Banking Policy Advocacy Playbook

*Putting advocacy to work in your bank*

*Provided by the Colorado Bankers Association*
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Banking Policy and Advocacy Playbook

Inside the following pages, you’ll find everything you need to launch an advocacy program at your bank. You already know the value of advocating on behalf of banks, both here in Colorado and at our nation’s capital, demonstrated by your continued involvement with the Colorado Bankers Association.

This is your opportunity to take that dedication a step further, by empowering additional bankers in your institution to support and defend their industry and their jobs. This handbook is a template to educate employees on how to effectively battle harmful proposals and win support for ideas that benefit banks.

Steps

CBA provides you with resources for three levels of advocacy:

- **STEP 1: The Engagement Toolkit** (pages 4-7) provides the basic tools for broad engagement by your employees, directors, shareholders, customers and third parties.
- **STEP 2: The Banking Policy Advocacy Playbook** (this whole booklet) provides the next level allowing you to establish an advocacy program internal to your bank to do a stronger job of supporting and promoting your job and your bank.
- **STEP 3: The Center for Bank Advocacy: A Training Practicum** (described below) will create advocacy experts in your banks who can assist you in leading your internal advocacy program.

**Center for Bank Advocacy: A Training Practicum**

Those interested in finessing their advocacy skills are encouraged to take part in CBA’s Center for Bank Advocacy Training Practicum, a yearlong learn-by-doing course on increasing banks’ influence on public policy. This in-depth course includes visits to Washington D.C. and to Colorado’s capitol to meet with lawmakers, as well as an advocacy project that allows participants the chance to test out the new skills they glean from the program.

Topics covered include: crisis communications, community affairs, the art of persuasion, election analysis and a deep dive into the state-level and federal-level issues facing banks today.

What’s more, graduates of that course are well-suited to help lead the advocacy charge in your bank.

**Summary**

In the meantime, CBA will continue to fight and win for you and your bank. Like never before, banking has sustained heavy regulatory assault due to overreaching, harmful and unnecessary legislation. Banks have borne the brunt of misguided and misdirected blame following the 2008 economic crash. Your voice is needed more than ever to fight back and protect and defend your job and your industry.

Stand up and become a louder voice for your interests.
CBA urges bankers’ engagement in federal and state government relations advocacy and facilitates it through a number of resources. This is a starter kit to use as a bank resource; get your bankers engaged! Advocacy isn’t just a good idea – it’s good for your bottom line. Keep these examples in mind as you assemble your bank’s advocacy team.

Lobbying by bankers and bank advocates produced the following examples or results that benefitted you – very recently in the Colorado Legislature.

**HB15 1154 – Prohibition of interchange being charged on the sales tax portion of a transaction.**
The bill prohibited interchange from being charged on the sales tax portion of a transaction. Prior to being defeated 10 -1, the bill was amended to become a study, which CBA also opposed. In 2014, Colorado received $2.1 billion in sales tax revenue; 60% was paid for by credit/debit cards. Defeating this bill saved financial institutions $25 million in lost revenue, not to mention the expense of upgrading the complex payment network systems.

*Savings for Colorado banks: $25,000,000 in revenue + millions in system upgrades*

**HB15 1010 – Electronic Statements for Trust Accounts**
Colorado law is silent regarding how an institution is permitted to send statements on trust accounts. Our members made us aware of this concern and the potential for litigation when a majority of banks were sending all statements electronically, including trust accounts. The bill CBA ran makes it clear a customer may opt in to receive electronic statements and notifications. Banks are an easy target for class action law suits, saving our members from that risk is important to us. Even a rather small class action suit can cost a bank hundreds of thousands of dollars.

*Savings Potential: $500,000 or more in potential litigation*

**HB15 1063 – Patent Reform**
False claims of patent infringement have cost all businesses, not just banks. Unscrupulous entities send businesses an infringement letter (AKA extortion letter) demanding payment or threatening litigation. Often times, a business will simply pay the amount requested rather than go to the expense of litigation, costing thousands of dollars. This bill prohibits extortion letters and gives the Attorney General authority to prosecute. One extortion letter sought $2000 per bank employee.

*Savings Potential: $10,000 or more for an individual bank*

**Prepare to Advocate** – The CEO can prepare employees, directors, shareholders, bankers from other banks, customers and 3rd parties to influence public officials. If you do nothing else, do these three things.

