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Official Publication of the Community Bankers Association of Kansas



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A RECEIVER

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GET READY: NEW IRA
MODEL DOCUMENTS
ARE COMING

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FLOURISH

BY REBECA ROMERO, ICBA



"The people we employ embody our banks, and the personal relationships our teams forge with our customers make us unique in the industry and keep our customers returning."

C OVID-19 was an experiment in forced change, and now that we're transitioning into a new norm, we're grappling with what's next. We know we cannot just backtrack to where we were in early 2020; we need to develop a new, post-pandemic mindset. And that means as employers, we have a brave new world of hiring to navigate.

Because the community bank business model relies on our employees as our strongest assets, recruiting and retaining top talent has always been a chief priority. In fact, having the right staff on board is a primary driver of our profitability. The people we employ embody our banks, and the personal relationships our teams forge with our customers make us unique in the industry and keep our customers returning.

But in this new era, what does it take to bring the right employees into the fold? Certainly, job flexibility is a key component, but for community banks, that historically has been challenging. Yet, we learned during COVID-19 lockdowns that we can run our businesses in ways we may never have imagined before, so we now have the opportunity to apply these lessons to new staffing models.

We also have to rethink how we position community banking as a career. Hiring is a lot like business development; we have to tell our stories, put our best foot forward and pitch what we offer in a way that resonates with the audience. This is where we can be proactive in identifying potential employees by thinking outside of the standard candidate pool. Taking the time to look for community members who would make good teammates can yield exciting results.

But reaching out alone won't seal the deal. As the minds and hearts of the workforce continue to evolve, we have to

demonstrate how we are meeting them where they are. For example, this generation of employees wants meaningful work they can believe in, as well as career advancement. It's up to us to demonstrate how we meet those criteria; for example, showcasing our community impact through the Paycheck Protection Program and sharing stories of how community bankers can start out as tellers and rise to leadership levels over the course of their careers. We need to emphasize community banking's mission and professional growth opportunities.

The work is on us to recruit and retain the best and brightest, and as you read this budget-focused issue, I invite you to consider how hiring plays into your strategy. At its core, community banking is all about people, and engaging the right talent makes all the difference.

What you need to know

Want to assess how your compensation measures up in the industry? Take a look at the recently published results of the 2021 Crowe ICBA Compensation Benefits Survey crowe.com. ✨



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Effectively Using a Receiver

BY ANDREA CHASE AND ERIC C. PETERSON, SPENCER FANE LLP





In recent years, secured creditors have become more familiar with using receivers as one method of protecting and liquidating collateral. In 2016, Missouri enacted the Missouri Commercial Receivership Act (MCRA), which provided a comprehensive statutory framework for receiverships.

MCRA has increased creditors' comfort with receivership. This article will provide some helpful background information and tips for effectively utilizing a receiver.

I. Overview

Receivership can be a beneficial tool. A receiver provides a level of control over the debtor's assets and oversight over the debtor's business. Rather than simply foreclosing on collateral, a receiver can continue to operate a business under court supervision. A receiver may also sell a business as a going concern.

In Missouri, the appointment of a general receiver¹ stays non-receivership litigation and the exercise of creditor remedies for a limited period. MCRA also provides a process for claims administration if there are funds to be distributed after secured creditors are paid.

There are drawbacks. Among them are the costs of paying for the receiver and its professionals. Generally, receivership expenses are paid from the assets of the receivership estate. Additionally, while the secured creditor may be the one proposing the appointment of a specific receiver, the receiver is an arm of the court, not the secured creditor. There is, therefore, a potential for some reduction of influence over the secured creditor's collateral.

II. Selecting a Receiver²

The receiver can be an attorney or an accountant, but it does not have to be.

Under MCRA, almost any qualified non-insider who meets the "disinterestedness" test can serve as a receiver. Who a creditor selects as its proposed receiver will depend on the circumstances of the case. The secured creditor will consider the individual's previous experience in serving as a fiduciary or operating a business. The creditor will also consider whether any particular expertise is necessary, such as experience with real estate or agricultural property.

III. Preparing to go to court

Before heading to court to seek the appointment of a receiver, the secured creditor and its attorney should do a thorough review of the creditors' loan documents and

collateral position. If the creditor discovers any issues, the creditor may consider entering into a forbearance agreement with the debtor to resolve them. This review will also help prepare the creditor for arguments that the debtor may raise to contest the appointment of a receiver.

IV. Receivership Administration

In Missouri, the appointment of a receiver begins with the complaint, application to appoint a receiver, proposed order and related documents. After filing the initial pleadings, there will be a hearing on the application to appoint a receiver. In addition to MCRA and applicable case law, the receivership will be governed by the terms of the order appointing the receiver.

