sacrifices to service is not an option, so member banks must seek other means to improve their performance. Kansas Bankers Association provides the answer to this need through its catalog of support services. The benefits of membership with the Kansas Bankers Association extend the banks' abilities to focus on their most important function, serving their communities. Members know that the KBA can help them alleviate the duress from outside influences.

Connecting Connectors: The banks in Kansas connect the fabric of our communities. At the heart of nearly every success story in Kansas is a bank that was willing to help. The banks of Kansas connect the dreamers and doers of the state with the resources they need to make things happen. The KBA connects member banks with the resources and network they need to remain an essential part of the lives of the communities they serve.

We hope these principles will serve as a keen reminder that the collective role of the Kansas banking industry is more important today than ever. Kansas bankers led through this crisis, and they will lead the rebuilding of our state's economy coming out of this crisis. Your association stands ready to work with you in the coming year to ensure brighter days for the communities and customers you serve.

Playing the Long Game

By Rob Nichols, President and CEO, American Bankers Association

After months of planning and preparation — and if we're being honest, a little angst — Americans went to the polls in record numbers in early November to cast their votes in presidential, state and local races. The contest topping the ticket was one of the most high-profile and most contentious presidential races in recent memory.

But with major media outlets calling the race for former Vice President Joe Biden and Senator Kamala Harris, ABA is preparing for a Biden administration to take over in early 2021. It's also looking likely that Congress will remain divided, with Republicans in control of the Senate and Democrats maintaining control of the House — though with two critical Senate races in Georgia going to runoff elections, it will still be several weeks until we know for certain.

Regardless of how the balance of power may shift, ABA will continue to draw on its nearly 150-year history of working alongside both parties to find common sense policy solutions that will support economic growth. It's a longstanding tradition that we're proud of, and we have made tremendous progress in recent years in advancing a pro-growth, common-sense and data-driven approach to banking policy.

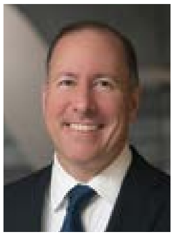
In fact, many of the significant pieces of banking policy have been bipartisan in nature. Take for example S. 2155 — the regulatory reform law that Congress passed in 2018. That effort was a testament to how lawmakers on both sides of the aisle were able to come together to help clear some of the roadblocks that stood in the way of banks' ability to serve their customers, clients and communities.

That same cooperative spirit is desperately needed today, when so many families and businesses are still feeling the extreme economic effects of the COVID-19 pandemic. As we look ahead to 2021, the economic recovery will be top of mind for policymakers in Washington and the financial industry will have an important role to play in the ongoing response.

Banks played a monumental role as economic first responders in the early days of the pandemic to address the economic dislocation that stemmed from the healthcare crisis, and we'll continue our work in the weeks and months ahead — keeping an eye on economic indicators, responding to problems early and helping to restore our nation's economy. ABA stands at the ready to work with the next administration and lawmakers from both parties to bolster the economy, increase opportunity and create a brighter future for all Americans.

At the same time, we won't lose sight of our other policy priorities. We'll continue to put our policy and advocacy expertise to work to address the important issues facing our industry, from AML/BSA reform to CECL to cannabis banking.

As one might expect from a trade association that's been around for nearly a century and a half, our eyes are on the long game. And while some of the tactics we employ may change with the times, our agenda will remain the same — and will continue to be driven, first and foremost, by the banks we serve.



Email Rob Nichols at nichols@aba.com.

CONNECTING CONNECTORS Through Education

By Brenda L. Unruh, KBA Senior Vice President
Education & Conferences, Member Services

Despite the turmoil experienced this year, we choose to focus on the positives that have arisen, such as the opportunity to learn. Throughout 2020, we've all had to learn resiliency, creativity and how to "pivot" on any given day in ever-changing circumstances. Your KBA Education and Conferences team thanks you for putting learning and the continuing education of yourself and your staff as a high priority by attending our many conferences, webinars and seminars in 2020. While we miss seeing each and every one of you, we know that the health and safety of our bankers and our staff are vital to all of the communities we serve. With that in mind, we have made the difficult decision to continue all our events through the first quarter of 2021 in a virtual format only.

Major programs that will break new ground by becoming virtual events this year will be our Public Affairs Conference Feb. 3, our Kansas Ag Bankers Conference March 3-4, our Tri-State HR and Marketing Conference March 18-19 (cohosted by KBA, the Nebraska Bankers Association and the Missouri Bankers Association), as well as an exciting new addition to our lineup, the inaugural Women In Banking Conference, March 25-26.

Our job is to connect connectors through education. Each of you has cultivated intricate connections within your own communities, with each other and with us. We continue to honor those connections by providing you with the same high-quality programming you've come to expect from YOUR association, just in a new format. We look forward to what the rest of 2021 will look like as we move back to in-person programs, as well as hybrid events that will allow attendees to choose how they attend and interact! Please check our website often at ksbankers.com for the latest updates and information.

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2020 Lending Conference Recap

The Kansas Bankers Association launched their virtual 2020 Annual Conference for Lenders on October 1. KBA Chairman Jonathon Johnson kicked things off with a welcome message, sponsor recognition and introductions, then turned things over to Joe Micallef from Grow UP Sales for his presentation called Are You a Quoting Machine or a Trusted Advisor? Joe shared that as a lender, the job wasn't simply to quote interest rates but to be a valuable finance partner who helps your clients achieve their goals. Building trust and enhancing your value as a finance professional can help you grow a profitable loan portfolio in a short period of time.

Next up, Dr. Stephen Happel shared his outlook on the economy with his presentation 2020 Election Outcome: Trump vs. Democrats. While the election was still a month away, Dr. Happel discussed the most recent Blue Chip forecasts for 2020 and 2021, and put them in a historical perspective tied to different presidential administrations since WWII.

Our lunch speaker was Cary Sifferath, Senior Director of Global Programs with the U.S. Grains Council, who spoke about global trade, and trade with China. He highlighted what is currently in play and what has yet to come to fruition.

The afternoon began with a series of concurrent breakout sessions. Joe Micallef shared Will You Be My Customer? — Create Proposals That Guarantee Your Customers Will Say Yes. Mike Wear, President of 39 Acres, discussed Loan Portfolio Management Tools and Strategies. Karen Shannon of Ollis Akers Arney presented Building and Sustaining Trust for Lenders. After a brief break, the second round of concurrent sessions began with Joe Karlin of Karlin Consulting and his topic, A Commercial Real Estate Apocalypse? How to Prepare Your Bank for Its (Possible) Arrival, as well as Dr. Bruce Morgan of Professional Bank Services and his topic of Loan Underwriting, Risk Grading, Risk

Please join us in Manhattan, Kansas, next year on

October 7–8

for the

2021 Annual Conference for Lenders!

Rating and Risk-based Loan Pricing. Jackie Rowlow from Shazam also shared Creating a Talent Pipeline for Your Community Bank.

Closing out day one was Mike Wear with his keynote, Closing the Experience Gap, in which he explored how to effectively prepare the next generation of bankers for credit risk when, pre-COVID, they had only experienced one of the longest economic expansions in U.S. history. He shared information on leveraging risk modeling and rules-based automation.