- **Establish a calling tree or email list** on government relations (GR) issues impacting your banks to get key information to the above audiences, when needed
- **Designate someone** responsible for doing the above, and hold yourself or your designee responsible for forwarding a request for action to others and reporting on the resulting contacts with public officials
- **Encourage bank employees** to have direct engagement with CBA through: committees, weekly distribution of timely information via *CBA News of the Week*, educational offerings, participation in events with elected officials from across the state, etc. CBA will give you the talking points and information necessary to ensure your interaction with public officials is effective and easy. Register at ColoradoBankers.org to receive *CBA News of the Week* and other email updates directly and Call for Action requests.
Inform – CBA offers a number of informational tools for you to use to stay informed and help educate your employees on issues of import to the industry. Learn more below.

- **Access information** on CBA’s web site, [ColoradoBankers.org](http://ColoradoBankers.org)
- **Participate in CBA educational offerings** on various issues, especially GR
- **Educational offerings**: Many programs are offered at CBA that are not intended for upper management but are extremely beneficial for others at your bank. Assign an employee the task of ensuring educational offerings are sent to the correct employees. Establish how many individuals you want represented at any CBA event and have an engagement coordinator responsible for getting that number registered.
- **Invite CBA to present** on government affairs, compliance and educational opportunities at your bank’s management meetings

Be Involved – Once engaged with CBA, your employees can take part in a number of committees and programs, detailed below.

- **Be on a CBA committee**:
  - **Government Affairs Committee**: GAC determines CBA’s positions and actions on legislative, regulatory and political matters as well as litigation. Participants should have an interest in politics and be in mid- to senior-level management. Utilizes Legislative Review Subcommittee, Regulatory Council, CBA PAC and other task forces as necessary. Committee meetings are the first Wednesday of every month, with every other meeting held via conference call. 20-25 members
  - **Advocacy Alumni**: Current participants and graduates of the Center for Bank Advocacy training practicum share knowledge and experience on advocacy and for the recruitment of industry advocates. 31 current members
  - **Legislative Review Subcommittee**: The Legislative Review Subcommittee (LRS, subcommittee of GAC) is the legislative workhorse of CBA. It reviews legislation in-depth, determines the real-world impact and advises the GAC. The LRS meets by phone every Friday, January -March, when the majority of state bills are introduced. Calls are never more than one hour. 10-15 members
  - **CBA also hosts committees on the following topics**:
    1. Small Business Lending Committee
    2. Legal Advisory Committee
    3. Finance and Audit
    4. Fraud and Security
  - **Contact CBA** when you are concerned about an issue.
**Advocate!** – Help your employees support their jobs and their banks with opportunities provided not only by you, but by your involvement in CBA.

- When dealing with a specific legislative or regulatory issue, rely on your bank’s internal advocacy group (described above) to establish goals and public official contact assignments.
- Establish strategic relationships with customers and 3rd parties who can in turn spread your message and advocate on your behalf.
- Tell your bank’s story – how a specific bill or rule impacts your bank, your customers and your community.
- Host meetings for bank employees and customers to get to know public officials who represent them.
- Become a trusted industry expert for public officials, build a relationship before you need a particular action from them by volunteering for their campaign, reaching out to say hello and offer to help them, or thanking them for their service.

**Resources** – Several tools are at your fingertips to advocate effectively for your job, your bank, your employees and your industry. Employ them today and make your voice heard.

- **American Bankers Association**: The ABA is the voice of the nation’s $15 trillion banking industry, including small, regional and large banks that together employ more the 2 million people, safeguard $11 trillion in deposits and extend more than $8 trillion in loans: ABA.com

- **BankPac** is the federally registered political action committee (PAC) of the American Bankers Association. Through BankPac, eligible ABA members and staff are able to contribute personal funds to collectively have a voice in Washington DC. The mission of BankPac is to help elect federal candidates who support the banking industry and will consider our views before they cast a vote.

