



SR003_7: Failed Bank Report

Colorado National Bank

3110 North Nevada Avenue
Colorado Springs, CO 80933

(9/24/1963 – 3/20/2009)

Report Objective

This report has **two** objectives, using the bank's **data***:

1. To examine the bank finances in the quarters prior to its failure.
2. To analyze the bank finances using our Key Performance Indicator (KPI) scoring approach to determine if the bank's failure is something we could have predicted.

*Data source: FDIC and company filings.

Bank Background

FDIC Certificate #	18896
Parent Holding Company	Team Financial, Inc.
Bank Charter Class	National Bank
Asset Concentration	Commercial Lending Specialization
Product Specialty	Retail Banks, Personal Loans, Mortgage Contracts & Services
Number of Branches	4 (as of December 31, 2008)
Number of Employees	24 (as of December 31, 2008)

Executives	
CEO/COO	Sandra J. Moll
CFO	Richard J. Tremblay

What took place?

Colorado National Bank, Colorado Springs, CO was closed by the Office of the Comptroller of the Currency on March 20th, 2009. The Federal Deposit Insurance Corporation (FDIC) was named Receiver. The estimated cost to the FDIC Deposit Insurance Fund is \$9,000,000, compared to the average cost of \$389,206,944. Herring Bank of Amarillo, Texas acquired all assets and some deposits.

Bank Financial Snapshot

Financial Data Overlay (thousands)			
	2007 Q4	2008 Q4	Percentage Change
Assets	\$ 135,555	\$ 123,508	↓ 8.9%
Liabilities	\$ 120,259	\$ 116,110	↓ 3.5%
Net Income	\$ 730	-\$ 8,549	↓ 1,271%

- The average net income change for all FDIC banks was -83.49% in the same period.
- The average net income change for all the commercial lending specialization banks was -99.60% in the same period.
- Compared with the whole industry and other commercial lending specialization banks, Colorado National Bank's decline from Net Income is extremely large (-1271%) during 2008.

Key Performance Indicators

KPI Summary for 2008 Q4	
Normalized Income Rating	Poor
Delinquent Asset Rating	Moderate
Asset: Liability Rating	Very Poor
Real Estate Asset Rating*	Good
Bankability Composite Score	22.96** (Poor)

Possible ratings: *Excellent, Good, Moderate, Poor, Very Poor.*

*This rating is relevant to the current “financial crisis” fueled by mortgage security backed loans.


**This is out of 100.

Normalized Income Analysis

	2007Q3	2007Q4	2008Q1 	2008Q2	2008Q3	2008Q4
Normalized Income	0.14%	0.11%	-4.21%	-0.06%	-0.65%	-1.39%
SD's from Average*	-0.125	0.0536	-8.64	-0.142	-0.716	-1.13
Ranking	Moderate	Moderate	Very Poor	Moderate	Moderate	Poor

- Colorado National Bank had a normalized income of -1.39% in the fourth quarter of 2008, the quarter before it failed.
- Banks of the same asset concentration hierarchy (commercial lending specialization) had an average normalized income of -0.24%. The standard deviation of the normalized incomes was 1.02%, which means that Colorado National Bank was 1.13 SD's below the average.

*Average of banks of the same asset concentration hierarchy

 Indicates sign of bank in financial distress

Delinquent Asset Analysis

	2007Q3	2007Q4	2008Q1	2008Q2	2008Q3	2008Q4
Delinquent Asset	2.2667%	2.3526%	3.0332%	4.1317%	4.2934%	2.2991%
SD's from Average*	0.67	0.57	0.79	1.47	1.46	0.26
Ranking	Moderate	Moderate	Moderate	Poor	Poor	Moderate

- Colorado National Bank had a delinquent assets out of total assets ratio 2.3% in the fourth quarter of 2008, the quarter before it failed.
- Banks of the same asset concentration hierarchy (commercial lending specialization) had an average delinquent asset of 1.7356%. The standard deviation of the delinquent assets was 2.15%, which means that Colorado National Bank was about 0.26 SD's above the average.
- Since the third quarter of 2007, Colorado National Bank's delinquent assets ratio has been stable and stayed around the average. During 2008 Q2 and 2008 Q3, its delinquent assets ratio increased to a poor level, but it went back down before the bank's failure.