The second day began with Dr. Chris Kuehl of Armada Corporate Intelligence discussing The 2021 Economy and Beyond, followed by Joe Karlin of Karlin Consulting sharing his topic of Shifts Impacting Lending — What We Can Do to Prepare.

The conference concluded with Dan Meers, who is KC Wolf, the mascot for the Kansas City Chiefs, sharing Take Off the Mask — Is Your Life Story Worth Telling? Dan shared highs and lows of his 25 year career with the Chiefs, as well as his passionate preoccupation of encouraging others to strive for the best in life and to enjoy every step along the way.

Please join us in Manhattan, Kansas, next year on October 7-8 for the 2021 Annual Conference for Lenders!

2020 Economic Outlook **Conference Recap**

Gene Marks

Ed Seifried

Joe Sullivan

The 2020 Economic Outlook and Risk Management Conference broke new ground by going virtual this year. On Wednesday, Nov. 4, KBA Chairman Jonathon Johnson welcomed over 100 attendees with his opening remarks and sponsor recognition. He also introduced the KBA's new mascot, Flint! KBA members will begin seeing the new buffalo icon on our publications, our website and at our events.

Kicking off the opening general session was Gene Marks of The Marks Group, P.C. His session was entitled: Beyond the Pandemic and After the Elections: Issues, Challenges and Strategies to Grow your Business over the Next Two Years. He spoke about the obstacles that are impacting current cash flow as well as longer-term strategies for growth, and shared what leaders are doing to navigate their companies, their employees and partners toward growth and profitability over the next two years.

Next, Peter Weinstock from Hunton Andrews Kurth LLP discussed Strategic Plans, Capital Plans and Risk Appetite: How to Fit Them Together in a COVID World. He reflected on capital, accounting, liquidity, stress testing, earnings, people and exam considerations that every bank must keep top-of-mind considering the economic headwinds.

Attendees were then divided into breakout sessions including Managing the Downturn: Best Practices in ALM by Dennis Zimmerman and Matt Maggi of Commerce Bank; Creating Funding Stability During Uncertain Times by Lance Caldwell of IntraFi (formerly Promontory Interfinancial Network); and Managing Risk Without Breaking the Bank: A Benchmarking Update by John Meyer of Cornerstone Advisors.

Wrapping up day one was Joe Sullivan of Market Insights. He spoke on the topic of Leadership in the Era of Digital Transformation. He noted that digital leaders must blend traditional skills with new competencies that help foster an environment for all employees to adapt and thrive. New approaches to learning recognition and use of physical space must be taken. Senior leaders must share a vision for how technology can improve their bank's competitive position.

Thursday, Nov. 5, began with a welcome by committee chairman Mike Cearly from Centera Bank in Sublette. Mike welcomed Dr. Ed Seifried of Seifried & Brew for his general session topic of The 2020 Recession: Just How Bad Is It, and When Will It End? Dr. Ed said that the 2020 economic collapse will be deeper than any economic downturn since World War II. He cataloged the economic damage by this pandemic, as well as describing the monetary and fiscal policies implemented to end the downturn, and most importantly, he attempted to determine when the recovery begins whether the economy will follow the path of one of the suggested recession possibilities: the "V," "U," "W," or "L" shaped recovery.

Our final presentation was entitled The One Compass — Coach and the Cowboy, led by Kevin Chase and Brandon Clark. They shared their insight on culture driven by four points of direction called ACES: Accountability, Character, Energy and Service. It provided an uplifting end to our 2020 conference.

Please mark your calendars and save the dates of Nov. 3 and 4, 2021, as we meet in person again in Wichita for the 2021 Economic Outlook and Risk Management Conference.

2020 KBA Trust Conference Recap

The 2020 KBA Trust Conference had its first-ever virtual conference. This year's program once again had a phenomenal speaker line-up over the course of two mornings. We also had several of our valued sponsors join in on making this a very successful virtual experience.

Attendees were welcomed by KBA Trust Division President Joe Karnes and KBA Chairman Jonathon Johnson. The conference opened with Dr. Larry Divers, executive vice president of Cannon Financial Institute. Larry brought a comprehensive knowledge of investments, retirement plans and wealth management into his session. He guided the attendees on how to implement and monitor the provisions of the CARES Act and Secure Act as well as the IRS Notice 2020-50 and the new required minimum distribution rules under IRS Notice 2020-51.

Patrick Smith, vice president with J.P. Morgan Asset Management, then introduced Dr. David Kelly, chief global strategist and head of the Global Markets Insights Strategy Team. Dr. Kelly shed light on our current investment outlook and the opportunities we are seeing across the global markets. He also shared his perspectives on key topics from economic growth, employment, COVID-19, consumer confidence, the implication of monetary and fiscal stimulus and more.

The closing speaker for the first morning was Jeff Bottenberg, vice president and trust officer at BOK Financial. Jeff discussed the statutory ethical duties that trust officers must follow when administering trusts and fiduciary accounts. He also discussed the Kansas Rules for Professional Conduct that apply to attorneys who serve as fiduciaries. These rules were further explained and clarified by case law.

Kicking off the second morning of the KBA Trust Conference was Jack Liekar, Vice President and Senior Regional Consultant with Federated Hermes, our Platinum Sponsor. He introduced the opening speaker for the morning, Linda Duessel, Senior Equity Strategist with Federated Hermes. Linda discussed the unprecedented global response by fiscal and monetary authorities. She also talked about the economy and what to expect for jobs and consumers and the market and what investors can expect. The market structure and its effect on trading and stocks and a look at regions and styles of investing were also included in her presentation. In conclusion, Linda went over what happens when the dust settles regarding the election, social distancing and the good and bad news for long-term investors.

Our closing keynote this year was our good friend, Rocky Miskelly, President of Renasant Wealth Management and senior trust officer for Renasant Bank. Rocky gave some great advice and tools on how to continue selling during a pandemic. Communication is key, and thinking outside the box is also important. Be sure to always add value in some way, shape or form and continue to have conversations that are meaningful. If possible, invest in technology, so the opportunity for e-signatures are available. Don't be afraid to host client appreciation events as well. Rocky's message was very encouraging in these uncertain times.

The conference adjourned.

2020 Annual YBOK Conference Recap

Due to COVID concerns, this year's Annual YBOK Conference was held virtually on Oct. 28, 2020, with over 50 participants.

YBOK President Brian Whitesell (Landmark National Bank) welcomed everyone to the conference and thanked this year's sponsors. Whitesell then introduced the YBOK Board and turned the mic over to KBA Board Chairman Jonathan Johnson. Jonathan gave a KBA update about the work that has been done to address our strategic plan. He also discussed the importance of being engaged in the political process and being leaders not only in their institution but also in their community.

The first speakers of the day were The Coach and The Cowboy. For years, Brandon Clark (The Coach) and Kevin Chase (The Cowboy) generated top performance from their respective teams within the community of Derby, Kansas. Brandon was a high school football coach, and Kevin was Chairman and CEO of Verus Bank. Faith and friendship brought them together more than 15 years ago. Today, they both enjoy sharing a common passion for creating positive and meaningful team culture. Kevin has served as the Derby Football Program's culture coach for the past four years. Together, he and Brandon developed a culture program that has proven successful from the gridiron to the board room.