- **Friends of Traditional Banking**: FOTB was created by bankers, for bankers. With over 10,000 members in all 50 states, FOTB targets support for two key races each Congressional election. FOTB made a big difference in 2014: FriendsofTraditionalBanking.com

- **Amplify**: ABA’s new grassroots program, makes it easy for people employed in the banking industry to obtain resources to spread the word about banks and bankers and their vital role in your community: AmplifyBankers.com

- **Compliance Alliance**: CBA and 16 other state bankers associations have established Compliance Alliance, a unique and innovative service created exclusively by bankers for bankers. Not only will Compliance Alliance provide you the documents necessary to be sure that your bank is compliant but the additional products and services will serve as your researcher, advisor, reviewer and document creations specialist: ComplianceAlliance.com

- **Financial Education and Advocacy Initiative**: In 2012 ABA created the FEAI, a 501 (c) (4), to maximize the impact of the banking industry in elections. FEAI
provides another way for bankers to participate in the election process and increase our presence in Washington. ABA.com

How to engage with a legislator is posted on ColoradoBankers.org

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V: 303.825.1575, F:303.825.1585
www.ColoradoBankers.org
www.SmallBizLending.org
www.Financialinfo.org
Session 1: Why advocacy, and why me?

Why advocacy?
(1) While other industries focus on 1-2 big issues at a time, banking is drowning in countless issues of major importance.
(2) Resources – We need to be better equipped to advocate successfully on the numerous complex issues we face.
(3) Processes – understand the procedures and rules
(4) Resources for influence – how and why build solid ongoing interactions with public officials so you are person they know and trust – in advance of when you need it

What’s in it for me?
(5) Understand banks’ image and regulatory issues and how to sway others to enhance those
(6) Learn leadership & influence in community affairs & government regulation of banking
(7) Master skills by active participant discussions and applying lessons in seven various activities
(8) Implement learnings to support your job and your bank

What we’ll cover:
(9) State & federal banking legislation, regulation, litigation
(10) Processes & requirements – elections, campaigns, legislation, regulation, community/media/customer relations
(11) Roles, risks & rewards of community & political involvement
(12) Government processes – legislation, regulation & litigation
(13) Volunteer community involvement & bank/industry image
(14) Influence activities – customer communications, community/public communications, lobbying, public official relationships, regulatory influence…
Keep these points in mind when meeting with lawmakers

DO


Make an appointment in advance.
Time is always at a premium in legislative offices. Contact the legislator's scheduler in advance to arrange a meeting. It is best to make your meeting request in writing and follow up with a phone call. Be clear about who will be attending the meeting and the specific reason for the meeting. Legislative schedules are unpredictable so don’t be put off if your meeting is rescheduled or if you have to meet with staff in lieu of the elected official.

Introduce Yourself
Remember to tell the legislator or staff member who you are, where you are from, what you do, and that you are a member of the CBA. Do not assume they have this information.

Be Flexible, Be Polite
Members of Congress have very busy schedules that change constantly. It is important to stay flexible and understand that you may have to meet with staff, your meeting may be cut short or interrupted, or that you may be meeting with someone who may disagree. Always maintain flexibility and be polite, regardless of your personal opinion.

Your homework.
Prepare carefully and thoroughly for your meeting. Take the time to "know" your legislator by reviewing past votes or statements on the issue, his/her party's position, and committee assignments. Develop an agenda that all your participants clearly understand. Know your talking points in advance and be prepared to make your case. Research the opposition's arguments against your position and, if possible, acknowledge and rebut those arguments in your presentation.

Stay "on message."
Effective legislative meetings should be narrow in scope. Stick to a single issue, state only a few key points in support of your position and make a definite request for action. Many meetings are ineffective because a participant brings up other issues or strays from the key arguments supporting your position. Have a message and stick to it.

Go local.
Your effectiveness is based on geography. Legislators want to hear your thoughts and opinions because you are a constituent. One of your most useful strategies is to relate the issue and your position to your community. Legislators have many other avenues to get national or state analysis, reports and statistics. Local statistics and stories are important and you can be the only source for such rich information. Don't be afraid to humanize the issue by relating it to your local community or personal experience.

Make a clear, actionable request.
Many people are afraid that it's impolite to make a direct request. But, don't forget that the purpose of your meeting is to secure support for your issue. It is appropriate and expected that you will make a request at your meeting. The key is to make sure that your request is clearly articulated and actionable by the legislator. Keep in mind that your request should be timely and consistent with the legislative process. It is usually not enough
to ask for generic support for an issue or cause, rather make a direct and specific request that is tied to
pending legislative activity (if possible). For example, ask that a legislator co-sponsor a bill. You should make
reference to bill numbers and be knowledgeable about the status of the bill. Making a specific request gives
you the opportunity to evaluate the legislator’s response. CBA’s government affairs team is a good source for
this information.