Throughout the case, a general receiver will file monthly reports of its operations and financial affairs. A receiver can also sell the property of the receivership estate. MCRA specifically grants an available receiver the power to sell property free and clear of liens, with liens attaching to proceeds. If necessary, the receiver can administer claims of other creditors. When the receiver has finished liquidating the assets and distributing proceeds, the court will discharge the receiver from its duties. ★



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¹Under MCRA, there are two types of receivers—general and limited. General receivers control substantially all of the debtor's non-exempt property. Limited receivers control a limited portion of the debtor's property.

²There are some exceptions to the general receiver's ability to sell free and clear, which are set forth in the statute.

Extension Indulgence?



Community Bank Portfolio Durations Reach Historic Lengths



BY JIM REBER, ICBA SECURITIES, AN ENDORSED CBA PROVIDER

Here's something you haven't heard yet from the pandemic, economic shutdown, record stimulus, heroic Paycheck Protection Program efforts, and flight-to-quality dynamics of the past 18 months: your community bank is probably sitting on a record-high length of average maturities in its bond portfolio. And it's gotten there in a hurry.

But I hasten to add that it's not arrived there by mistake, at least I don't think so. After accounting for all the other variables buzzing around the financial management of a community bank in 2021, likely portfolio managers have very intentionally changed the risk dynamics of their collection of bonds. At the same time, the adjustment is so dramatic, it deserves some attention, which is the subject of this column. You may learn from reading that your own bank's portfolio is right in line with its peers.


Price risk barometer

When ICBA Securities and its exclusive broker, Vining Sparks, teach bond basics at the annual Bond Academy, one of the first topics covered is price risk. This is really the only risk in portfolio management that cannot be avoided or neutralized. It is baked in the cake that the market value of your bonds will move inversely with interest rates. Therefore, it's a high priority of management to define an acceptable level of price risk and monitor the investment collection to ensure compliance. Enter the concept of duration.

Over the past quarter-century, the average portfolio's duration has been in the three-year range. The most popular and accurate type of duration modeling is called effective duration, which accounts for principal and interest cash flow, the value of embedded options, and bonds with variable interest rates. In other words, the effective duration is the risk measuring stick for a 21st-century bond portfolio.

Got big, quickly

To keep things succinct, let's remind ourselves duration tells us how much your portfolio's market price will grow or shrink, given a 100 basis point (1%) shock in interest rates. A group of bonds with a duration of three years will therefore improve in market value by 3%, given a drop in market rates of 1%. In just the first 90 days of 2021, community banks' durations increased from 3.2 years to a record 4.5 years. Given what I've learned from talking with Vining Sparks' traders and community bankers, this is no mistake. As rates, especially those for longer-term bonds, have risen this year, portfolio managers have seen fit to do some backfilling on their net interest margins. Nonetheless, in simple terms, community banks increased their price risk by more than 40% in just three months. That has required a lot of buying of a lot of long investments by a lot of banks in less than 100 days. The extension has been in a variety of investment sectors, too. Munis' price volatility grew 15%. Collateralized mortgage obligations' risk increased 66%. Mortgage-backed securities' effective duration more than doubled. And let me restate that this only took three months.



If you've indulged in some duration expansion, it's now doubly important to keep your price volatility on the rails.

Subject to change

It's possible that 2021 will give portfolio watchers a case study in risk management. While it's clear that investment managers intended to build out longer durations, it's also clear that our old friend optionality is part of this mix. This means that any estimate of price volatility will include assumptions about current and future interest rates, and virtually all portfolios will see their durations positively correlated with market levels. Again, to oversimplify, at least some of the duration growth in the first quarter of this year can be attributed to rates rising, with some call options moving out of the money.

So, just as we've seen a record amount of price risk installed in community bank bond portfolios, if rates stabilize or fall later this year, we'll see durations decline, all things remaining equal. We know they are not, as long as portfolio managers believe they're sitting on ample supplies of uninvested cash earning next-to-nothing. Nonetheless, here's our requisite recommendation to keep your eyes on your price risk. If you've indulged in some duration expansion, it's now doubly important to keep your price volatility on the rails. Effective duration is an effective tool for your risk management monitoring.

Education on tap

Balance Sheet Academy

ICBA Securities and its exclusively endorsed broker Vining Sparks announce the 2021 Balance Sheet Academy. It will

be presented in a live session Oct. 18-19 in Memphis, Tenn. This intermediate-level course will discuss a variety of topics, including interest rate products and portfolio modeling. Space is limited. Visit viningsparks.com to register. Up to 12 hours of CPE credit are offered.

