



**STRATEGIC PLAN
2025**

CITIZENS COMMUNITY BANK STRATEGIC PLAN 2025

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 stepped down from the CEO and President in 2024 when Board member, Jeff Hanson joined the bank in roles of CEO & President. Glenn remains an Executive Officer and Vice Chairman of the Board. 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 served as the Chief Financial Officer until 2024 and now serves as an Executive Officer and Chairman of the Board. In 2024, Mindy Green was promoted to Chief Operations Officer and Jim Doyle was promoted to Chief Financial Officer.

Our other officers include:

- Charles Henry Hobrat, 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 Waldron, Vice President
- Shelby Miller, Vice President, Compliance Officer and Internal Auditor
- Jennie McLeod, Vice President
- Jason Dominy, Assistant Vice President
- Tracey Barnett, Assistant Vice President/Human Resources Officer
- Chip Osborne, Assistant Vice President
- Cathy Parker, Business Development Officer

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 71% commercial and 29% consumer.

Strategic Planning Retreat Recap

Saturday, September 14, 2024, the bank held its annual Strategic Planning session at the Ocean Pond Fishing Club in Lake Park, Georgia. All of the officers were in attendance.

Mindy Green, Jim Doyle, Jeff Hanson, Jaime Gibbons, Tracey Barnett, Leslie Green, and Hollis Waldron were the facilitators for Strategic Planning. In preparation, the facilitators surveyed all of the employees & Directors to collect possible topics or key issues for strategic planning discussions. The survey questions consisted of the following:

1. Please list the top 2-3 reasons that CCB customers bank with us?
2. What products / services / loans do we not offer that prevent customers who want to bank with us from doing so?
3. What products / services / loans that we do offer, but if improved, would enhance more people to bank with us?
4. What items need to be addressed to repair / replace items in your physical space or branch facility?
5. What do we do better than anyone else?
6. Are there any services/processes, or lack thereof, that cause us to lose customers?
7. What do you value the most in our banking products/services?
8. Which of our banking services do you utilize? or Which of our banking services do you NOT utilize - and why?
9. What job tasks do you have that seem outdated or cumbersome or inefficient? What simple changes can be made in your area to improve efficiency?
10. Do you feel you have the training/resources you need to perform your job functions well? If not, specifically what training and/or resources do you need in order to better perform your job functions?

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.

2025 Strategic Plan Outline

A reoccurring theme during the Strategic Planning Session was that the bank must grow to cover increased expenses. The bank also has to mitigate the advantages the big banks have over smaller banks such as locations, rates, technology and products. In order to grow, the bank needs to stay relevant, keep up with technology, grow loans and proportionately grow deposits. While growing we also should ensure we're increasing the bank's overall return so that we do not slip backwards on income. We should keep compliance in the forefront as asset and employee growth brings additional compliance hurdles to overcome. Keeping this in mind, the banks Strategic Plan for 2025 and beyond is below.

*Goals & Tasks in **bold** are considered priority for 2025. 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 or retire.

How do we accomplish this?

- 1) 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)
- 2) 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
 - **Review consumer interest rates for competitiveness and additional incentives for high credit scores 4th Q 2024**
 - **Revise/expand in house mortgage programs**
- 2) Review products that can grow the bank's loan portfolio
 - **HELOC product offerings i.e. interest only HELOC 4th Q 2024**
 - **Secondary Market Mortgages 1st Q 2025**
 - **SBA 7A and/or 504 Loan product**
- 3) Utilize technology to make the loan process more efficient for customers and employees
 - **Digital/online applications**
 - **Online Loan Payment Automation 1st Q 2025**
 - **Loan Platform Needs/Options 1st Q 2025**
- 4) Use loans as an opportunity to grow other areas of the bank
 - **Cross sell deposit products with new loans**
- 5) Consider/Explore other loan programs
 - Agricultural loans including crop loans, land loans, and equipment
 - Enhanced solicitation of construction and development loans
 - Owner Occupied Commercial Real Estate
 - Young Professional Programs

Committee: **Jaime**, Jonathan, Amanda, Jeff, Jim, Jennie
Committee will meet as needed.

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. Improve the Customer Experience
 - a. Customer education & support
 - b. Employee Education
 - c. Technology that adds value
2. Operational Efficiency
 - a. Get the most out of our systems
 - b. Evaluate processes to improve efficiency
 - c. Use technology to work smarter
3. Enhance or stay up to date with Security
4. Remain Competitive & stay relevant
5. Meet Regulator/Compliance Requirements
6. Use our Data to Improve

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

Branch Operations
Including 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**
 - **Head Teller Manual**
 - **Loan Ops Manual**
 - Invest in key hourly employee positions – conferences, seminars, train under multiple people
 - Train customer facing employees in cross selling products and services of the bank
3. Holding employees accountable
4. Boost Morale
 - Continue annual weekend training/bonding program away from the bank; started in 2024
 - 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 2-4 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)
 - Continue to work and move OREO & Repossessed Collateral

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

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

Marketing & Business Development

What is Our WHY?

To proactively promote and educate our employees, customers, and prospective customers about our products and services AND to identify, track, and measure key metrics to track our progress.

How do we accomplish this?

1. Drive Traffic
 - Drive traffic into the branch by promoting and advertising key products/services that people seek
 - Renegotiate/reevaluate our contract with current media firm.
 - Look at alternatives to current media firm
2. Enhance Loyalty
 - Develop and implement programs to mitigate “rate shopping” and to enhance customer loyalty with existing customers and new prospects
 - Develop and implement a program to contact maturing CD customers 30 days prior to maturity to make renewal easy and to also ask about additional funds that we may be able to consolidate
 - Plan to contact/visit our Top 100 Depositors at least once per year.
 - Work with officers to visit/follow up on new prospects with the goal to contact 15 per month.
3. Cross Sell
 - Entrench customers to CCB by working with Retail Banking to incorporate “cross selling” training.
 - Identify a list of what our key cross sell items are and what we want to sell
 - Develop and implement a methodology to track services per household
 - Develop a standard expectation metric for new account services
4. Maximize Touchpoints
 - Work with all branches and Retail Banking to maximize everything customer contact point.
 - Incorporate in lobby message boards and lobby/drive thru signage to promote products/services
 - Coordinate with all employees to communicate common message or tag line to re-emphasize key products/services/messages
 - Coordinate message with social media, ads, statements, and other correspondences
 - **Utilize chat surveys to measure how our customers feel we are doing**
5. Grow Community Presence
 - Keep CCB visible with advertising and attendance at community events.
 - Keep all informed of community events.
 - ATTEND community events. Get our face out there!

Committee: **Hollis**, Shelby, Amanda, Star, Mindy, Jennie, Cathy, Jeff

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. Identify our disadvantages and do what we can to mitigate those
 - Lack of training resources/expertise
 - Communicating with millennials
 - Consider factors such as rates, technology, locations, and products
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
6. Measure progress

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

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

Officer's meetings will be held quarterly on the 4th Thursday of the first month of each quarter in the N. Valdosta conference room. These meetings will be used as a check in for the Strategic Planning Committees.