**Cultivate a relationship with staff.**
Many grassroots advocates underestimate the important role of legislative staff. A supportive staff person can
often make the difference between success and failure. Staff play an invaluable role in shaping a legislator’s
agenda and position on issues. It is important that you make every effort to cultivate a positive working
relationship with staff. Over time, staff may even come to regard you as a helpful resource for information on
your issue.

**Follow-up.**
What happens after a meeting is almost as important as the meeting itself. Send a ‘thank you’ letter after the
meeting that not only expresses appreciation but reinforces your message and any verbal commitment of
support made by the legislator or staff. If you promise during the meeting to get back in touch with additional
information, be sure that you do so. Failure to follow up on your promise will call your credibility into
question. Also, don’t forget to report the results of your meeting back to CBA staff or the chapter liaison. This
information is vital to coordinating overall legislative strategy and evaluating the impact of advocacy efforts.
Follow-up is important even if the legislator does not agree to support your request because you are building a
long-term relationship.

**Say ‘Thank You’**
We are always asking our legislators for something, so thank them for their hard work and ask what you can
do for them.

**Have Fun**
This is not only a great opportunity for you, but it’s a great opportunity for legislators and staff to hear from
their constituents. Enjoy it!
DON'T

Go "off-message" or discuss unrelated issues.
You must deliver a unified message during your meeting. Sending different messages or discussing unrelated subjects will only undermine your ability to secure support. Limit your advocacy to a single issue. Legislators meet with many groups and constituents so it is important that your message and request be clear and uniform.

Engage in partisan critiques.
It is best to keep the discussion based on the merits of the policy or issue. Avoid characterizing your position in strictly partisan terms. Worse, do not make snide or disparaging partisan comments. You are working on behalf of an issue, not a party. So, you want legislators of both parties to support your position. Be careful not to alienate legislators or staff based on partisanship.

Use threats.
While it may be tempting to tell a legislator who has rebuffed your request that "you'll never vote for him/her again" or that "you pay his/her salary," such discourtesy only ensures that your arguments will be discounted — now and in the future.

Be late.
Time is a valuable and scare commodity for legislators. Punctuality conveys professionalism and demonstrates your commitment to your issue, which is after all the reason for the meeting. Arrive early and if you are meeting as a group allow time to calm nerves and make a final review of the talking points and message.

Get too comfortable.
Advocates are sometimes surprised by the courteous reception they receive, even from lawmakers who disagree with their position. As a constituent you will be accorded respect by the legislator and staff. Don't mistake this respect for agreement. Don't let the comfortable nature of the exchange deter you from making your request. And, don't mistake "concern" for your issue with support for your position.

Feel Like You Need to Know Everything
If someone asks a question, and you don’t know the answer, offer to have CBA staff follow up with the requested information. Don’t make answers up or feel like you are expected to be an expert on legislative issues.

Miss the Opportunity
Don’t just say “hi” or read from the talking points. Share your story – that is the one the legislator wants to hear.

Forget to follow-up.
Immediately send a thank you letter. Stay informed on your issue and track how your legislator responds. Did the legislator follow through on his/her promise? If not, request an explanation. If so, express your appreciation.
Session 2: How, when and where do we advocate?

1. **How do we decide where to spend our energy and resources?**
   i) What are our biggest challenges?
   ii) What is coming down the pike?
   iii) Who do we activate and how?

2. **The why behind what we do**
   i) Volume/scope
   ii) Resources
   iii) What you need to know

3. **Who do we seek to influence?**
   i) Who are our lawmakers?
   ii) What information they need from industry, how do we help?
   iii) Emphasis on relationships
Session 3: Communicating our efforts – how, why and to whom

1. **Why to communicate**
   i. Information dissemination
   ii. Action needed
   iii. Awareness

2. **When to communicate**
   i. Thoughts to consider – Benefits/potential harm to bank by communicating
      ii. What should be said and how
      iii. What is appropriate method and timing

3. **With whom to communicate**
   i. Bank staff
   ii. Directors
   iii. Shareholders
   iv. Customers
   v. Potential customers
   vi. Third parties

4. **Who communicates**
   i. Bank leadership
   ii. Officers
   iii. Staff

5. **Communication tools**
   i. Internal e-mail
   ii. Intranet
   iii. Newsletters
   iv. Website
   v. Social media
   vi. In-person conversation

6. **Communication guidelines**
   i. Designated spokespeople
   ii. Control of information and flow
How to work a bill