ICBA Securities is on the road again

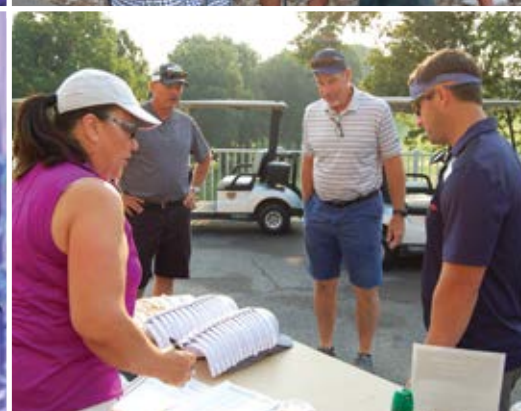
We will be on the convention trail in earnest this summer and fall. ICBA Securities will exhibit, sponsor, and make presentations at a number of its state association affiliates' events between now and October. For a complete list of our upcoming appearances, check out <https://www.icba.org/icba-securities/educational-events>. ★



Jim Reber, CPA, CFA is the president and CEO of ICBA Securities, ICBA's institutional, fixed-income broker-dealer for community banks. Connect with Jim jreber@icbasecurities.com.

CBAK 2021 Convention and Trade Show







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Get Ready:

New IRA Model Documents Are Coming

BY LISA WALKER, CISP, CHSP, ASCENSUS, LLC

The IRS is expected to release new IRA model documents soon. When that happens, all IRA trustees, custodians, and issuers will most likely be required to amend the new IRS model document or use the new IRS language in their prototype documents. And going forward, all newly established IRAs will need to use the new document or language.

Review Your Current Agreement

Before that happens, consider reviewing your existing IRA plan agreement – whether it's a model document or a prototype – to ensure it still makes sense for your organization. Is it still in line with your procedures? Should it be modified to better fit your business? If you've been contemplating making any IRA document changes, now may be the ideal time to do so.

Pay Close Attention to the Language

IRS model forms satisfy the basic statutory requirements for IRAs and contain specific language based on the requirements for each type of IRA. If your organization uses the model form or a document based on the model form, such as the Ascensus Simplifier®, pay close attention to the language in the last article of the form (Article VIII or Article IX), which can be customized without conflicting with Internal Revenue Code requirements. It's in this last article that your organization or document provider can make changes and address items not covered in the other articles of the form: Articles I-VII for a Traditional IRA and Articles I-VIII for a Roth IRA. These articles generally cannot be changed.

Don't Forget About Your Disclosure Statement

When reviewing your plan agreement, include a review of your disclosure statement, which must be given to IRA owners along with a plan agreement when they open an IRA. It's the non-technical counterpart to the IRA plan agreement; it should explain the IRA rules in plain language and must include a financial disclosure. Your disclosure statement will likely need to be amended when the new model document is released.

While the IRS does not provide a model disclosure statement or disclosure statement language, it does allow you to use IRS Publications 590-A and 590-B to satisfy the disclosure statement requirement. Otherwise, your organization must write its own disclosure statement or obtain one from a forms vendor.

With new IRS model documents on their way, you'll likely have to repaper your IRA clients. As you budget and plan for these anticipated changes, trust the experts at Ascensus to help.

Trust the Experts

A forms vendor or document provider like Ascensus can offer a plan document and disclosure statement, either separately or in a combined format. Ascensus' documents are drafted by expert, in-house ERISA staff with decades of combined experience specializing in IRA documents. They continually monitor federal government requirements and carefully draft and revise documents as needed to meet these requirements. Whether you choose to use a plan agreement kit like the Ascensus Simplifier or to have Ascensus customize your documents, you'll save time and expense by having the work done for you.

With new IRS model documents on their way, you'll likely have to repaper your IRA clients. As you budget and plan for these anticipated changes, trust the experts at Ascensus to help. We'll

be happy to provide a complimentary document review and discuss document options for your organization.

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Lisa Walker, CISP, CHSP
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Prepare for the LIBOR Transition:

What Kansas Community Banks Need to Do Now

BY CHRISTOPHER ROCKERS, NICHOLAS KENNEY AND
ANI KAUFMANN MAMISASHVILI, HUSCH BLACKWELL, LLP

The use of LIBOR is drawing to an end. For decades, financial institutions have used LIBOR (the London Interbank Offered Rate) as the prevailing reference rate for determining interest rates in commercial and financial transactions. As a response to the manipulation of LIBOR almost a decade ago, the United Kingdom's Financial Conduct Authority (the FCA) announced in 2017 it did not expect LIBOR to be an acceptable benchmark for floating interest rates beyond 2021.

