

### 2014: A Year of Opportunities and Challenges

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This report is based upon preliminary data from 4Q2014 and prior Condition & Income Reports as well as other examination and economic sources. Data has been prepared primarily for bank supervisors and bankers. The opinions expressed in this publication are those of the authors. Opinions are intended only for informational purposes, and are not formal opinions of, nor binding on, the Federal Reserve Bank of San Francisco or the Board of Governors of the Federal Reserve System.

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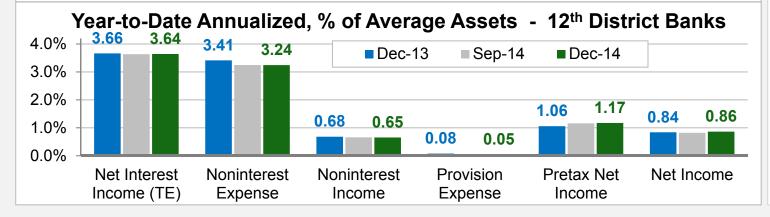
## 12<sup>th</sup> District Overview "2014: A Year of Opportunities and Challenges"

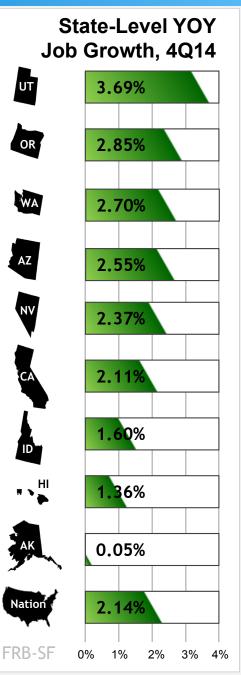
The District's economy continued to expand at a slightly above-average rate. Growth in jobs, single-family homebuilding, and residential and commercial property prices outpaced the nation. Job growth helped the District's aggregate unemployment rate decline to 6.6% in December 2014, down from 7.6% in the prior year, but still above a national figure of 5.6%.

The District is fairly insulated from the direct negative effects of the slump in oil prices, except where oil is an important economic driver (e.g., Alaska and pockets of Utah and California). Overall, lower energy costs are expected to benefit consumers and provide some economic lift. Still, banks are vulnerable to the indirect effects of a concurrent "flight to safety", such as the impact of lower interest rates on margins and of a strengthening dollar on the export economy and foreign currency translation adjustments. Trade-related risks posed by currency fluctuations and a slowing global economy could be compounded by the West Coast port disruption.

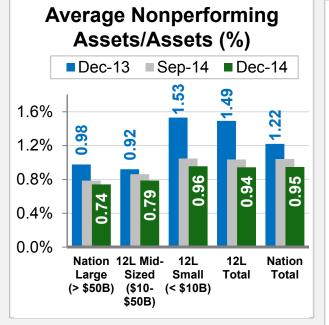
2014 was generally a year of continued financial improvement among District banks. With problem asset volumes easing, earnings inched higher but remained below long-term, prerecession averages due to ongoing margin pressures. Loan growth accelerated further. Liquidity and capital measures moderated but remained well above pre-crisis troughs.

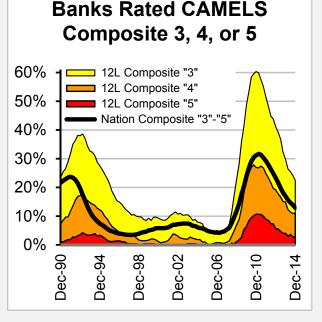
Year-to-date pretax profit ratios generally increased year-over-year but were flat on a linkedquarter basis and trailed national averages. Improved credit quality and stronger financial health drove noninterest and provision expenses lower, more than offsetting margin and fee income pressures.