The Coach and the Cowboy offered many insights on how we can provide a positive outlook on life and in our everyday job duties during these trying times, and they were well received by their audience.

The next speaker of the day was Kansas U.S. Senate Candidate Congressman Dr. Roger Marshall. He joined us while out on the road on his campaign bus just five days before the election, which he won. Senator-Elect Marshall talked about his legislative priorities and what he hears from Kansans across the state amidst a pandemic. Senator-Elect Marshall also talked about his work as vice chairman of the board for Farmer's Bank & Trust in Great Bend and thanked the banking industry and the KBA for its support in his campaign.

Just after hearing from Dr. Roger Marshall, we took a short commercial break to thank our sponsors for this year's conference and played the two new KBA videos that have played on TV, one called "There will be a bank" that was produced to help promote the image of the banking industry and another video featuring KBA President Doug Wareham talking about the response the banks in Kansas had in response to COVID-19. Both are available to watch on our website.

After our commercial break, we were able to hear from Frank Carson (chairman, Carson Bank), Charlie Chandler (chairman, INTRUST Bank), and Jeannette Richardson (vice chairman, Prairie Bank of Kansas) for our first-ever virtual chairman panel. The panel answered several questions in regard to what advice they would give someone going into a leadership position for the first time as well their thoughts on the unprecedented actions taken by congress and the Federal Reserve to combat the economic downturn caused by COVID-19.

After the panel, KBA's SVP, Government Relations Alex Orel gave a brief election update and talked about the state and federal legislative priorities that the KBA's government relations team is working on and what to expect in next year's state legislative session.

Our last speaker of the day was Astronaut Sam Gemar, who shared many stories during his time as an astronaut and how he overcame many struggles of his career. He was able to relate that to the hard times we are facing during this year's pandemic and how we can overcome any obstacle if we just persevere.

We finished out the day with our annual meeting and transition of officers and board members. After the transition of officers, incoming YBOK President Derek Bailey (Great Western Bank) addressed the conference and thanked the speakers and sponsors for their time and support. Next year's YBOK Annual Conference is scheduled for Sept. 8-10 in Wichita, so mark your calendars!

Kansas Ag Bankers

A DIVISION of KBA

2021 KANSAS AG BANKERS CONFERENCE

March 3-4 Virtual

FEATURING

Dr. David M. Kohl, Ph.D., Professor Emeritus, Virginia Tech, AgriVisions, LLC

Randy Blach, CEO CattleFax

Keynote Speaker Damian Mason, Producer and Host of “The Business of Agriculture” and “Do Business Better” podcasts. Author of books, “Do Business Better” and “Food Fear”

Keynote Speaker Eric Snodgrass, Principal Atmospheric Scientist for Nutrien Ag Solutions

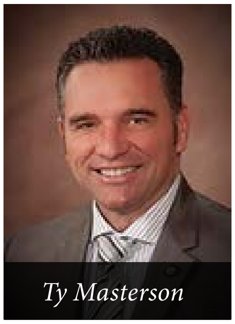
Please visit our website at www.ksbankers.com for the full conference brochure and details!

2021 Legislative Preview, Tax Equity Returns and New Legislative Leaders Elected

By Alex Orel, KBA Senior Vice President Government Relations

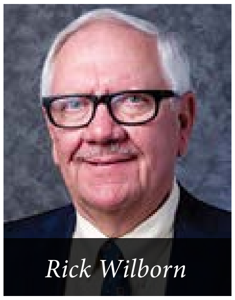
The Kansas Legislature is set to convene in Topeka on Monday, Jan. 11, and all indicators are showing that they are planning to hit the ground running when they do return. Because of the COVID-19 pandemic, the 2020 legislative session was abruptly cut short, with many significant pieces of legislation left on the table that will need to be addressed in the upcoming session. This legislation also includes KBA's tax equity legislation that passed with strong bi-partisan support but was vetoed by Kansas Governor Laura Kelly with no chance to override since it was passed on the last day of the session.

Although many of the issues remain the same, the statehouse will have a very different look this year. The Senate Republican leadership will remain conservative for the next four years despite electing entirely new leadership for 2021, after eight years with Susan Wagle, the first female Senate President in Kansas history.


Ty Masterson

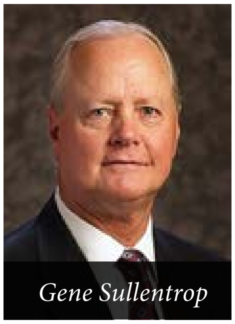
Ty Masterson

(R-Andover) won the Senate presidency by acclamation after having no opposition.


Rick Wilborn

Incoming Senate Vice President Rick Wilborn

The vice president's slot went to current Judiciary Chairman Rick Wilborn (R-McPherson) after he defeated two other senators on a second ballot.


Gene Sullentrop

Incoming Senate Majority Leader Gene Sullentrop

In the race for majority leader, current Health Chairman and Legacy Bank Director Gene Suellentrop (R-Wichita) defeated current Ways and Means Chairwoman Carolyn McGinn (R-Sedgwick).

Dinah Sykes

Incoming Senate Minority Leader Dinah Sykes

Dinah Sykes (D-Lenexa), who switched parties prior to the 2019 Legislative session, was elected to succeed the longtime Minority Leader Anthony Hensley. Hensley had been the Democratic leader in the Senate since 1996 but was defeated in the general election. Sykes, the first female minority leader in state history, was first elected to the senate as a moderate Republican in 2016 before switching parties shortly after the 2018 election. Sykes welcomes back the incumbent Assistant Minority Leader Oletha Faust-Goudeau (D-Wichita), who ran unopposed.

The 2021-2022 Kansas House Leadership teams will remain substantially the same as the previous biennium.

Ron Ryckman Jr.

Speaker of the House Ron Ryckman Jr.

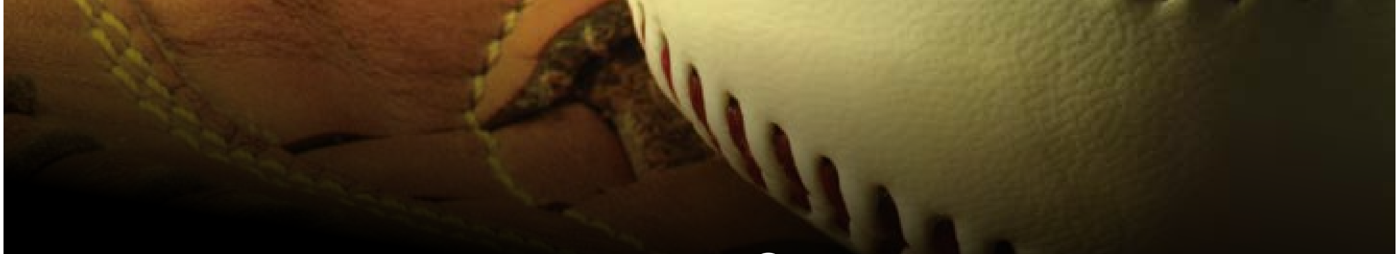
Ron Ryckman Jr. (R-Olathe) was elected to an unprecedented third term as Kansas Speaker, and his core leadership team will also return in Majority Leader Dan Hawkins (R-Wichita) and Speaker Pro Tem Blaine Finch (R-Ottawa).