Although the LIBOR transition is still in process, there are some settled ways to deal with the transition and trends in the replacement rate for LIBOR. Preparing now for this transition is important.

I. Current State of LIBOR

LIBOR is calculated from estimates submitted by a panel of leading London banks. Today, commercial contracts totaling nearly \$200 trillion use LIBOR as a "benchmark."

The fallback language that only addresses LIBOR's temporary unavailability may not suffice because LIBOR will be permanently discontinued.

On March 5, 2021, Intercontinental Exchange (ICE) and the FCA confirmed that LIBOR will phase out by June 30, 2023, and one-week and two-month LIBOR will cease being published by Dec. 31, 2021. On March 9, 2021, the Alternative Reference Rate Committee (the ARRC) confirmed that ICE's announcement of a definitive cessation date for LIBOR tenors constituted a "Benchmark Transition Event," which began the process of switching from LIBOR. However, this "Benchmark Transition Event" does not require an immediate transition.

II. How to Transition to a New Reference Rate

New contracts executed before Dec. 31, 2021, should utilize a non-LIBOR reference rate or have robust fallback language, including a clearly defined alternative reference rate to replace LIBOR. The ARRC, a group of private-market participants convened by the Federal Reserve, has proposed using the Secured Overnight Financing Rate (SOFR) to replace LIBOR.

SOFR is a risk-free, daily, overnight rate based on actual interbank transactions with daily volumes approaching \$1 trillion. SOFR is calculated daily and can be simple (Daily Simple SOFR) or compounded (Daily Compounded SOFR). Because LIBOR is a credit-sensitive rate and SOFR is a risk-free rate, there are established spread adjustments to SOFR to align the rate with LIBOR. SOFR can also be calculated for forward-looking tenors and published by an authorized benchmark administrator. Such forward-looking SOFR is called Term SOFR.

Daily Simple SOFR and Daily Compounded SOFR are similar, so the ARRC recommends using Daily Simple SOFR to keep calculations simpler. We have seen at least one market participant in a new contract use Daily Simple SOFR as the reference rate with fallback language to Term SOFR once it is established or a different rate that becomes more appropriate. Some lenders have also discussed using other reference rates, which may be credit-sensitive rates, such as a rate called AMERIBOR. To date, comparable credit-sensitive rates do not appear to have much of a following, and we have seen only isolated instances where such reference rates have been used.

III. How Can Lenders Protect Themselves?

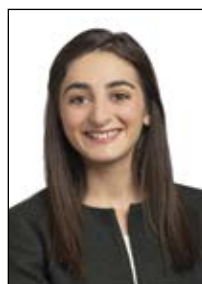
If you use third-party vendors to produce loan documents or maintain any of your operations systems, you should contact them regarding steps to transition away from LIBOR and system updates. ARRC has released best practices for third-party technology and operations vendors relevant to the transition, including the systems for booking, valuation and accounting. As of now, the vendors should have completed almost all remaining enhancements to their products that are necessary to support SOFR or should have a good understanding of the key enhancements needed. Community banks should evaluate how

their current systems, pricing, and operational aspects of using the third-party vendors will change.

Community banks that do not use third-party vendors should identify the loan documents which use LIBOR. Lenders should consider approaching borrowers to propose amendments that provide clear language that addresses LIBOR transition. Banks should also develop strategies for consumer protection risks and reach out to their customers about transition plans. The Federal Financial Institutions Examination Council issued a Joint Statement on Managing the LIBOR Transition, which recommends that transition plans identify affected consumer loan contracts, highlight risk mitigation efforts, and address the development of clear and timely consumer disclosures regarding changes in terms.

Lenders must address the legal and operational risks they might have with the LIBOR transition. Banks should examine their existing loan documents to quantify their LIBOR exposure and understand how fallback reference rates will be determined. If no methodology is included, one will need to be added to the loan documents. The fallback language that only addresses LIBOR's temporary unavailability may not suffice because LIBOR will be permanently discontinued. Moreover, if existing loan documents fall back to the "prime rate," it still might not be an ideal long-term reference rate or an acceptable replacement for borrowers.

There is still a lot of uncertainty on what the LIBOR transition will bring. Although this transition may be disruptive in the short term, moving to SOFR or another similar reference rate should further stabilize the financial markets over the long term. By taking steps to identify and mitigate risks early, community banks will be better prepared to address potential risks that may arise from the LIBOR transition. *



Christopher Rockers is a Kansas City-based partner with the law firm Husch Blackwell LLP and co-leads the firm's LIBOR team.