### 12<sup>th</sup> District Overview, Continued





District annual net loan growth remained strong, accelerating to 12%. Among the District's states, year-over-year net loan growth ranged from 15% in California to 4% in Alaska. Only two states, Washington and Alaska, trailed the national average growth rate of 7%. Districtwide, commercial and industrial lines and certain real estate loan categories continued to lead in dollar terms. However, the relatively small construction and land development category continued to register the largest segment-level growth rate. While economic gains likely fueled most loan growth, Federal Reserve Senior Loan Officer Opinion Surveys suggest that looser underwriting may have contributed as well.

Asset quality continued to improve, especially among smaller banks. The districtwide average nonperforming asset ratio, which includes both noncurrent loans and foreclosed real estate, ended the year at 0.94%, comparable to the nation. Although lower, the District ratio still exceeded pre-recession averages. Prospectively, rising interest rates could increase debt service coverage requirements for loans priced with variable interest rates. An expanding economy and strengthening incomes, revenues, and rents, which typically accompany rising interest rates, could provide some offset to higher credit costs.

Ongoing shifts in balance sheet maturities also pose risks in a rising interest rate environment. Longer-duration loans and securities drifted higher and their value may decline more severely than short-term assets should interest rates increase. Meanwhile, non-maturity deposit reliance increased further. These deposits' sensitivity to rising interest rates may be difficult to forecast accurately.

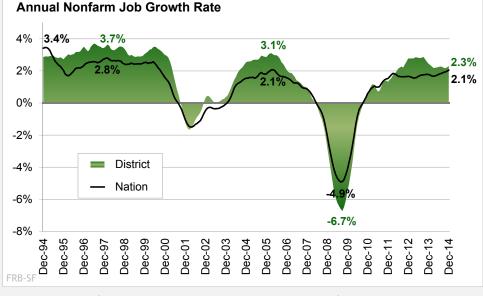
District on-balance sheet liquidity and capital measures moderated slightly but were still strong overall. Noncore funds reliance remained relatively low. However, history suggests a rising interest rate environment may alter the mix of deposits and funding prospectively. Meanwhile, risk-based capital ratios ebbed as banks continued to shift assets towards higher risk-weight buckets in response to stronger loan demand.

Examination ratings improved along with financial performance. The share of District banks with less-than-satisfactory examination ratings declined to 22%, still above a national ratio of 13%, but well below a peak of 60% in late 2010. Consumer compliance ratings also continued to recover from the Crisis.

### **Section 1 - Economic Conditions**

Job Growth State Leading Index Housing Market Metrics Commercial Real Estate Market Metrics Oil-Related Employment Exposures

#### District Job Growth Outpaced the Nation but Was Relatively Flat



Based on average nonfarm payrolls over trailing three months; Source: Bureau of Labor Statistics, Haver Analytics.

#### Leading Index Measures Suggest Continued Economic Improvement; Oregon's Prospects are Particularly Strong

5

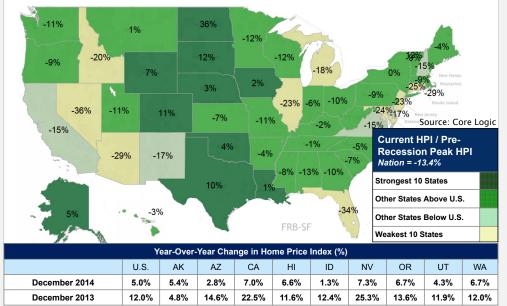


The Leading Index predicts the 6-month growth rate of state's coincident economic index (also calculated by the Philadelphia FRB). Inputs include state-level nonfarm payroll jobs, average hours worked in manufacturing, unemployment rate, wages and salaries, 1-4 family permits, and initial unemployment claims, as well as national manufacturing delivery times and the 3-mo. vs. 10-yr. Treasury yield spread. Source: Federal Reserve Bank of Philadelphia, Haver Analytics

#### While District Home Prices Continue to Rise, They Remained Below Pre-Recession Peaks in All but Alaska

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Home Price Index - % Recovered From Pre-Recession Peak - December 2014