*Average of banks of the same asset concentration hierarchy

Real Estate Loan Asset Analysis

	2007Q3	2007Q4	2008Q1	2008Q2	2008Q3	2008Q4
Real Estate Loan Asset Ratio	49.33%	53.69%	52.56%	52.11%	55.83%	46.27%
SD from Average*	-0.39	-0.12	-0.20	-0.28	-0.06	-0.71
Ranking	Moderate	Moderate	Moderate	Moderate	Moderate	Good

- Colorado National Bank had a 46.27% of R/A ratio in 08 Q4, the quarter before it failed.
- In 08 Q4, banks of the same asset concentration hierarchy (commercial lending specialization) had an average R/A ratio of 56.72%. The standard deviation of the R/A ratio was 14.63%, which means that Colorado National Bank was 0.71 SD's below the average.


* Average of banks of the same asset concentration hierarchy

Asset: Liability Analysis

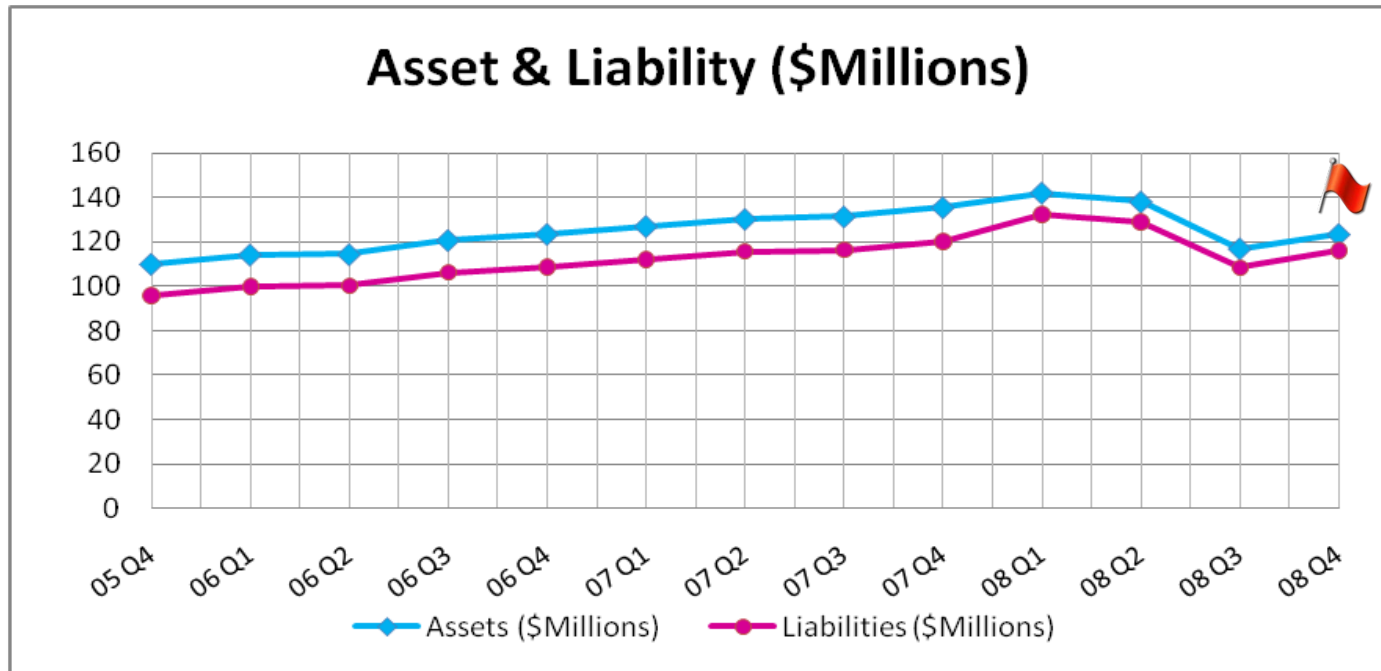
	2007Q3	2007Q4	2008Q1	2008Q2	2008Q3	2008Q4 
Asset: Liability Ratio	112.91%	112.72%	107.35%	107.11%	107.96%	106.37%
Median A/L Ratio*	110.97%	110.95%	110.93%	110.69%	110.65%	110.52%
Ranking	Moderate	Moderate	Poor	Poor	Poor	Very Poor

