



**STRATEGIC PLAN
2024**

CITIZENS COMMUNITY BANK STRATEGIC PLAN 2023

Business Policy

Citizens Community Bank can track its roots to a financial institution which began by serving small businesses and the agriculture industry. A large portion of our customer base continues to be made up of small businesses and blue-collar workers. We have enjoyed growth in the professional area in recent years and feel this is an area of continued opportunity. We feel that a community bank fills a void left by the larger regional banks. We serve customers who would not fit the stereotype of the big bank's marketing strategy. We focus on serving our community as a whole. We have a commitment to our shareholders, our employees, and our customers.

Our bank has had a stable management team since inception. D.K. Hollis, Jr. succeeded his father as President in 1960 and served in that capacity until 1996. He served as Chairman of the Board until his death in March 2018. Glenn L. Copeland was appointed President in 1996 after serving as Executive Vice President for four years. In 2007, he was promoted to Chief Executive Officer when Mr. Hollis stepped down from that position. Glenn Copeland currently serves as Chief Executive Officer and President. Starling H. Waldron, CPA is the third generation in the Hollis family to serve the bank. She came on as Vice President and Controller in June of 2003. She now serves as Chief Financial Officer and Chairman of the Board.

Our other officers include:

- Charles Henry Hokrat, Senior Vice President
- Jim Doyle, Senior Vice President/Controller
- Mindy Green, Senior Vice President
- Leslie Green, Vice President
- Jaime Gibbons, Vice President
- Lee Beth Smith, Vice President
- Dona Croft, Assistant Vice President
- Amanda Darling, Vice President
- Jonathan Tanner, Vice President
- Kayla Walker, Vice President
- Hollis Mason, Vice President
- Jason Dominy, Assistant Vice President
- Shelby Miller, Assistant Vice President, Compliance Officer and Internal Auditor
- Tracey Barnett, Assistant Vice President/Human Resources Officer
- Chip Osborne, Consumer Lender

With several officers set to retire in the next few years, we are excited about raising up our next generation of officers to lead the bank in the future. We continue to look for experienced bankers to add to our officer staff to continue our success for many years to come. We have families that have banked with us for five generations. We are proud of our heritage and work daily to continue to maintain the confidence placed in us.

Mission Statement **“Exceed Expectations”**

Our goal is to provide for the financial needs of the communities we serve while protecting and enhancing the investment of our stockholders so that we will continue to be a locally owned, financially sound community bank for future generations.

Markets and Services

Citizens Community Bank has its main office in Hahira, Georgia. There are three additional branches in Lowndes & Brooks County, Georgia. These are located in Morven and two offices in Valdosta. The end of 2019 also saw the grand opening of the new operations center which has longtime been referred to as the Webb House. The Webb House underwent major renovations to make it a fully functioning work space that will allow the bank to continue to grow in the future. In 2020, the bank invested into the Morven market by completely renovating its branch there.

We offer traditional deposit accounts: DDA, Now, Savings and Certificates of Deposits. Loans are made to individuals and businesses. The loan portfolio is approximately 77% commercial and 23% consumer.

Strategic Planning Retreat Recap

Saturday, September 23, 2023, the bank held its annual Strategic Planning session at the Ocean Pond Fishing Club in Lake Park, Georgia. Those attending were Glenn Copeland, Star Waldron, Tim Jones, CH Hobrat, Jim Doyle, Mindy Green, Leslie Green, Dona Croft, Amanda Darling, Jonathan Tanner, Kayla Walker, Tracey Barnett, Hollis Mason, Jason Dominy, Jaime Gibbons, Chip Osborne, Shelby Miller, and Lee Beth Smith.

Chip Osborne, Glenn Copeland, Hollis Mason, Jaime Gibbons, Jason Dominy, and Leslie Green were the facilitators for Strategic Planning. In preparation, the facilitators surveyed all of the employees to collect possible topics or key issues for strategic planning discussions. The survey questions consisted of the following:

- 1) As it pertains to your area, what would you like to see the bank’s current system do?
- 2) What type(s) of technology would you like to see added in the future?
- 3) Do you currently use the bank’s Online/Mobile Banking? If yes, are there any enhancements that could improve the experience?
- 4) Are you satisfied with how your area/branch is staffed? Please explain.
- 5) Currently, how adequate is the bank’s training? How could the training program be more beneficial?
- 6) Is there a need for all branches to remain open on Saturdays?
- 7) Are changes needed in the bank’s benefit/time-off policies? If yes, please explain.
- 8) Do any of our products need improvement? Please elaborate.
- 9) Are there any products/services that you would like to see added in the future?