The House Democratic Caucus re-elected current Minority Leader Tom Sawyer (D-Wichita), and he will be joined by newly elected Assistant Minority Leader Jason Probst (D-Hutchison).

Although there have been significant changes to the leadership posts, both chambers look poised to get to work early in response to the negative economic impacts caused by COVID-19. Other major issues include backfilling the state's unemployment insurance fund, property tax reform and addressing the budget deficit projected for 2022.

The KBA congratulates these leaders on being elected earlier this month, and we look forward to working with them on behalf of the Kansas banking industry!

If you have any questions or want to know how you can help, please do not hesitate to contact Alex at aorel@ksbankers.com or call the KBA office at (785) 232-3444.



Sabermetrics for Lenders:
An Approach to Maximize Profitability

By Michael Fielding, Husch Blackwell LLP

In the early 2000s, Major League Baseball underwent a seismic change. Billy Beane, general manager of the small-market Oakland Athletics, realized that a team wins games by producing runs, and runs only come when players get on base. For decades, baseball teams had judged the value of a batter by his batting average and ability to hit home runs. While these are decent measures, Beane realized that a player's on-base percentage (OBP) was a more important metric, one whose value was not fully appreciated by the market. By signing players with higher OBPs, he could work with his small-market budget and still field a winning team. Beane's work did not change the rules of the game, but it fundamentally changed how teams looked at and evaluated players.

Today's lenders — particularly smaller lenders — need to take a page from Beane's playbook. It is no secret that times are tough for lenders — big and small. Competition is fiercer than ever, and the regulatory environment has never been more burdensome; however, deep data analysis can tease out insights that ultimately lead to market advantages: early warning on potential problem loans, faster loan approvals, better risk-adjusted returns and more competitive pricing.

Building from Micro to Macro

It is always important to obtain data from potential borrowers and benchmark against similar companies in the same industry. The Risk Management Association's e-statement studies are one tool to employ in this regard. This data comparison should not be done just at the beginning of the loan but should also be done periodically during the loan lifecycle to spot any potential problems on the horizon. This "microdata" should include the borrower's past credit history and updated cash flow, as well as a sophisticated data set relating to collateral, including the type of collateral involved, the collateral's liquidity, and the discount applied to it in liquidation scenarios.

While vitally important to the individual loan under consideration, these microdata flow into a powerful aggregated set of data as well and can reveal hidden strengths and blind spots in your organization's current methodology.

Data Analytics and Loan Covenants

Covenants serve as loan performance bellwethers that can trigger corrective action before a small problem becomes a big one, but what covenants are most important? The practical reality is that the relative value of any particular covenant will depend upon the nature of the borrower's business and the industry in which they operate. For example, a cash-flow coverage ratio is important for determining a company's ability to service its debt, but EBITDA also has well-known shortcomings. While it is commonly used as a proxy for cash flow, it is not cash flow. EBITDA does not account for a company's capital expenditures or a company's ability to manage its receivables and payables. EBITDA can be changed, for instance, by changing a depreciation schedule. EBITDA does not consider the underlying collateral, the structure of the loan, the borrower's market or other loan covenants. Comparing debt to EBITDA is a common leverage ratio, but it sometimes conceals as much as it reveals, much like a batter's batting average. Think carefully about whether too much emphasis is placed on this ratio, or when is the most appropriate time to consider it. Conversely, there are metrics that might be underused, such as the quick ratio, which monitors liquidity.

Loan docs need not be static Laser Pro documents which only get periodic attention. Rather, computer-aided monitoring and incentives can powerfully influence loan performance and set the stage for a more dynamic and customized agreement. For example, a borrower can be required to maintain a minimum cash balance with the lender at all times which would be sufficient to service the debt for some period of time. If the borrower slips below the minimum amount, additional penalties or interest charges could be imposed. Conversely, if the borrower maintains the minimum amount, the interest rate could be adjusted downward in the next quarter to reward the borrower for its compliant behavior.

Establishing the Right Incentives and Practices

Advanced data analytics can help resolve age-old quandaries. For example, do you simply calculate the cost of your loan and add margin, or do you wholly rely on market benchmarks? Both approaches have their own benefits and detriments, but which is better from one situation to another? Additionally, how do organizational incentives impact the data you are generating? How might loan portfolios change if incentives were different (rewarding, say, risk-adjusted return versus mere volume)?

How Are Fees Used?

Incentives are an important part of the external marketing of loans and not just a concern on the internal sales side. The wants and desires of borrowers, when aggregated, reveal important information about how to price and structure loans. Questionnaires should be optimized to capture that data and then be processed in such a way to aid analysis. Social media, too, can be analyzed to develop a better understanding of a borrower's likely tendencies. Companies are already hard at work connecting social media activity to creditworthiness, with one executive touting that his company "has uncovered that social media has predictive value in assessing the credit risk of a business."

Conclusion

Centralizing data and introducing powerful analytics give lenders an immediate high-quality assessment of a loan portfolio. By aggregating data, you can immediately spot trends among similarly situated borrowers, and this allows for a whole range of proactive steps that can be taken to monitor and manage potential problem loans. When truly integrated into the lending process, data analytics can transform the entire operational platform … not just when and to whom to lend, but how to service those loans and ramp up vigilance.

Michael Fielding is a partner in the Food & Agribusiness Unit of the Kansas City office of Husch Blackwell where he represents lenders dealing with distressed loans. He is one of just a few Kansas attorneys that are board-certified in Business Bankruptcy by the American Board of Certification

Embrace New Distribution Channels; Expand Your Reach

By Chris Cox, Chief Operations Officer, Apiture

Businesses of all types use third-party platforms to enable the discovery and distribution of their products. Small businesses use platforms like Amazon and eBay to source customers and sell their products. App developers use the Google and Apple app stores to promote and distribute their apps. Restaurants utilize DoorDash and Uber Eats to attract customers and deliver their food. Artists use Spotify and Apple Music to promote and enable streaming of their music. [1]

In all of these examples, third-party platforms help sellers expand their markets by exposing them to a larger group of consumers than they would otherwise be able to access. These platforms support sellers in three ways:

1. Enabling discovery of seller products;
2. Enabling distribution of seller products; and
3. Attaching platform-specific value-add services to seller products.

Enabling Discovery of Seller Products

Community banks should be looking for similar opportunities to take advantage of non-bank platforms to expand their reach. The promise is that community banks can leverage the digital prowess of platform companies to attract and onboard new customers. Then, once onboarded, serve these new customers with the superior customer service that community banks and credit unions can uniquely offer. This hybrid model gives community banks a powerful competitive response to big-box banks who can invest significantly in technology but can't provide hands-on, local — or regional — focused relationship management and customer service. By participating in current and future bank-focused platforms, community banks can reduce technology spending and focus on what they do best, namely building customer relationships. [2]

Platforms supporting payment products, loan products, and deposit products exist today and will continue to evolve. Embracing the potential of these platforms requires banks to have technology that enables internal bank processes to mesh with the customer-facing experiences that third-party platforms expose. It also requires bank executives to change the way they think about bank products and customer relationships.