- Colorado National Bank fell into the worst ranking in 08 Q4.
- The bank's A/L ratio decreased over 5% in 08 Q1.
- Of the banks failed in 09 Q1, 90.48% of them had an A/L ratio under 107%.


*Average of banks of the same asset concentration hierarchy

 Indicates sign of bank in financial distress

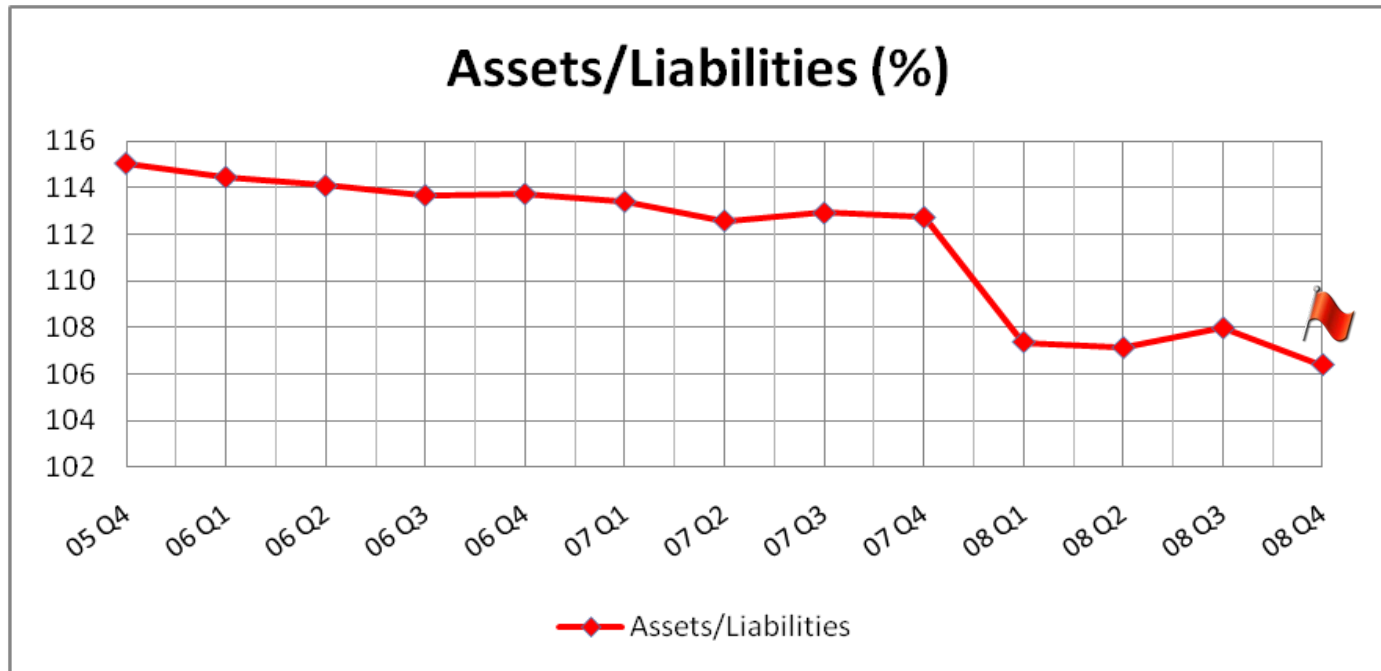
Asset & Liability History




- The difference between asset and liability was getting closer in 08 Q1.