The goal of the sessions was to follow up on last year’s strategic plan and see where we were or take things to a deeper level. We continued our focus on being the employer of choice, invest in our employees, provide exceptional customer service, succession planning, mentoring, training, followed up by some technology discussions.

2023 Strategic Plan Outline

Goals & Tasks in **bold** are considered priority for 2024. Items with timeframes beside them are considered 1 Year Strategic Plan items. All other items are goals and tasks that are ongoing or to be completed over the next 1-5 years and considered 5-year Strategic Plan items.

Succession/Replacement Planning

What is our WHY?

To have a strategy for passing on leadership roles to others, to ensure that the bank continues to run smoothly after critical people move on to other opportunities, retire, or pass away.

How do we accomplish this?

- 1) **Executive Officers (Star & Glenn) are having discussions on the bank's needs in a new CEO, once Glenn retires.**
- 2) **Identify any key positions and possible replacements and determine when a mentoring process should begin for each key position based on future work plans. (ongoing)**
- 3) **Continue to invest in our Next Gen Leadership Board to serve as a mentoring program to help build bench strength & invest in employees. (Committee: Lee Beth, Amanda, Mindy, Star)**

Employee Activity Board Committee to meet as needed throughout the year.

Lender Committee

What is our Why?

Improve Loan Income, Growth, and Net Interest Margins

How do we accomplish this?

- 1) **Create a plan for rekindling consumer loan growth.**
- 2) **Digital/online applications**
- 3) **Online Loan Payment Automation**
- 4) **Loan Platform Needs/Options**
- 5) **Discussions on GAP Insurance**
- 6) **New ideas; New strategies**

Committee: **Jonathan**, CH, Amanda, Jaime

Committee will meet as needed. This is a temporary committee

Technology / Information Security

What is our WHY?

To service our customers and employees to the best of our ability yesterday, today, and tomorrow; as fast and secure as possible while providing products/services that provide an excellent customer experience and give us a competitive edge.

How do we accomplish this?

1. Continue Improving the Customer Experience
 - a. Use technology for customer education & support
 - b. Employee education on technology products/services (ongoing)**
 - c. Add technology that adds value**
 - i. Faster Payments**
 - ii. Positive Pay**
 - iii. Web Cams**
 - iv. Hot Spots**
 - v. Send/Receive Large Files**
 - vi. Chex Systems**
 - vii. Core Plan**
 - viii. Digital Budgeting, Credit Scoring, Aggregation Tools**
 - ix. Tap & Go/Contactless Debit Cards
 - x. 8-Digit Debit Card BINs
 - xi. Teller Capture
2. Use Technology to work smarter & more efficiently
 - a. Get the most out of our systems, i.e., better integration
 - i. Cognos Reports/JHA Analytics
 - b. Evaluate processes to improve efficiency
 - i. Enterprise Workflow
3. Use Technology to enhance or stay up to date with security
4. Utilize Technology to stay Competitive
 - a. Consider Online Account & Loan Applications
5. Meet Regulator/Compliance Requirements
6. Information Security & Cyber security customer education
 - a. After hours security event

This is an enterprise level Technology Strategic Plan. Please refer to the Technology Strategic Plan and coordinating Budget maintained by the Information Security Department for additional detail. The bank's information security strategy integrates, technology, policies, procedures, and training to mitigate risk.

Committee: **Mindy**, Dona C., Star, Jason, Jim, Hollis, Leslie, Jaime, Shelby

Committee to meet on first Wednesday of 1st Quarter of Month at 3:30PM at the Hahira Branch.

Staff & Training/Grounds & Facilities

What is our WHY?

To be willing to show up with good attitudes, properly dressed & ready for the day while helping our customers and each other with a “Yes we can!” attitude. Getting the most out of our team!

How do we accomplish this?