#### Home Permit Growth Continued, With Moderate Slowing Among Annual Multifamily Starts



-32% -40% Retail 9.4% 10.8% Dec-08 Dec-09 Dec-10 Dec-12 Dec-13 Dec-14 Dec-11 All 9.5% 10.0% \*West: AZ, CA, CO, ID, MT, NV, NM, OR, UT, WA, WY; Source: NCREIF Transactions-Based Index of Institutional 11

Office

9.4%

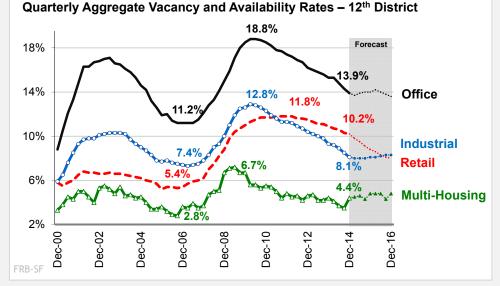
11.0%

Nation

-30%

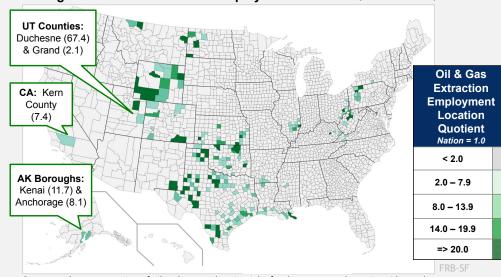
**Commercial Property Investment Performance** 

CRE Markets: Vacancy and Availability Rates May Be Near Cyclical Lows, Except Among Retail Properties



Retail and Industrial trends are availability rates; Office and Multi-Housing trends are vacancy rates; based on an aggregate of rates for 15–16 large metropolitan areas; Source: CBRE-Econometric Advisors

#### Oil and Gas Job Concentrations Highest in AK, Parts of CA, and Eastern UT (and Bordering Counties in WY and CO)



Compares the concentration of oil and gas exploration jobs for the county to the nationwide employment concentration. Source: Bureau of Labor Statistics, U.S. Department of Labor, "The Economics Daily", 1/9/2015 (http://www.bls.gov/opub/ted/2015/counties-with-highest-concentration-of-employment-in-oil-and-gas-ext12 raction-june-2014.htm)

Average Oil and Gas Extraction Employment Location Quotient – 2Q 2014

### Section 2 **Commercial Bank Performance**

Earnings

Provisions and Loan Loss Reserves

Loan Growth and Mix

**Credit Ouality** 

Liquidity and Interest Rate Risk

#### Capital and Dividends

#### Merger Activity

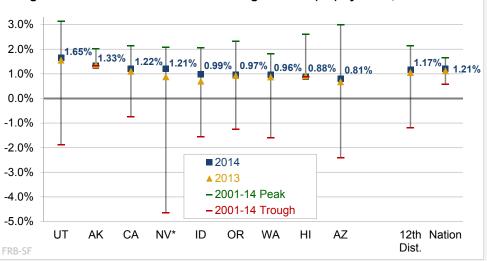
Note: bank size groups are defined as small (<\$10B), mid-sized (\$10B-\$50B) and large (>\$50B) banks. The large bank group covers nationwide banks (a larger statistical population), while the other two groups cover 12<sup>th</sup> District banks.