 Indicates sign of bank in financial distress

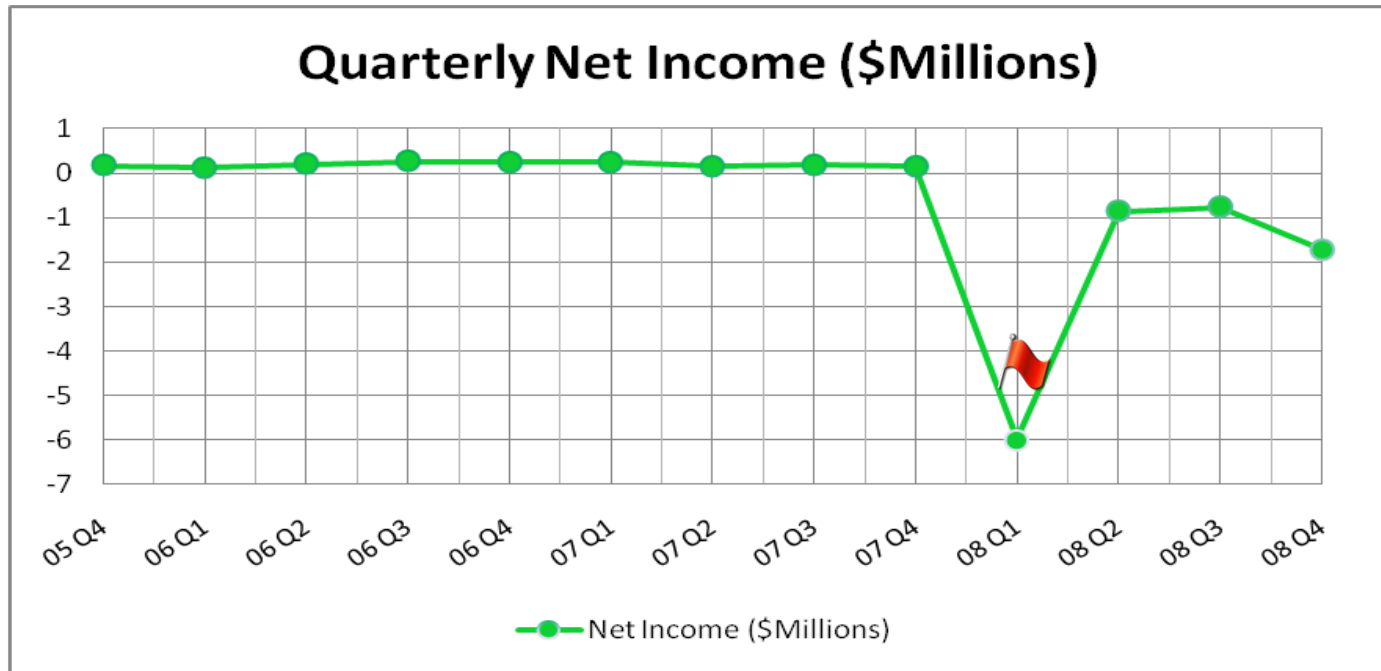
Asset/Liability History




- The A/L ratio dropped around 5% in 08 Q1.