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The Presidential Executive Order On Cybersecurity and Your Business

Introduction

BY MIKE GILMORE, RESULTS TECHNOLOGY



The Cyber Threat Landscape is increasingly prominent in the news, represented by the major security breaches of SolarWinds and Colonial Gas. In recent years, the United States federal government has passed many bills related to Cybersecurity. One of the most comprehensive actions was just recently enacted in the Executive Order signed by President Biden on May 12, 2021 – “Executive Order on Improving the Nation’s Cybersecurity.”

This particular executive order is primarily intended to address security in the federal government. Still, these requirements will quickly push out to any private sector business working directly or indirectly with the government or falling under any form of federal regulation. Cybersecurity insurance providers already require the implementation of some of these new standards.

Banks already closely monitor for I.T. security and are required to have stringent controls in place. There is little in the new executive order not presently noted in the newest InTREx examination program for Information Technology. But small community banks can no longer expect to get a pass from having sophisticated tools in place to meet these standards.

It has become more important than ever to know what’s happening on your network and react quickly if a malicious act occurs.

The Key Takeaways of the 34-page order:

▪ Easier Access to Intel

In the past, there have been some strong barriers between the sharing of information and data with the U.S. federal government and the private sector, namely the Cybersecurity vendors. Because of this, many threat vectors that could have been mitigated were not. But with this new legislation, all barriers are intended to be removed, so there will be a free and smooth flow when it comes to information/data exchanges. Cybersecurity vendors are now required to inform the government if the agencies for which they provide contract work could risk an impending threat.

▪ A More Proactive Mindset

The U.S. federal government has been known to use outdated technology, most notably the Internal Revenue Service. Upon the enactment of this executive order, this should soon start to change, as agencies and their related entities will now be required to completely upgrade their I.T. and Network Infrastructures by adopting the following:

- Adopting the Zero Trust Framework (requiring active authentication at all times).
- Implementing Multi-factor Authentication (MFA) across all levels of government when access to confidential information and data needs to be accessed.
- A total migration to a 100% Cloud-based infrastructure, using a platform such as AWS or Microsoft Azure.

▪ The Supply Chain Security Risk Will Be Addressed

Fueled in large part by the recent SolarWinds security breach, this was classified as a “Supply Chain Attack” in the sense that the cyber attacker group used just a few tools from SolarWinds to spread their malicious payload to the hundreds of customers dependent upon its use. A big chunk of these victims also included the significant departments of the federal government, including some areas in the Department of Defense (DoD). As a result, this new executive order now mandates any software product used in any contractual work for any agency must directly adhere to a much stricter set of security requirements, in addition to the accessing and processing of shared resources (such as that of data sets).

▪ The Establishment of Greater Oversight

In this regard, a National Cybersecurity Safety Review Board will be established, made up of individuals from both the public and private sectors. The intention is to have the ability to investigate major security breaches and is

expected to function much like the National Transportation Safety Board.

■ The Establishment of a National Cyber Playbook

The use of playbooks is quite common with many cybersecurity vendors and their own clients. A playbook models the various threat vectors, the possible consequences of their impact and creates a set of rules and procedures to mitigate the risk of them impacting your business. But with this new executive order, one of the primary goals is to establish the framework for a national Cyber Playbook, which any public or private entity can modify, adopt, and use for its own security environment.

■ A Quicker Response to Detection/Response and Investigation/Remediation

In this regard, the emphasis is on endpoint security. For the longest time, both public and private enterprises were more concerned about protecting the lines of network communications and not paying much attention to the points of origin and destination of these flows. As a result, cyber attackers took complete advantage of this and looked at these endpoints to deploy their malicious payloads and move in a lateral fashion. There will now be much greater emphasis on this by the federal government


requiring businesses to adopt and implement newer security technologies.

The newly signed Executive Order requires federal agencies and departments to “up their game” in keeping up with technology, applying strong security standards and policy controls, and most of all, knowing what activity is happening on their networks. Fortunately, even small businesses can access enterprise-level tools to manage, report and react to cyber threats.

Overall, the new broad executive order is a significant first step, but the key question remains how quickly these measures will be implemented. Brandon Wales, acting director of the Cybersecurity and Infrastructure Agency, put it best when he said, “it won’t be easy, smooth or cheap, but the cost of not doing so is simply too high.” There is no time to lose as threat variants are becoming more sophisticated and deadlier each and every day.