Enabling Distribution of Seller Products

Mobile payment apps are the most visible examples of third-party platforms that community banks can use. Examples include Apple Pay, Google Pay and PayPal. These platforms provide a new distribution channel for bank-issued credit and debit cards, making them available on a mobile device for in-app, e-commerce and physical point-of-sale purchases. They also expand the utility of card products with app-provided services like enhanced transaction security and electronic receipts. Community banks and credit unions looking to maximize interchange revenue need to ensure their cards can be used in these apps as e-commerce and in-app payment volume continues to grow. Typically, a financial institution's card processor can do all of the work required to make the financial institution's card available in third-party mobile payment apps. While current payment apps do not necessarily enable users to create new bank relationships, future apps may see the facilitation of card application and account opening processes within the app user experience. [3]

Third-party platforms that support loan products are relatively mature and available. Examples include LendingTree, Credible, or even car dealer management systems that tie in bank financing for auto loans. These platforms allow consumers to create new relationships and open loans. Typically, only loan products that rely on standardized underwriting rules and readily available consumer data fit these third-party platforms. More complex small business loans, which are the sweet spot for community banks, are not readily supported on the prevalent loan distribution platforms in the market today. But they will be supported eventually as technology evolves to enable intelligent, automated credit decisioning and application of underwriting rules.

Deposit Partners and Platforms

Third-party platforms that support deposit products are less mature than payment and loan platforms but may represent the biggest future opportunity for community banks. Bankrate.com and NerdWallet are examples of current deposit product-centric platforms. They build awareness for deposit products by allowing consumers to search across banks for the most attractive offerings. But they don't allow consumers to open new accounts or otherwise access bank services. In other words, they cover the marketing aspect, but not the distribution aspect of a modern digital distribution platform. This gap can be addressed with the application of bank-owned digital account opening solutions.

Sourcing low-cost deposits through third-party platforms could become one of the most effective enablers of a community bank's growth strategy. Acquiring homegrown deposits through branches is comfortable but expensive and constrained by geography. Buying deposits from placement firms is quick, but costly. Tying together third-party distribution platforms with modern digital deposit account opening solutions creates a new, attractive path to deposit growth for community banks. The promise is that community bankers can focus on growing business loan portfolios in local markets and let technology drive deposit growth. And, community bankers can focus on growing business with newly acquired deposit accountholders via personal relationships and exceptional customer service. This will become mainstream as banks adopt the necessary enabling technology and explore new partnership models, especially with FinTechs.

Attaching Platform-Specific Value-Add Services to Seller Products

Different types of deposit product-centric platforms will emerge. Some will be national in scope and geared toward the general consumer (think FinTech looking to offer new capabilities that require an underlying deposit account). Some will be national in scope but geared toward a specific consumer segment (think wedding planning or college saving solutions). Some will be local in scope and geared toward small businesses (think practice management software or POS systems). The key is to identify use cases where there is an intersection between activity on a platform and the need for a new deposit product.

Requirements of a third-party distribution

In all of the cases described above, community bank and credit union participation in third-party distribution platforms require the following:

- An API-based digital account opening solution; APIs are necessary to allow account opening processes to fit into the platform provider's user experience. The solution needs to flexible enough to accommodate financial institution-specific compliance-related workflows.

- System architecture that ensures new customers and accounts created via third-party platforms are propagated to all relevant internal bank systems, including the core, the servicing platform (digital banking platform), the customer relationship management (CRM) system, and any fraud monitoring systems; this can be simplified by ensuring the digital account opening solution interacts properly with the financial institution's existing core.

continued on page 24

Digital banking is the solution layer that sits between the bank or credit union's **internal systems** & processes and its customers.

continued from page 23

- A partner who can help identify and facilitate partnerships with relevant third-party platform providers.
- A compliance team that is willing to work with the business to ensure that new partnerships and supporting technology are developed in a way that does introduce unacceptable financial or compliance risk. [4]

Community banks and credit unions, of course, need to consider if deposit accounts sourced through third-party platforms are classified as brokered deposits. Proposed FDIC changes to brokered deposit rules may ease concerns here, especially if banks structure partnerships with platform providers such that the bank creates and maintains a direct relationship with the new deposit account holder. The ABA, among others, has suggested in formal comments to the FDIC that rule changes could go even further to facilitate more modern methods of deposit gathering.

Transitioning From In-House to Partnership

Beyond regulatory concerns, community financial institution executives need to acknowledge and embrace the idea that technology-driven customer acquisition requires a new mindset. Community banks and credit unions historically own and operate their own end-to-end distribution channels. Consumers today acquire deposit accounts through channels that are fully controlled by the bank or credit union, traditionally the branch. Only in recent years have financial institutions opened up to the idea that new accounts can be opened through digital channels, with no requirement for in-person interaction between the customer and the banker. But even new digital account opening solutions are typically contained within bank-owned digital channels (i.e., the bank's own website). Opening up to third-party platforms means that other companies will control the initial experience the consumer has with the financial institution. This doesn't mean the bank can stop providing great products or great service once the customer relationship is established. The bank must continue to have its own great servicing experience (online and mobile banking). But it is just as important to have the technology that allows bank services to fit into a user experience that is created by a different company. This is the future. [5]

Modern digital banking providers are a good place to start looking for support. Digital banking is the solution layer that sits between the bank or credit union's internal systems and processes and its customers. Digital banking providers have already done all of the connectivity work required to create a holistic banking experience for customers, tying together core, bill pay, card payments, statements, fraud management and financial management solutions. But, not all digital banking solutions can be easily extended into third-party user interfaces. Digital banking and the "presentation layer" have become synonymous over the years because of the architectural generation when solutions were first created. But this is changing. Well-architected modern digital banking solutions can point at any presentation layer, including those provided by a third party. This is done through APIs. The solution has to be architected such that business logic (rules that define what a customer can do online or in mobile) is separated from the presentation layer (website or mobile app). [6]

The Ecosystem Approach

Technology architecture, however, should not be the only consideration when choosing a partner who can help the bank engage with platform providers. A community bank needs a partner with the sophistication and industry connectivity to help broker relationships with relevant platform partners. Bank execs should look for partners who are already part of platform ecosystems and push them to help the bank navigate.

Like it or not, deposit and loan products are commodities. Which means they have only a limited number of differentiating attributes that consumers care about: maybe only interest rate and associated fees. Community banks and credit unions can add a layer of differentiation via great customer service (in-person and digital). All of these factors will continue to be important, but the next frontier that will differentiate growth banks from non-growth banks is discovery and onboarding. How does a potential "digital native" customer find the bank and start a business relationship? Third-party distribution platforms are part of the answer.

https://apiture.com/xpress/xpress-business-banking/

Platform banking is the future and those community banks and credit unions that embrace this future earlier stand the best chance of growing, or indeed surviving, as the next generation of bank customers emerges.

Chris Cox is the Chief Operating Officer at Apiture and oversees all aspects of business operations. Chris has more than 20 years of experience in banking, payments, mobile commerce, product innovation and technology strategy.