1. Hiring the right employees
2. Training employees to do their job
 - **Define a more formal training plan utilizing a variety of training methods**
 - **Create development plans for employees**
 - **Plan coaching for front end staff on good customer service.**
 - Continue Job shadowing program
 - **CSR Manual Overhaul (Intranet)**
 - **Teller Manual Overhaul (Intranet)**
 - Invest in key hourly employee positions – conferences, seminars, train under multiple people
3. Holding employees accountable
 - **Revise the performance review process**
4. Boost Morale
 - **Invest in key employees with a weekend training/bonding program away from the bank**
 - Define a method(s) of reminding leaders to be intentional, thanking those under them, recognize a job well done.
 - Semi Annual Employee Events (i.e., Christmas Party & Spring event)
 - Establish a work environment where respect for coworkers is a priority
5. Communicate More
 - Communicate promotion opportunities to employees
6. Grounds & Facilities
 - Improve overall image of the bank
 - White wash branches to match Hahira Branch (next 3-5 years)
 - Perform necessary maintenance due to normal wear & tear
 - **Landscape the front part of the lot to create *Citizens Community Garden***
 - Effective Fleet Management (Bank Owned Vehicles)
 - **Purchase new bank car to replace the totaled one when car prices stabilize**
 - Continue to work and move OREO & Repossessed Collateral

Committee: **Tracey**, Star, Kayla, Leslie, Mindy, Jaime, Jim, Hollis, Shelby, Chip

This committee will meet quarterly on the second Thursday of the first month of the quarter at 3:30 PM in Hahira.

Training Sub-Committee: Kayla, Hollis, Tracey, Shelby, Chip, Leslie, Mindy *to meet as needed throughout the year*

Marketing & Business Development

What is Our WHY?

To tell our story, utilizing digital technology, to help customers and prospects in the community to want what we have to offer versus the competition.

How do we accomplish this?

1. Create and strengthen our customer experience
 - Be the best version of US
 - **Utilize surveys to measure how our customers feel we are doing**
 - **Market our Products/Services**
 - **Utilize marketing for loan growth.**
 - Top-down leadership at every level/consistency
 - Promote our mobile banking solutions as our Mobile Branch (5th Branch)
2. Inform and empower our employees to become better marketers & decision makers
 - Let our employees know what is going on with marketing.
3. Tell our story through our marketing
 - **Utilize our new media firm to promote CCB using our website, social media, and other traditional marketing methods.**
 - **Highlight our people**
 - Choose carefully how we contribute in the community being good stewards of our time
 - i. Local presence at events/work with nonprofits
 - ii. Community/consumer education (i.e., Focus Groups already meeting like Senior Citizens lunches, Red Hat Society, Schools)
 - iii. If we do something in the community, let our staff know
 - iv. Monthly Jeans days for donations in honor of local nonprofits
 - Annual Customer Appreciation Days
4. Control how our story is told
 - Be proactive instead of reactive
 - Be more involved in our day-to-day marketing so that we know what story we're telling

Committee: **Hollis**, Shelby, Amanda, Star, Lee Beth and Jonathan

This committee will meet at 3:30 PM at the N. Valdosta Branch Quarterly on the third Thursday of the Second Month of the Quarter

Strategic Planning Oversight Committee

The purpose of this committee is to oversee the Strategic Planning process throughout the year to ensure the plan is being carried out by the other committees and to identify some bigger picture goals that are not suitable to be handled in the other Strategic Planning Committees.

After all the committees presented, the group collectively worked on the Bank's WHY.

What is our WHY for CCB?

To provide for the financial needs of the communities we serve while protecting and enhancing the investment of our stockholders so that we will continue to be a locally owned, financially sound community bank for future generations.

How do we accomplish this?

1. By leveraging the banks competitive advantages
 - Accessibility
 - Competitive Technology
 - Local authority and approval
 - Quick turnaround time in Loan Approval
 - Experienced Officer Staff
2. By identifying our disadvantages and do what we can to correct those
 - Lack of training resources/expertise
 - Communicating with millennials
3. Operate the bank with Safety & Soundness as the core foundation
4. Director Integration
 - Have each director as a member on at least one committee
 - Continue educating outside directors through education classes and/or seminars
5. Continue Succession Plan for Key personnel retiring in the next 5 years
 - Continue to groom existing employees for consumer lenders and let them build loan portfolios

Committee: **Glenn**, Star, Mindy, Jim

This committee will be semi-annually on the first Wednesday of the months of February and August at 2PM in the N. Valdosta Boardroom