Learn more about our cybersecurity services and how we help organizations implement best practices and cybersecurity frameworks. ★



Mike Gilmore is the Chief Compliance Officer of RESULTS Technology and a Certified Information Systems Auditor (CISA) with over 30 years of experience in the banking industry. RESULTS Technology provides I.T. services to community banks across the Midwest. As CCO, Mike provides compliance and risk assessments, audit and exam support and policy documentation. He can be reached at info@resultstechnology.com.



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Rich Bratten has been serving community banks for over two decades and is endorsed by the CBA. His expertise as an actuary and CFA, track record of service, and his support for community banking in Kansas are unparalleled. Call Rich today to schedule a visit.

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- October 5** Opening Accounts for Nonprofit Organizations
- October 6** SAR Decision-Making
- October 13** Notary Compliance, Including Virtual Notarization
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- October 15** Required Compliance for Commercial Loans Secured by Real Estate
- October 19** Job-Specific BSA Training for Senior Management & Directors
- October 20** Top 10 IRA Rollover Mistakes
- October 21** Reg E Investigation & Requirements for Debit Card Error Resolution
- October 26** Adverse Action at Account Opening: Reporting & Documentation
- October 27** HMDA Reporting Part 2: Collecting Demographic Information
- November 2** Mastercard Debit Card Chargebacks
- November 3** Board Secretary Training: Documenting Minutes, Corrections & Disagreements
- November 4** Robbery Prevention, Response & Resilience
- November 8** Countdown to New Debt Collection Rules: Deadline November 30, 2021
- November 8** The FFIEC's 13 Exam Objectives for Business Continuity & Resilience
- November 9** HMDA Reporting Part 3: Commercial Lending Issues
- November 10** Opening Accounts for Nonresident Aliens
- November 16** Regulator Issues & Update for the Credit Analyst
- November 17** Seven Keys to Effective Succession Planning
- November 17** 1099 Reporting: Foreclosures, Repossessions & Debt Settlements
- November 18** Completing the SAR Line-by-Line
- November 30** Countdown to New Debt Collection Rules: Deadline November 30, 2021
- November 30** IRA Overview: Traditional, Roth & SEP Plans



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Products and Services Reference List

Each asterisk (*) represents an agreement for a specific endorsed product with that company. Not all products that these companies offer are endorsed by CBA. To see a detailed list and explanation of endorsements, visit CBA online at cbak.com.

Keep in mind that the services provided by each company on this list may only be a sampling of the many services they offer. By their CBA Associate Membership, these companies have shown their commitment to serving community banks. Please look to these companies first, whenever possible, to meet your banking needs.

ACCOUNTING/TAX RETURNS

Allen, Gibbs & Houlik, L.C.
Wichita, KS.....316-267-7231
The Fullinwider Firm, LLC
Liberty, MO.....800-461-4702
Varney & Associates, CPAs, LLC
Manhattan, KS.....785-537-2202

ACH

***SHAZAM**
Platt City, MO.....816-431-0220

ADVERTISING SPECIALTIES

***Works24**
Edmond, OK.....800-460-4653

ALARMS & SECURITY PRODUCTS

Federal Protection
Springfield, MO.....800-299-5400
Oppliger Banking Systems, Inc.
Lenexa, KS.....800-487-7875

ASSET LIABILITY MANAGEMENT

QuickRate
Marietta, GA.....800-285-8626

ATM/DEBIT CARD SERVICES

***ICBA Bancard/TCM Bank**
Arlington, VA.....800-242-4770
***SHAZAM**
Platt City, MO.....816-431-0220

ATM EQUIPMENT (NEW/USED)

Federal Protection
Springfield, MO.....800-299-5400
Oppliger Banking Systems, Inc.
Lenexa, KS.....800-487-7875

AUCTION

Purple Wave
Manhattan, KS.....785-537-7653

BACK ROOM SERVICE

Computer Services, Inc. (CSI)
Lenexa, KS.....913-634-4570
Data Center Inc. (DCI)
Hutchinson, KS.....620-694-6800

BALANCE SHEET CONSULTING

***Financial Management Services Inc. (FMSI)**
Overland Park, KS.....913-955-3355

BANK OPERATIONS

The Baker Group
Oklahoma City, OK.....800-937-2257

*Financial Management Services Inc. (FMSI)

Overland Park, KS.....913-955-3355
QuickRate
Marietta, GA.....800-285-8626

BANKRUPTCY

Hinkle Law Firm
Wichita, KS.....316-267-2000

BANK STOCK LOANS & LOAN OVERLINES

Commerce Bank
Kansas City, MO.....800-821-2182
***S&P Global**
Charlottesville, VA.....434-951-4419
West Gate Bank Mortgage
Lincoln, NE.....402-434-4080