Apiture is a digital banking provider with a vision to create a better digital experience solution for financial institutions of all sizes. They currently serve hundreds of banks and credit unions across the U.S.

https://apiture.com/about-apiture/
https://apiture.com/

Notes

[1] *https://apiture.com/apiture-iq-targeted-marketing/*

[2] *https://apiture.com/multi-touch-support/*

[3] *https://apiture.com/p2p-payments/*

https://www.forbes.com/sites/danielwebber/2020/07/30/how-payments-fintech-is-using-banking-as-a-service-to-drive-growth/#658722fe4b9b

[4] *https://apiture.com/resources/with-great-ach-comes-great-responsibility/*

https://apiture.com/security-and-compliance/data-protection-laws/

[5] *https://apiture.com/resources/wearables-watch-new-customer-relationship/*

[6] *https://apiture.com/core-connectors/*

https://apiture.com/xpress/xpress-mobile-banking/

Trying to Market in a Pandemic?

See What the Experts Say

By Neal Reynolds, President, BankMarketingCenter.com

What budget is the first to get slashed in an economic downturn? As we all know, it's marketing. As a former ad agency guy, I have lived through many a downturn. We always knew that when times started to get tough, we were the first to lose our jobs. And, when times began to improve, we were always the last to return to work. There's an old agency metaphor for spending money in a downturn. We said it was "like shooting at ducks that aren't there." Well, right now, a lot of banks are looking to save their No. 2 Steel for another day.

But, perhaps they're not ready to give up entirely on bagging a few. I found Bill Streeter's recent post on The Financial Brand[1] both informative and, well, a bit encouraging, despite the fact that the challenge he addresses is that of "pinched budgets plus tougher competition."

Why do I find it encouraging when we're talking about an industry being in somewhat of an "unenviable position?" Because I think I can help. Bill goes on to say: "New marketing technology can bring efficiency, which helps with budgets, but you can't just snap your fingers to get there. It requires investment in software and talent."

I couldn't agree more.

While a "new marketing technology" deficit is one of them, there are a handful of issues banks face when it comes to marketing in today's economic turmoil. The Financial Brand interviewed Chandramouli Venkatesan, market development executive in Capgemini's Financial Services and Capital Markets, who pointed out some of those additional issues. "Multiple touchpoints to execute a campaign, lack of standardization of campaign components and manual handling of data should be solved by a marketing resource management solution," he said. "The problem is that many of these software tools are out of date." He goes on to state that talent is a tougher challenge. "To have an agile marketing team, an institution needs a blend of expertise in digital

If ever there were a time when you should be **making use of every marketing communication tool** at your disposal and being as efficient about the process as possible, this is it.

marketing technology, data, marketing and creative," says Venkatesan. He acknowledges that external help will likely be needed.

And this is where I think we can help. For those of you who aren't familiar with bankmarketingcenter.com, we currently work with 20 state bankers associations and over 300 banks, helping them address the challenges faced by their marketing teams. Our partner banks have access to several thousand professionally designed layouts — created by agency trained, financial services industry professionals — that range from social media messaging, banner ads and in-branch signage, to print and radio advertising. With unlimited access to millions of Getty Images, as well as the ability to customize copy and colors, banks are able to personalize these marketing materials quickly and easily, saving valuable time and money. When Jim went on to say that "it is becoming increasingly challenging to deploy modern marketing with legacy talent, skills and mindset … and that most financial institutions will be better advised to partner with specialty organizations to provide the needed skills," I said to myself, he is exactly right. And that is what we've been trying to do with bankmarketingcenter.com.

If ever there were a time when you should be making use of every marketing communication tool at your disposal and being as efficient about the process as possible, this is it. As a financial institution, a trusted institution, you must keep your customers abreast of important economic developments, as well as the products and services that you can offer to help them navigate those developments. And you need to use every available tactic to do so: Social posting, advertising, newsletters, email, webinars and direct mail.

While there may be fewer ducks to shoot at, that doesn't mean you stop duck hunting entirely. It means that you just have to get better at it.

About Bank Marketing Center

Here at BankMarketingCenter.com, our goal is to help you with that vital, topical and compelling communication with customers, messaging that will help you build trust, relationships and, with them, your brand. Messaging that you can customize to meet your needs in just minutes.

To view our marketing creative, both print and digital, visit bankmarketingcenter.com. Or, you can contact me directly by phone at (678) 528-6688 or email at nreynolds@bankmarketingcenter.com. As always, I would love to hear your thoughts on this subject.

[1] *https://thefinancialbrand.com/102640/covid-pandemic-bank-marketing-innovation-digital-channels/*

To Scan or Not to Scan, That Is No Longer the Question!

By Bret Mills, CoNetrix

Well, maybe it used to be the question, but it is no longer a question to be asked. Scanning your network is an essential part of your security protocol to ensure that customer information is secured. So, since I need to scan my systems for vulnerabilities, where do I start?

There are many good products on the market to test for system vulnerabilities. The best method is to review different products and decide which product will take care of your needs. Not only does the product need to give you information on what vulnerabilities exist on your network, but it also needs to provide you with reporting that is easy for you to read and understand. A report is only good if you can take the information and make decisions on how to remediate the findings that it observes.

You may be thinking, I do not have the expertise to conduct these scans and read the reports, so what do I do now? This is where you will have to rely on a network vendor or third-party to conduct your scanning. You also need to ensure you have a contract and have conducted your due diligence with this vendor because they will need an administrative account on your network to perform an administrative vulnerability scan. User accounts can be used to scan the systems but will not give you a full representation of all your vulnerabilities. The goal is to mitigate as many vulnerabilities as possible, and a good administrative scan will help you reach this goal.

Now that I have all this information, what do I do? REMEDIATE and DOCUMENT. Yes, those two words you always love to hear that strike fear in the hearts of man. Most, if not all, scanning software will rate the criticality of each vulnerability that is found on the network. Always start with the most critical and work your way down the list. Findings will require a knowledge of the systems you are running and an understanding of how to remediate the vulnerability. If you do not have the expertise to take care of these issues, a network vendor will need to be used at this point. Some findings require changes in Active Directory, registry settings or Group Policy. When changing these settings, making the wrong move can cause tremendous damage to your network. If one of these settings need to be changed, it is always a good practice to change the setting for one computer and test the change to ensure it does not cause issues with existing applications.

Sometimes settings cannot be changed due to the harm it causes in the system. If this is the case, document, document, document. Documentation needs to be completed that reveals the issue, when you will resolve the issue, how the issue was resolved, and then verification that the issue was resolved.

Verification of the resolution is a critical part of the process. If a change is made in Active Directory, how do I know that the change has happened? If there is a change in Group Policy, how do I know if it has propagated to all the systems with the vulnerability? There are multiple ways to verify different vulnerabilities have been remediated, but the best way is to rerun a scan against the system.