- Identify issues early
- Identify proponents/opponents
- Meet with both early
- Identify allies and focus on how issue/bill impacts them
- Meet with allies often – lock-in support of same position
- Frame issue with legislators and potential allies before your opposition does
- Visit with legislators become a resource to them on the topic
- Have solid verifiable facts

Once bill has been introduced

- Engage constituents bankers with pre-drafted arguments
- Enlist as many allies as possible
  - Have them sign on a position paper
  - Have them make sure legislators are aware of their position

Day before hearing

- Have constituent bankers make follow-up phone calls
- Shore up your votes
  - Those who are not agreeing with your position, ask what information it would take to get them on your side
  - Memorize your testimony
    - Be prepared for your time to be cut short
    - Anticipate questions

Hearing AKA “Game Day”

- Continue conversation with committee members
- Have questions that you would like asked during committee sent to allies on the committee

During the hearing

- Be prepared for many sidebar questions – legislators frequently call out lobbyists during the hearing
- Text and email committee members as needed – be their resource even during the hearing
- Expect changes to your game plan – appear calm and confident regardless
- Use political capital wisely and only as needed
- Thank all (proponents/opponents)

Remember to coordinate and communicate your efforts with CBA to ensure the best outcomes!
Session 4: Getting to work

1. Gauging the problem with or benefit of a proposal
   i. Who is affected?
   ii. How are they affected? Leave no stone unturned.

2. What is banking’s response?
   i. Key spokespeople
   ii. Determine allies and opponents

3. Who do we lobby?
   i. Course of action
   ii. Best tactics to use

4. Activating your activists
   i. Assignments – remember to designate who leads the charge
   ii. Reporting outcomes
Excessive regulation restricts lending. Customers pay the price.
Snapshot of Colorado Banking

Colorado
140 banks
(88 domiciled in CO, 52 headquartered in other states)
1,492 offices
21,944 employees
$146 billion in assets
$132.5 billion in deposits
$11.1 billion in capital used for economic growth
$13 billion in small business loans
$97.5 billion total loans
Capital and insurance keep bank deposits safe

Colorado’s banks have assets of $146 billion—the primary financial assets of Colorado citizens and businesses trustingly deposited for safety and convenient access. Those funds are protected by bank equity capital of 10.06 percent of assets (a historic high). Banks are well managed, heavily regulated and routinely examined to monitor stability—all to make your money secure.

Customer deposits also are protected by FDIC insurance. FDIC is an agency of the U.S. Government, but is funded exclusively by banks’ payments to it. No tax funds have ever been used for FDIC.

No depositor has ever lost a penny of FDIC-insured deposits.
We are a trusted lender – for good reason

Banks have better lending standards than any of their competitors. Those more stringent standards mean fewer loan defaults.

Conclusion: Banks do 58 percent of residential mortgage lending in Colorado, and those loans result in 18 percent of the foreclosures.

Conversely, non-bank lenders do 42 percent of the residential mortgage lending, and those loans result in 82 percent of the foreclosures.

A healthy economy needs a strong and thriving banking system.
Customers’ dreams are stymied by overregulation

Unfortunately, many deserving businesses and individuals are being denied the loans they need, because increased regulations are forcing banks to say no.

Bankers’ attention is being drawn away from their customers and redirected toward ensuring compliance, as the volume and complexity of regulation becomes ever heavier – and they’re not done making rules yet!

The Dodd-Frank Act has left banks struggling to maintain access to credit for customers who need it most: small businesses, low income individuals, the newly employed, retirees and others.

78%
The percentage of banks that have said they will or may need to change their nature, mix and volume of mortgage products in response to regulatory changes.

The Ability to Pay and Qualified Mortgage rules effective in January 2014 hurt customers who need credit most:

- Low income
- Small business
- Rural residents
- Retirees
- Newly employed

Bankers are seeking federal legislation to remedy the problem.

Bank management is becoming increasingly focused on the tedious task of compliance as regulations grow longer and more complex. That takes them away from their true mission: serving customers and fueling the economy.

The Dodd-Frank Act towers over its predecessors: the Federal Reserve Act of 1913, the Glass–Steagel Act, the Interstate Banking Efficiency Act, Sarbanes Oxley and Gramm-Leach Bliley.
Analysis shows firms that are subject to provisions of the Dodd-Frank Act incurred over **$2 billion in reporting and paperwork costs** in just its first year of existence, before all its provisions took effect.