BOND ACCOUNTING

First Bankers Banc Securities
Overland Park, KS.....913-469-5400
***ICBA Securities Corporation**
Memphis, TN.....800-422-6442

CLOUD COMPUTING

BankOnIT
Oklahoma City, OK.....866-867-4579

COMPLIANCE ASSISTANCE/REVIEWS

Allen, Gibbs & Houlik, L.C.
Wichita, KS.....316-267-7231
***MPA Systems**
Sanger, TX.....888-233-1584
Purple Wave
Manhattan, KS.....785-313-2094
RESULTS Technology
Lenexa, KS.....877-435-8877
Varney & Associates, CPAs, LLC
Manhattan, KS.....785-537-2202
Young & Associates, Inc.
Kent, OH.....800-525-9775

CONSULTING

Abrigo
Raleigh, NC.....919-851-7474
***Bank Compensation Consulting (BCC)**
Plano, TX.....303-482-1844
Young & Associates, Inc.
Kent, OH.....800-525-9775

CORRESPONDENT SERVICES

Commerce Bank
Kansas City, MO.....800-821-2182
First National Bank of Hutchinson
Hutchinson, KS.....800-293-0683

West Gate Bank Mortgage

Lincoln, NE.....402-434-4080

CREDIT AND PORTFOLIO RISK MANAGEMENT

Abrigo
Raleigh, NC.....919-851-7474

CREDIT CARD PROGRAM

***ICBA Bancard/TCM Bank**
Arlington, VA.....800-242-4770

CYBERSECURITY

BankOnIT
Oklahoma City, OK.....866-867-4579

DATA BACKUPS

BankOnIT
Oklahoma City, OK.....866-867-4579

DATA PROCESSING

Computer Services, Inc. (CSI)
Lenexa, KS.....913-634-4570
Data Center Inc. (DCI)
Hutchinson, KS.....620-694-6800
Modern Banking Systems
Ralston, NE.....402-592-5500

DEBT COLLECTION

Hinkle Law Firm
Wichita, KS.....316-267-2000

DIRECTORS AND OFFICERS INS.

***Travelers**
Overland Park, KS.....800-255-5072
***UNICO Group, Inc.**
Kansas City, KS.....800-755-0048

DIRECTORS EXAMS

Allen, Gibbs & Houlik, LC
Wichita, KS.....316-267-7231
The Fullinwider Firm, LLC
Liberty, MO.....800-461-4702
Varney & Associates, CPAs, LLC
Manhattan, KS.....785-537-2202

DISASTER RECOVERY PLANNING

***MPA Systems**
Sanger, TX.....888-233-1584

ELECTRONIC SERVICES

***Fitech Payments**
Fort Worth, TX.....682-201-5551

EMERGENCY FACILITIES/MODULAR BANK BUILDINGS

*MPA Systems

Sanger, TX.....888-233-1584

EMPLOYEE AND EXEC. BENEFITS

*Bank Compensation Consulting (BCC)

Plano, TX.....303-482-1844

Woner, Reeder & Girard, P.A.

Topeka, KS.....785-235-5330

ESCROWS

Security 1st Title

Wichita, KS.....316-267-8371

FINANCIAL INST. BOND

*Travelers

Overland Park, KS.....800-255-5072

*UNICO Group, Inc.

Kansas City, KS.....800-755-0048

HUMAN RESOURCES

*UNICO Group, Inc.

Kansas City, KS.....800-755-0048

IMAGING

Computer Services, Inc. (CSI)

Lenexa.....913-634-4570

Data Center Inc. (DCI)

Hutchinson, KS.....620-694-6800

INFORMATION TECHNOLOGY

CalTech

Olathe, KS.....877-223-6401

Kansas Bankers Technologies

Salina, KS.....888-752-8435

RESULTS Technology

Lenexa, KS.....877-435-8877

Varney & Associates, CPAs, LLC

Manhattan, KS.....785-537-2202

INSURANCE — BANK

*Bank Compensation Consulting (BCC)

Plano, TX.....303-482-1844

*Travelers

Overland Park, KS.....800-255-5072

*UNICO Group, Inc.

Kansas City, KS.....800-755-0048

INSURANCE PRODUCTS

Producers XL

Salina, KS.....800-541-6705

INTEREST RATE RISK SERVICE

*ICBA Securities Corporation

Memphis, TN.....800-422-6442

INTERNET BANKING

*ICBA Bancard/TCM Bank

Arlington, VA.....800-242-4770

INTERNET WORLD WIDE WEB

Oppliger Banking Systems, Inc.