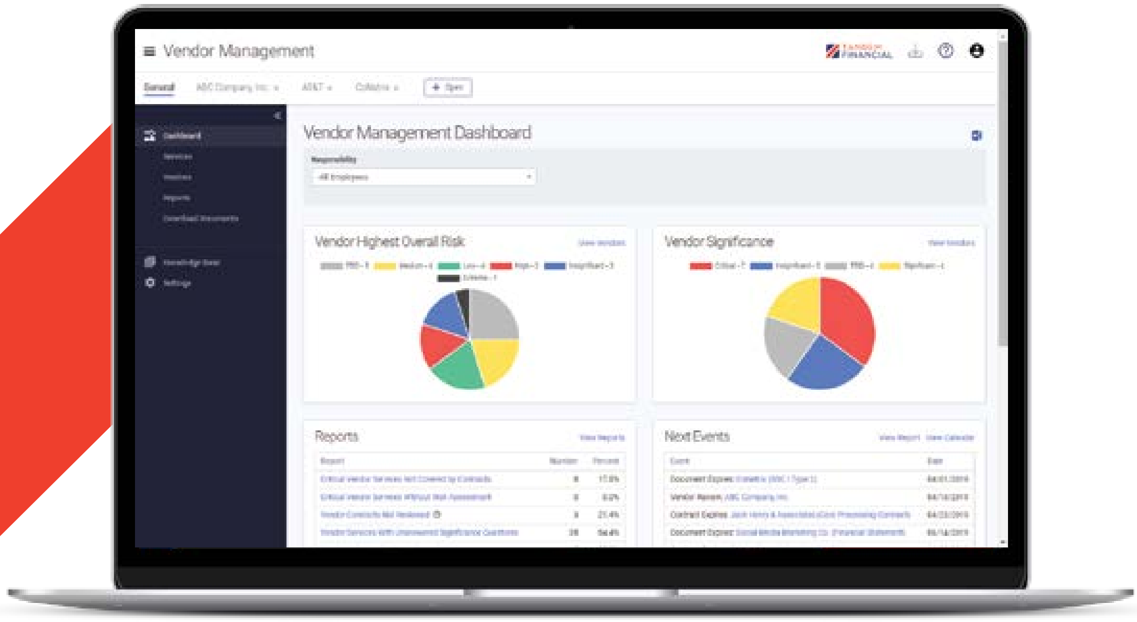
So how often do I need to run this scan? The frequency of the scan will be determined by your risk assessment and the size and complexity of your system. Sound familiar? Sounds like a statement that may come from your regulator or through guidance, doesn't it? If my system is not that complex, I would not have to scan frequently, but if it is complex, open to the outside world, and includes multiple users, I would need to scan more frequently.

New vulnerabilities are being developed all the time, and a system that is scanned and is secure one day may be the target of a new vulnerability the next day. When you are between scans, be sure and keep yourself aware of any new vulnerabilities that may arise, especially those vulnerabilities that target your systems. Keep up to date by receiving emails from publications, vendors and regulators, and attending webinars and seminars that deal with information technology. Sound like a full-time job? It is!

So, to scan or not to scan can never be the question again.

Bret Mills has 22 years of experience in information technology, working 18 years for a community bank, and is currently employed as an audit and security consultant for CoNetrix. Bret has his Security+, CISA and CISSP certifications.

Manage vendors, not spreadsheets.



Manage your third-party risk with Tandem

Instead of working in complicated spreadsheets and documents across a variety of network folders, Tandem Vendor Management provides a simplified and streamlined interface for organizing your vendor management program.

With software designed for banking compliance, you can:

- Manage and store information pertaining to vendors, including documents and responsibility.
- Automate the collection of due diligence documentation.
- Track events through the calendar view.
- Conduct and report on vendor reviews.

Available BCP integration and consulting services makes third-party management even less of a burden.

- ✔ Visualize your risk exposure
- ✔ Assign responsibility and various levels of access to users
- ✔ Store unlimited vendor records and related files
- ✔ Access vendor contact information on-the-go with the Tandem mobile app
- ✔ Add as many user and admin accounts as needed
- ✔ Identify missing or incomplete vendor data with reports
- ✔ Set up email reminders for contract and document dates
- ✔ Create and monitor the status of tasks assigned to users

Watch a demo at **tandem.app/no-spreadsheets**

Tandem™

Tandem is a subsidiary of CoNetrix, a family of technology companies CoNetrix

Endorsed Vendor

Kansas Bankers Association Announces Its Endorsement of Shred-it

KBA members can now save 30% on information destruction services; 35% on community shred days

The Kansas Bankers Association is pleased to announce its endorsement of Shred-it for their information destruction services. As the world leader in information security, Shred-it offers an integrated suite of services designed to protect sensitive information.

"KBA is proud to partner with Shred-it to bring our members savings on this essential service," said Brenda Unruh, SVP-Education & Conferences, Member Services. "As the trusted keepers of your customer's confidential financial information, banks must ensure that protecting against confidential data theft and other data breaches are kept a priority. Shred-it, your trusted partner, does just that."

With Shred-it secure document destruction, all documents are destroyed and recycled, safely and securely. Shred-it media destruction services destroy a wide range of digital and electronic media such as hard-drives, magnetic backup tapes, DVDs and USBs.

For customers who prefer on-site shredding services and the peace of mind that comes with seeing confidential documents destroyed in-person, Shred-it offers an on-site, mobile paper shredding service throughout the contiguous United States.

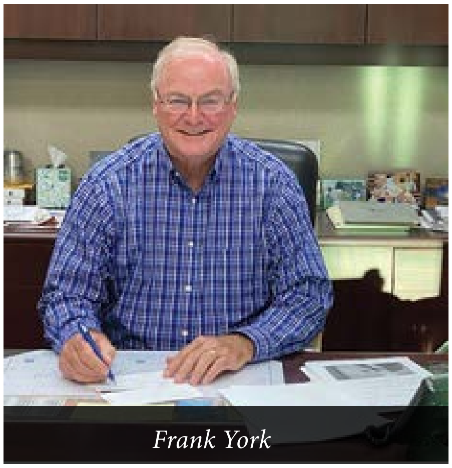
Exclusive Benefits for Association Members

- Significant savings on Shred-it services, including:
  - ✔ 30% discount on document destruction
  - ✔ 30% discount on hard-drive and media destruction
  - ✔ 35% discount for Community Shred Days
- Dedicated customer care contact, a national accounts billing specialist and local operational support
- On-site mobile shredding services available throughout the contiguous U.S.
- Secure, locked containers in your branch and offices with free keys for ease of retrieval
- State-of-the-art guaranteed chain of custody at every touchpoint
- Customer portal to request service information and reports
- Bar code technology to manage material tracking
- Certificate of destruction with each service — your proof of compliance
- 100% secure recycling of all material free of charge
- Annual environmental certificate — your impact on nature
- Complimentary workplace privacy policies

Get Started

To setup or inquire about Shred-it service, please fill out the contact form at www.shredit.com/national-accounts/state-bankers-association-program.

If you are already a Shred-it customer and would like to access the Association's discounts, you may request to join this program after your current contract has passed 50% of its term. Simply contact sitretgpochange@stericycle.com with your account information and request to join the state bankers association program.

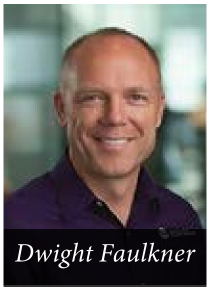


Frank York

Frank York Set to Retire

After serving nearly 45 years at Stockgrowers State Bank in Ashland, Frank York has decided to retire at the end of the year. Frank has dedicated his entire banking career to Stockgrowers, beginning on March 15, 1976. Frank has had an outstanding career, serving as executive vice president since 2007. One of the many highlights happened earlier this year when he was recognized as one of the recipients of the Pioneer Award, which is given annually by Kansas Ag Bankers division of the KBA. Frank will be missed greatly at the bank and by his customers, but is wished well by all of his associates. Frank is married to Sue and they have nine grandchildren, which should keep them plenty busy in retirement.