A recent tally showed the adopted DFA rules took nearly 19,000 pages.

In addition, 231 (58.04%) of the 398 total required rulemakings have been finalized, while 94 (23.62%) rulemaking requirements have not yet been proposed. The rest have been proposed but not finalized.

“*Access to credit is clearly constrained* with first-time and low- to moderate-income borrowers unable to qualify for a mortgage.”

Customers lose time, money and opportunity due to overly burdensome rules.

85 percent of conventional mortgage origination files now range between 400 and 2,000 pages.

*The majority of these larger files are for loans to self-employed borrowers with less than ideal credit.*

1,800 — The number of pages in a single rule bankers must follow just to ensure compliance with a single disclosure form during the mortgage loan closing process.

6% — The number of community banks, which report having discontinued residential lending following the 6,000 pages of new rules put in place in January 2014, with an additional 9 percent anticipating exiting the mortgage business.

Many banks have decided not to launch a new product, delivery channel or enter a new market due to increased regulatory costs/risks, while nearly an additional third are holding off on those decisions to determine regulatory impact.
Marijuana and banking

Regulators’ statement that a bank is safe from penalty if it chooses to serve the marijuana industry using their guidance is disingenuous. When Bank Security Act and Anti Money Laundering compliance is questioned later (perhaps by those very agencies) or when it is asserted that the bank knowingly accepted deposits from a federally illegal activity, a bank can still face catastrophic penalties.

Banks must comply with dozens of federal requirements to serve marijuana businesses, including:

- Ensure the marijuana being sold is not used on federal land
- Ensure the marijuana sold isn’t provided to minors
- Ensure the marijuana sold isn’t transported out-of-state, and 5 other similar requirements.

It’s nearly impossible for any bank to comply.

20 financial institutions in Colorado are serving the marijuana industry on a limited and highly controlled basis.

As far as banks are concerned, the light is still red. While federal prosecutors claim that banks are safe from prosecution if they follow their guidance, it does not protect them from who they really fear: their regulators.

$162 million
Marijuana revenue for Colorado in 2017

The only true and lasting solution to this issue is literally an Act of Congress.

The Colorado Bankers Association supports a carve-out in federal law for banks operating in states where marijuana has been legalized and where there exists an appropriate regulatory plan, to allow marijuana businesses to have the banking services they need and deserve.
Credit unions in Colorado

The federal government would have an estimated $3.5 billion more every year if credit unions paid income taxes!

51% of voters support a tax plan that eliminates credit unions’ current tax exemption if it helps limit any increase to the federal deficit. Only 20% would be unlikely to support it.

260 credit unions in the U.S. have more than $1 billion in assets—there were just 13 two decades ago.

Banks’ disagreement isn’t with credit unions that have stuck to their mission, but with aggressive ones that have morphed into tax-exempt banks.

Reform Farm Credit!

- 83 percent of Farm Credit System loans go to large entities.
- Farm Credit has $266 billion in assets, yet pays a lower tax rate (4.5%) than 80 percent of Americans. If it was a bank it would be the 9th largest in the U.S.
- The FCS has ballooned into a government-sponsored banking behemoth, lending hundreds of millions of dollars to large businesses, while depriving new, young and small farmers of the loans they need. In 2012, just 16 percent of FCS loans went to small farmers.
- Though it has nothing to do with agriculture, the FCS just loaned almost $1 billion to Verizon for a corporate buyout.

The number of banks in the U.S. larger than the FCS.
Colorado banks give back

Following sweeping tax reform signed by President Donald Trump in December 2017, banks immediately began passing the tax savings onto their employees, customers and communities. That is happening with new hires, bonuses, increased wages, expanded philanthropic efforts, fewer fees and better rates for customers.

Did you know?

Affordable Housing — Colorado banks made approximately $1B annually in loans to individuals for affordable housing and organizations that support affordable housing. This equates to approximately 6,000 families having homes per year.

Jobs for Our Communities — Colorado banks employ many quality, caring people who help fulfill customers’ hopes and build their communities. Banks’ payroll/benefits add up to about $1 billion.

Loans — Money from banks provides the capital to help our state grow, prosper and be stable. Colorado banks have a strong loan-to-deposit ratio of 74 percent.

Small Business Loans — Colorado banks made $13.1 billion in loans to small businesses. More than 16 percent of all bank loans made in Colorado are to a small business. These loans help businesses grow, create jobs and support the economy.