Lenexa, KS.....800-487-7875

INVESTMENTS

Central States Capital Markets

Kansas City, MO.....800-851-6459

Commerce Bank

Kansas City, MO.....800-821-2182

First Bankers Banc Securities

Overland Park, KS.....913-469-5400

*ICBA Securities Corporation

Memphis, TN.....800-422-6442

Upgrade Inc.

San Francisco, CA.....855-997-3100

West Gate Bank Mortgage

Lincoln, NE.....402-434-4080

IT SECURITY

CalTech

Olathe, KS.....877-223-6401

Kansas Bankers Technologies

Salina, KS.....888-752-8435

RESULTS Technology

Lenexa, KS.....877-435-8877

Young & Associates, Inc.

Kent, OH.....800-525-9775

LEGAL SERVICES

Hinkle Law Firm

Wichita, KS.....316-267-2000

Spencer Fane LLP

Overland Park, KS.....800-526-6529

Woner, Reeder & Girard, P.A.

Topeka, KS.....785-235-5333

LENDING

Bankers Healthcare Group

Syracuse, NY.....866-588-7910

Upgrade, Inc.

San Francisco, CA.....855-997-3100

LOAN COLLECTIONS AND WORKOUTS

Woner, Reeder & Girard, P.A.

Topeka, KS.....785-235-5330

LONG RANGE PLANNING

The Capital Corporation, LLC

Overland Park, KS.....913-498-8188

Varney & Associates, CPAs, LLC

Manhattan, KS.....785-537-2202

MARKETING

Harland Clarke

Newton, KS.....800-322-0818

*Works24

Edmond, OK.....800-460-4653

MERCHANT PROCESSING

*SHAZAM

Platt City, MO.....816-431-0220

MERCHANT SERVICES

*Fitech Payments

Fort Worth, TX.....682-201-5551

MERGERS/ACQUISITIONS

The Capital Corporation, LLC

Overland Park, KS.....913-498-8188

NETWORK SECURITY

Kansas Bankers Technologies

Salina, KS.....888-752-8435

PAYMENTS

*Fitech Payments

Fort Worth, TX.....682-201-5551

PORTFOLIO MANAGEMENT

Central States Capital Markets

Kansas City, MO.....800-851-6459

PROMOTIONAL PRODUCTS

Harland Clarke

Newton, KS.....800-322-0818

RETIREMENT PLANNING

Central States Capital Markets

Kansas City, MO.....800-851-6459

First Bankers Banc Securities

Overland Park, KS.....913-469-5400

SECONDARY MORTGAGE MARKET LENDING

FHLBank Topeka

Topeka, KS.....800-933-2988

SECURITY MONITORING

Federal Protection

Springfield, MO.....800-299-5400

SUPPLEMENTAL HEALTH INSURANCE

*UNICO Group, Inc.

Kansas City, KS.....800-755-0048

TECHNOLOGY SERVICES

CalTech

Olathe, KS.....877-223-6401

Kansas Bankers Technologies

Salina, KS.....888-752-8435

QwickRate

Marietta, GA.....800-285-8626

*S&P Global

Charlottesville, VA.....434-951-4419

Upgrade Inc.

San Francisco, CA.....855-997-3100

TELECOMMUNICATIONS CONSULTING

Verge Network Solutions, Inc.

Oklahoma City, OK.....405-782-8420

TELECOMMUNICATIONS SERVICES

Verge Network Solutions, Inc.

Oklahoma City, OK.....405-782-8420

TELECOMMUNICATIONS SYSTEMS

Verge Network Solutions, Inc.

Oklahoma City, OK.....405-782-8420

TITLE INSURANCE ABSTRACTING

Security 1st Title

Wichita, KS.....316-267-8371

WEBSITE DEVELOPMENT

*S&P Global

Charlottesville, VA.....434-951-4419

WHOLESALE LENDING

FHLBank Topeka

Topeka, KS.....800-933-2988

INSURANCE FOR BANKS



COVERING ALL OF NEBRASKA, KANSAS AND MISSOURI



Property & Casualty

- ▶ General Liability
- ▶ Commercial Property
- ▶ Umbrella Liability
- ▶ Workers' Compensation



Cyber Risk

- ▶ Updated Benefits and Enhancements
- ▶ Dependent Business Interruption
- ▶ Cyber Extortion



Financial Institution Bonds

- ▶ Social Engineering
- ▶ Extended Coverage Enhancements
- ▶ No Annual Forms



Directors & Officers

- ▶ Broad Form With Regulatory Coverage
- ▶ 3 Year Policy Savings
- ▶ Employment Practices Liability
- ▶ Bankers Professional Liability



Diana Poquette

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UNICO