Bank of the Flint Hills Announces New Senior Lender



Dwight Faulkner

Dwight Faulkner is the new senior vice president and senior lender for Bank of the Flint Hills.

The board of directors of the Bank of the Flint Hills appointed Faulkner earlier this month.

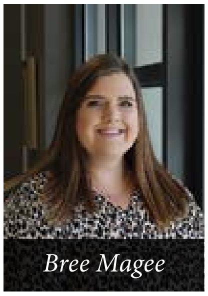
"Dwight has proven his ability to be a great choice for this position and I look forward to his continued and expanded leadership," said Lance White, President and CEO of Bank of the Flint Hills. "Dwight has an excellent loan team to support him, and he is always focused on ways the bank can improve. I look forward to watching Dwight positively impact the bank for many years to come."

Faulker previously served as Vice President of commercial lending. The senior lender position was most recently held by Mr. Dennis Hadley, who passed away unexpectedly in August 2020.

"What excites me most about this new role is being blessed with great staff," Faulkner said. "Their passion for helping customers reach their goals and ambitions through integrity and hard work is our motto. It's motivating to be part of a team like this."

On top of having his MBA from Baker University, Faulkner is studying in the executive development institute two-year program at the Colorado Graduate School of Banking.

KBA Hires Communications and Marketing Coordinator

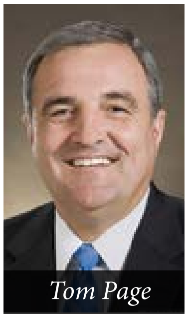


Bree Magee

KBA is excited to announce Brianna (Bree) Magee as the newest team member filling the newly created Communications and Marketing Coordinator position. She started this month and will be assisting with marketing collateral, social media, newsletters, The Kansas Banker magazine, financial literacy and advocacy. "I am ecstatic to have Bree join the team here at the KBA. Her talent and contagious, positive attitude is a perfect fit," said Mary Taylor, SVP – Marketing & Communications.

Bree is a recent graduate from Kansas State University with a B.S. in Communications. She worked as a communications intern this summer and fall for the Kansas Electric Cooperatives (KEC) in Topeka. At KEC, Bree worked on the monthly print publication of the Kansas Country Living magazine and helped with many other various projects. She was part of the K-State journalism student groups like the Collegian, Manhappenin' magazine and JMC Update magazine. Bree is very excited and honored to be a part of the KBA family.

Former Emprise Bank CEO Coming Out of Retirement for a Different Bank



Tom Page

Former Emprise Bank president and CEO Tom Page is returning to banking after a two-year retirement, this time with Chanute-based Community National Bank & Trust.

Page was named a senior advisor for CNB&T, which has 38 locations in Kansas, Missouri and Oklahoma. Kansas locations include El Dorado, Augusta, Newton and Winfield.

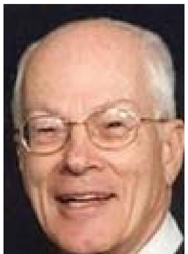
"CNB&T is a company built on a classic community banking format," Page said in a statement. "My passion is community banking. I dedicated many years of my career to community banking, as I enjoy seeing local communities, families and businesses grow and thrive. Community banks are an integral part of that."

Founded in Chanute in 1987, CNB&T says it has grown more than 80% in the past six years. With $1.6 billion in assets, it is one of the 10-largest community banks in Kansas.

Page was at Emprise Bank 23 years before beginning retirement in 2018. He has a background in Kansas community banking, including a role as president of the community banking division at the former Bank IV.

In Memory

Joseph "Joe" Jackson IV


Joe Jackson

July 24, 1934-
Oct. 12, 2020

Joe Jackson was born in Maryville, Missouri, to Joseph (Joe) F. Jackson, Jr and Helen Baker Jackson. He grew up there, where he played basketball and ran track at both Maryville High and then Wentworth Military Academy, in Lexington, Missouri. In 1952 he enrolled at the University of Missouri where he enjoyed being rush chairman for his fraternity, Beta Theta Pi.

In 1956 he graduated from the University of Missouri and went to Navy OCS in Newport, RI. Upon receiving his commission as an officer, he was assigned to the Office of Naval Intelligence in the Pentagon. It was an interesting time as he was the U-2 Naval Liaison for Admiral Burke, Chief of Naval Operations.

On Dec. 27, 1959 he married Sally McClure ("wifey"), of Kirksville, Missouri. The following summer he returned to MU where he taught accounting and earned his master's degree. Then it was a move to Kansas City as a CPA with Arthur Andersen & Co. While living in Kansas City, their son, Joe Ford Jackson, was born.

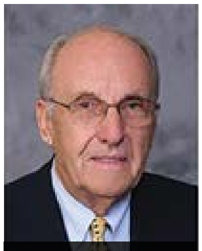
His grandfather and great grandfather were both bankers in Maryville, Missouri, so banking called and in 1963 the family moved to Maryville, where he became vice president of the Citizens State Bank and president of the Maryville Lions Club and Jaycees.

In 1966, he purchased the First National Bank of Columbus and moved to Columbus, Kansas. He remained CEO, president and board chair until selling the bank in 2011. In 1982, he purchased Stanley Bank, of Overland Park, Kansas, and traveled back and forth running both banks. He remained CEO, president and board chair at Stanley Bank until his death.

Joe was known for his brilliant mind and business ability. Under his leadership, Stanley Bank was named as one of the "Three Best Banks in Kansas City" by the Kansas City Star on Nov. 10, 1991.

Along with his brilliant mind was an incredible work ethic, which he managed to keep until the very end. On Friday, Oct. 9th, he conducted his bank board meeting and went to the emergency room at Saint Lukes South Hospital later that day. He passed away the evening of Monday, Oct. 12th. Since Monday was a bank holiday, he did not miss a day of work.

Nation Meyer


Nation Meyer

March 21, 1922 –
Nov. 12, 2020

Nation Meyer, age 98, a life-long resident of Hutchinson, died at home surrounded by family on Nov. 12, 2020. He was born March 21, 1922, in Kansas City, Missouri, the son of Edward William Meyer and Eula Nation Meyer. He was a 1939 graduate of Hutchinson High School, attended the University of Kansas until late 1942, and was a member of Beta Theta Pi Fraternity. At that time, he joined the United States Navy as a naval aviator and served until January 1946, when he returned to Hutchinson.

In 1946, he began his career at The First National Bank of Hutchinson. In 1960, he was named president of the bank. He retired in 2016, as senior chairman, after 70 years of service to the bank. During those years, he was associated with numerous civic and commercial enterprises. Among them, he was a founder of Data Center Inc. He also served as a founding director of the following organizations: The Hutchinson Town Club, Prairie Dunes Country Club, The Hutchinson Art Center, The Delos V. Smith Senior Citizens Foundation, Fox Théâtre and the Reno County Historical Society. He served as President of the Hutchinson Chamber of Commerce in 1954. Nation was also instrumental in the merger of the two local hospitals to form Hutchinson Regional Hospital. For his entire life he has been an advocate for the Hutchinson community, especially the downtown area.

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