 Indicates sign of bank in financial distress

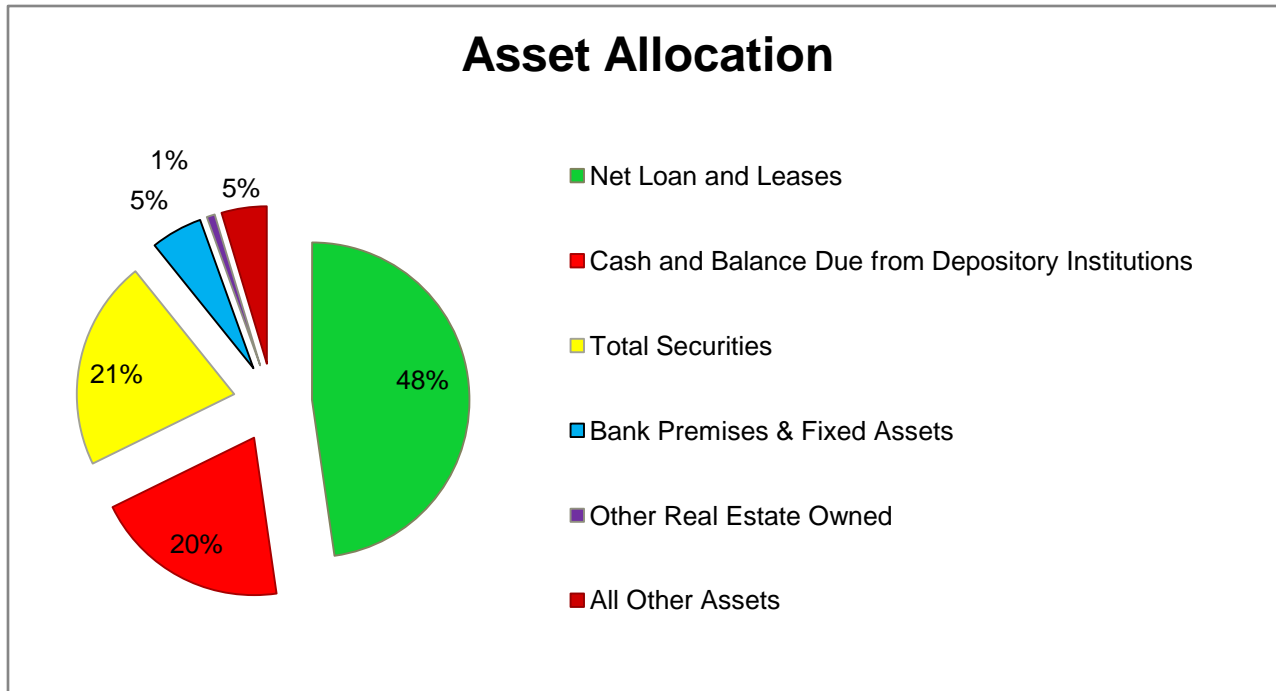
Net Income History



- The bank recorded a big loss in 08 Q1.

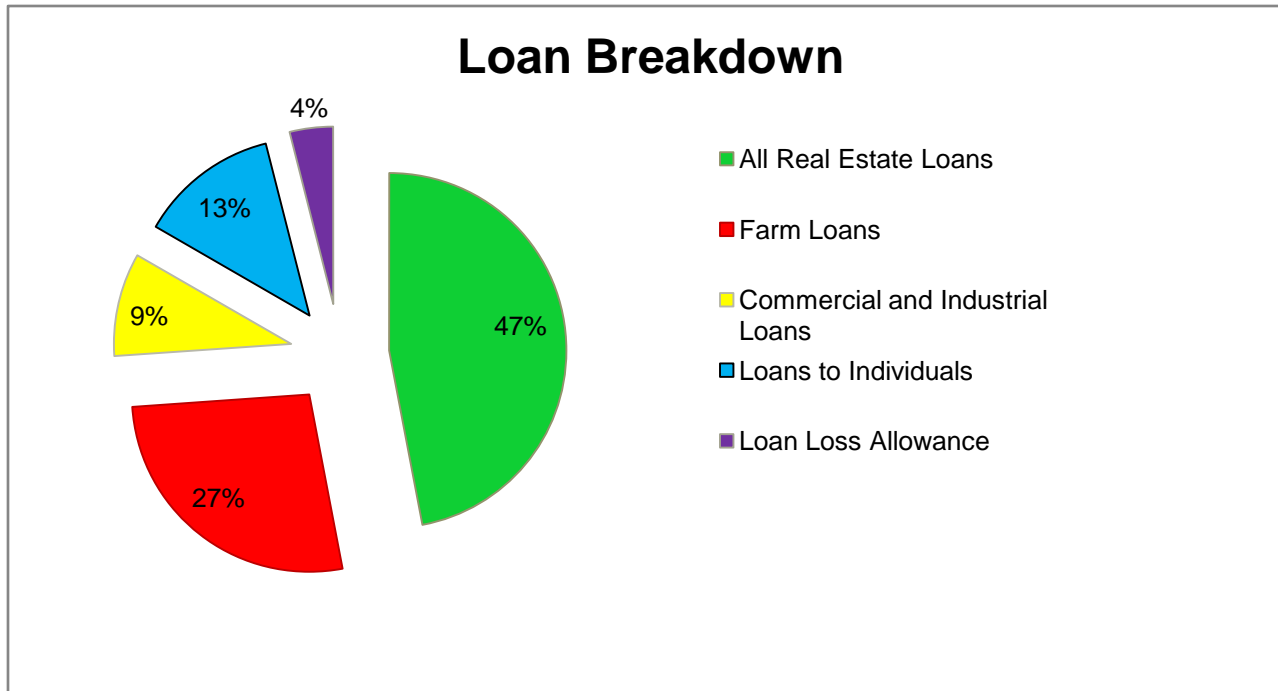
 Indicates sign of bank in financial distress