*We know of no other industry that can match banks’ generosity and role in a community’s infrastructure.*
Resources for you

The Colorado Bankers Association maintains websites dedicated to serving the industry and educating the public.

CBA’s flagship website serves as a tool for bankers and the general public, and is home to a wealth of industry information and resources.
www.Coloradobankers.org

Launched by CBA in 2012, this site focuses on educating small businesses about lending and helping them secure funding, via banks and alternative lenders alike.
www.smallbizlending.org

This site aims to keep consumers financially savvy, from protecting themselves with information from identify theft to tips on using credit wisely.
www.financialinfo.org

These sites can help you learn more about the banking industry and issues of importance.

American Bankers Association
http://www.aba.com
Graduate School of Banking at Colorado
http://www.gsbc.org
Reform Farm Credit initiative
http://reformfarmcredit.org/facts/
About us

CBA focuses on creating a stronger economy and helping Coloradans realize dreams by building better banks.

CBA Board of Directors

Mark Driscoll
CBA Chairman
First National Bank—Fort Collins

Brendan Zahl
Vice-Chairman
Peoples Bank

Joanne Sherwood
CBA Treasurer
Citywide Banks

Don Childears
CBA – President/CEO

Jenifer Waller
CBA – Chief Operations Officer

Chad Adams
Adams Bank and Trust

Michelle Banaugh
Wells Fargo Bank

Jim Basey
Centennial Bank

Mike Brown
Alpine Bank

Shawn Cole
Bank of the West

Mark Hall
Vectra Bank

Chris Jensen
JP Morgan Chase

Dennis King
Home Loan State Bank

Tim Laney
National Bank Holdings

Brian Larson
FirstBank

Christian Lewis
Independent Bank

John Montoya
ANB Bank

Michael Noesen
Guaranty Bank

Shawn Osthoff
Bank of Colorado

Bob Ostertag
Colorado Business Bank

Jodi Rolland
Bank of America/Merrill Lynch

Troy Stalter
US Bank

Bill Sullivan
Colorado State Bank and Trust

Tom Tulodzieski
Key Bank

The Colorado Bankers Association represents more than 90 percent of the $146 billion of assets in the 140 banks operating in Colorado. On behalf of the 21,944 men and women who work within a regulated, traditional Colorado bank, CBA works with government to continually improve the banking industry in this rapidly changing environment. CBA focuses on improvements that increase benefits for customers, value for shareholders, and a stronger business climate for our local economies. CBA also provides industry-specific information and education to bankers, offers bank insurance, acts as a partner between bankers and servicers and provides other miscellaneous services. CBA focuses on creating a stronger economy and helping Coloradans realize dreams by building better banks.
Senators

Michael Bennet
Took Office: Jan 22, 2009
Next Election: 2016
Party: Democrat
Office: 202-224-5852

Cory Gardner
Took office: Jan 6, 2015
Next Election: 2020
Party: Republican
Office: 202-224-5941

Governor

John Hickenlooper
Took office: Jan 11, 2011
Next Election: 2018
Party: Democrat
Office: 303--866-2471

Representatives

Diana DeGette
Took Office: Jan 7, 1997
Party: Democrat
Office: 202-225-4431

Jared Polis
Took Office: Jan 6, 2009
Party: Democrat
Office: 202-225-2161

Scott Tipton
Took Office: Jan 5, 2011
Party: Republican
Office: 202-225-4761

Ken Buck
Took Office: Jan 6, 2015
Party: Republican
Office: 202-225-4676

Doug Lamborn
Took Office: Jan 4, 2007
Party: Republican
Office: 202-225-4422

Mike Coffman
Took Office: Jan 6, 2009
Party: Republican
Office 202-225-7882

Ed Perlmutter
Took Office: Jan 4, 2007
Party: Democrat
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The Colorado Bankers Association represents more than 90 percent of the $126 billion in assets within the 148 banks operating in Colorado. On behalf of the 23,000 men and women who work within a regulated, traditional Colorado bank, CBA works with government to continually improve the banking industry in this rapidly changing environment. CBA focuses on improvements that increase benefits for customers, value for shareholders, and a stronger business climate for our local economies. CBA also provides industry-specific information and education to bankers, offers bank insurance, acts as a partner between bankers and servicers and provides other miscellaneous services. CBA focuses on creating a stronger economy and helping Coloradans realize dreams by building better banks.