> See also "Banks at a Glance," Bank Profiles by State: http://www.frbsf.org/banking-supervision/publications/banks-at-a-glance/

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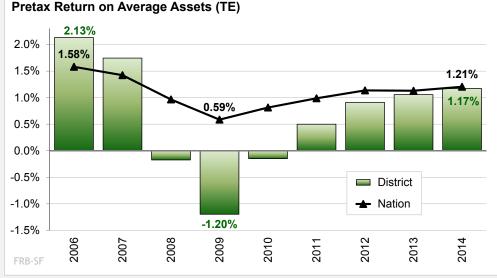
#### In Most District States, Average Pretax Earnings **Continued To Recover From Crisis-Era Troughs**

Range of Annual Pretax Return on Average Assets (TE) by State, 2001 - 2014



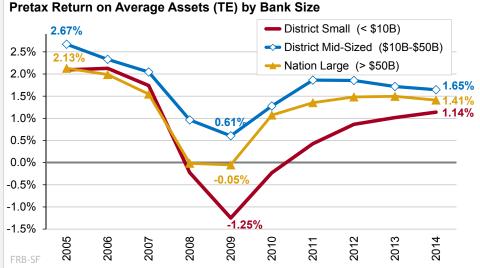
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; for comparability, Pretax ROAAs are adjusted on a tax-equivalent (TE) basis to assume taxes are paid on income from tax-free municipal loans and securities; \*NV: excludes credit card and zero-loan banks

#### Earnings: Pretax Profitability Improved Incrementally



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; for comparability, Pretax ROAAs are adjusted on a tax-equivalent (TE) basis to assume taxes are paid on income 14 from tax-free municipal loans and securities

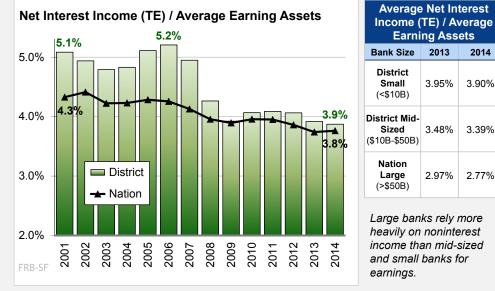
#### Pretax Returns at Smaller Institutions Lagged Those of Larger Firms but Improved Year-Over-Year



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; for comparability. Pretax ROAAs are adjusted on a tax-equivalent (TE) basis to assume taxes are paid on income from tax-free municipal loans and securities



#### Margin Compression Continued to Weigh on Earnings, Especially at Large and Mid-Sized Banks



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; for comparability, net interest income is adjusted on a tax-equivalent (TE) basis to assume taxes are paid on 17 income from tax-free municipal loans and securities

2014

3.90%

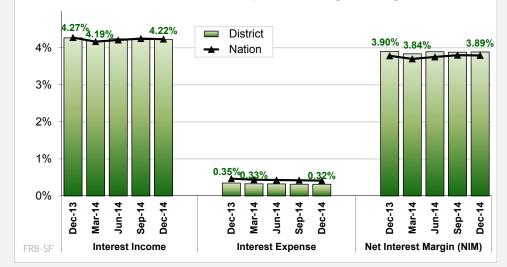
3.39%

2.77%

19

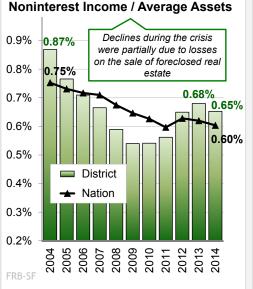
#### Quarterly Margins Improved from Early 2014 But Were Flat on a Linked-Quarter Basis

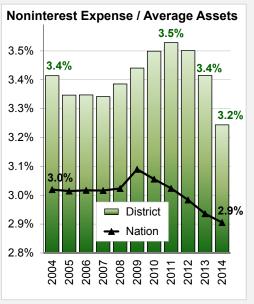
One-Quarter Annualized Income or Expense / Average Earning Assets



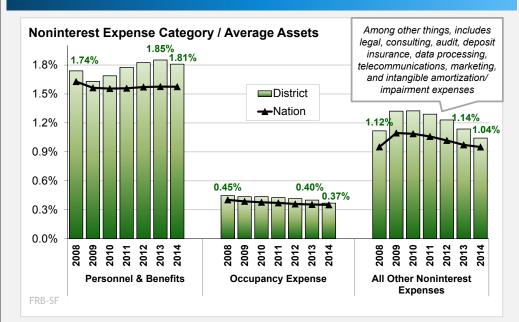
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; figures are adjusted on a tax-equivalent (TE) basis to assume taxes are paid on income from tax-free municipal loans and 18 securities