Asset Allocation



- The average percentage of Net Loans for banks of the same Asset Concentration Hierarchy in the fourth quarter of 2008 was 72.53%.
- The average Net Loan percentage of all banks in the fourth quarter of 2008 was 66.14%.

Loan Breakdown



- The average percentage of Real Estate Loans for banks of the same Asset Concentration Hierarchy in the fourth quarter of 2008 was 76.45%.
- The average percentage for all banks in the fourth quarter of 2008 was 71.23%.

Events Timeline

- Mar. 4, 08** - SEC voted to disclose information for the secondary market ETF investors in Form N-1A.
- Mar. 7, 08** - The Fed will initiate a series of term repurchase transactions that are expected to cumulate to \$100 billion.
- Mar. 19, 08** - Fannie Mae and Freddie Mac is expected to provide support to the U.S. mortgage market, up to \$200 billion immediate liquidity.
- Mar. 31, 08** – Loans made by Colorado National that were at least a month delinquent more than tripled from a year earlier to \$3.54 million.
- May 29, 08** - U.S.-Canada mutual recognition arrangement: U.S. Securities markets and certain U.S. financial service firms could gain greater freedom to operate in Canada under SEC.
- June 10, 08** - FDIC releases a supervisory letter to all banks on interest reserves that examines the risks that this underwriting practice presents.
- June 11, 08** - SEC voted on a comprehensive series of credit rating agency reforms to bring increased transparency to credit rating process.
- June 17, 08** - New HOPE NOW guidelines to deal with issues surrounding second mortgages and short sales.
- June 24, 08** - Colorado National stopped paying dividends to boost capital reserves.
- June 26, 08** - FDIC adopts Basel II-Based Standardized Approach as an alternative risk-based capital framework available to all banks except the largest and most complex banks

Events Timeline

- June 26, 08** - FRS, FDIC, and OCC issued the host state loan-to-deposit ratios, which help indicate branches outside of the home state that were established or acquired for the purpose of deposit production.
- Jul. 13, 08** - Paulson Announces a three-part plan for GSEs: a temporary increase in the line of credit, a temporary authority for Treasury to purchase equity, and an advisory role is given to the Fed.
- Aug. 20, 08** - FDIC's implementation in Loan Modification Program will help to modify troubled IndyMac mortgages loans.
- Sept. 17, 08** - SEC clarified that bank support of money market mutual funds generally are not required to present the fund on-balance sheet, but disclosure of the nature of the support provided is expected.
- Sept. 18, 08** - SEC requires that certain institutional money managers report their new short sales of certain publicly traded securities.
- Sept. 19, 08** - SEC prohibited short selling in 779 financial institutions.
- Sept. 20, 08** - Treasury Secretary Hank Paulson releases \$700 billion proposal to purchase troubled mortgage-related assets.
- Oct. 7, 08** - Emergency Economic Stabilization Act of 2008 Temporarily Increases Basic FDIC Insurance Coverage from \$100,000 to \$250,000 per Depositor.
- Oct. 14, 08** - FDIC creates new program to guarantee bank debts and fully insure non-interest bearing deposit transaction accounts.
- Oct. 14, 08** - The Treasury Department will invest up to \$250 billion in the nation's banks via the Capital Purchase Program.