#### Improvements in Overhead More Than Offset **Declines in Noninterest Income**

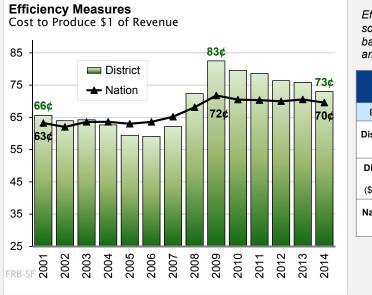




#### **Overhead Improvements Mainly in "All Other" Expenses**



#### Noninterest Expense Controls Fueled Further Efficiency Gains, Primarily Among The District's Smaller Banks



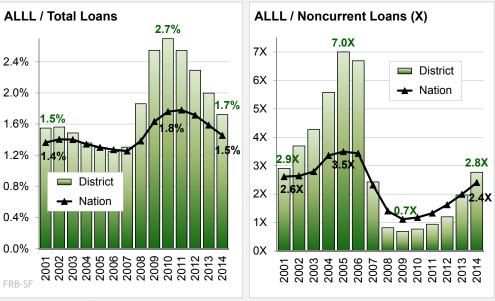
Efficiency ratios were somewhat flat at large banks but improved among smaller firms.

Average Efficiency by Bank Size			
Bank Size	2013	2014	
District Small (<\$10B)	77¢	74¢	
District Mid- Sized (\$10B-\$50B)	57¢	56¢	
Nation Large (>\$50B)	64¢	64¢	

23

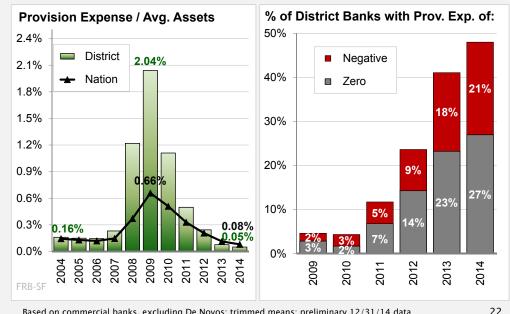
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; efficiency 21 measure = overhead / (net interest income + noninterest income)

#### **Reserves Slipped Relative to Total Loans but Coverage of** (Declining) Noncurrent Loan Balances Improved



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; ALLL = allowance for loan and lease losses

#### Loan Loss Reserves: The Recent Pace of Provision Expenses May Not be Sustainable for Long Given Loan Growth Rates



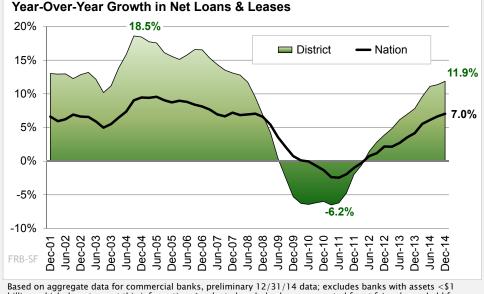
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data

Allowance for Loan and Lease Losses / Total Evaluated\* Loans and Leases 3.0% 12th District (\$1B-\$50B) 2.5% Nation (\$1B-\$50B) 2.4% 2.3% 2 3% 2.0% 1.9% 1.6% 1.5% 1.1% 1.0% .0% 0.8% 0.5% 0.0% Sep-14 Jun-14 Sep-14 Sep-14 Dec-14 Jun-14 Dec-14 Mar-14 Jun-14 Sep-14 Dec-14 Mar-14 Dec-14 Mar-14 Jun-14 Jun-14 Sep-14 Dec-14 Mar-14 C&LD C&I\*\* Consumer Commercial Residential Real Estate Real Estate