Events Timeline

- Nov. 20, 08** - FDIC announces the availability of IndyMac Loan Modification Model.
- Nov. 25, 08** - Created the Term Asset-Backed Securities Loan Facility to support the issuance of asset-backed securities collateralized by loans.
- Dec. 3, 08** - SEC approved measures to strengthen oversight of credit rating agencies.
- Dec. 16, 08** - Troubled banks have to provide certain position level and counterparty level data and QFC counterparty and portfolio identifiers to FDIC in a timely manner.
- Dec. 23, 08** - Treasury provides TARP funds to focal Banks by purchasing \$2.8 billion investment from 49 banks.
- Dec. 30, 08** - The Fed announced that it will purchase mortgage-backed securities.
- Jan. 15, 09** - The Senate voted to allow access to the remaining bailout funds of \$350 billion.
- Jan. 27, 09** - As part of the Capital Purchase Program, Treasury announced investments of \$386 million in 23 healthy banks.
- Feb. 10, 09** - Geithner rolls out the Financial Stability Plan, promises to perform “stress tests” on big banks, and commit \$100 billion to boost the TALF.
- Feb. 10, 09** - A Capital Assistance Program to help ensure banks hold sufficient capital, produce a more consistent and forward-looking assessment of risks on banks' balance and their potential capital needs.
- Feb. 10, 09** - A Public-Private Investment Fund will combine public and private capital with government financing to help free up capital to support new lending.
- Feb. 10, 09** - Treasury and Fed expended the Term Asset-Backed Securities Lending facility up to \$1 trillion.

Events Timeline

- Feb. 18, 09** - President Obama signs the American Recovery and Reinvestment Act of 2009, which limits bonuses of the highest earning executives.
- Mar. 4, 09** - Treasury announced loan modification guidelines under the Administration's Homeowner Affordability and Stability Plan.
- Mar. 20, 09** - Colorado National Bank was closed by the Office of the Comptroller of the Currency. Herring Bank assumed all of the deposits of Colorado National Bank.
- Mar. 23, 09** - Using TARP capital and capital from private investors, the Public-Private Investment Program will generate \$500 billion in purchasing power to buy legacy assets.
- May 29, 09** - FDIC tightens the deposit interest rates paid by banks that are less than well capitalized. Generally, such banks will be permitted to offer to "national rate" plus 75 basis points.
- June 9, 09** -10 Of the largest U.S financial institutions are expected to make CPP repayments to Treasury.
- Jul. 2, 09** - FDIC proposed guidelines require private equity firms to hold bank purchases for 3yrs and maintain capital levels.

Report Summary – *Surprise?*

Based on the methods with which we analyzed Colorado National Bank, its failure was ***not a surprise***.

Here are the indications that Colorado National Bank should fail:

- 1) **Colorado National Bank had a normalized income that was more than 8 SD's below average in the first quarter of 2008 and reported losses each quarter after until it failed.**
- 2) **Colorado National Bank had a delinquent asset percentage of more than 4% the second and third quarter of 2008.**
- 3) **Colorado National Bank's asset to liability ratio decreased each quarter since the second quarter of 2007. It had a 106% ratio the quarter before it failed.**
- 4) **Colorado National Bank had a bankability composite score of 22.96 the quarter before it failed and 24.52 the quarter before. These scores indicate the bank's very poor overall financial health and likelihood to fail.**

References

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