Based on aggregate data for commercial banks with assets between \$1 billion and \$50 billion (smaller banks are not required to report this information); preliminary 12/31/14 data; \*evaluated excludes loans accounted for at 24 fair value or held for sale; \*\*C&I also includes "all other" loan types not specified above

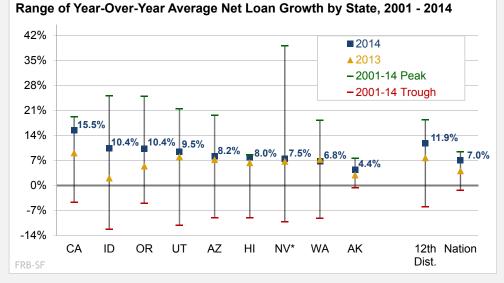
#### **Reserves Trailed Loan Growth Across** Most Loan Segments, Similar to National Trends

#### Loan Growth: District Loan Growth Accelerated Faster Than Nation; Historically Prone to Broader Swings



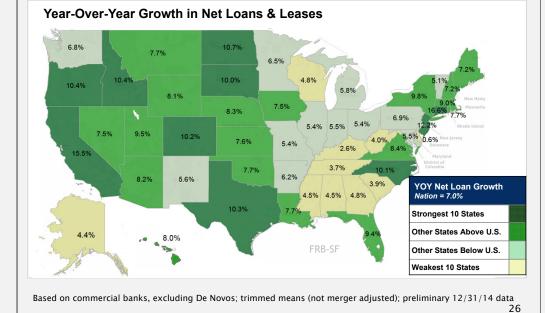
billion, which do not report this information; evaluated excludes loans accounted for at fair value or held for sale; \*\*C&I also includes "all other" loan types not specified above 25

#### Annual Loan Growth Accelerated in Most District States But Continued to Trail Pre-Recession Peaks

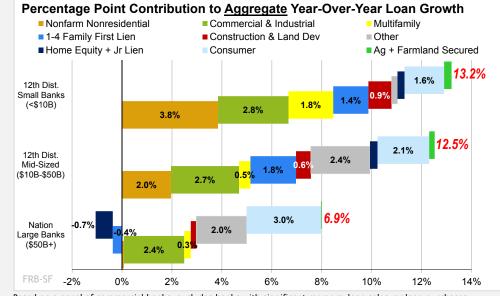


Based on commercial banks, excluding De Novos; trimmed means (not merger adjusted); preliminary 12/31/14 data; \*NV: excludes credit card and zero-loan banks

#### Average Net Loan Growth in Most District States Outpaced the Nation

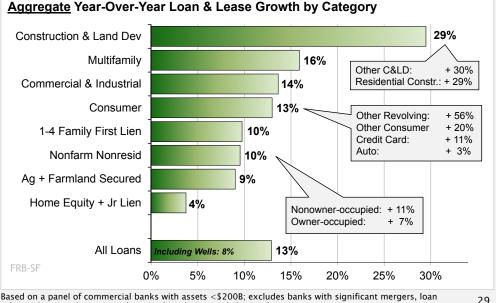


Nonfarm Nonresidential, C&I, and Residential Were Big Percentage Point Contributors to Overall Growth Rate . . .



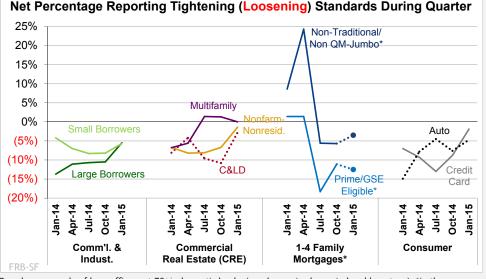
Based on a panel of commercial banks; excludes banks with significant mergers, loan sales, or loan purchases over the period; preliminary 12/31/14 data 28

#### But at the Segment Level, Growth Rates Among Relatively Small C&LD Portfolios Outpaced Other Categories



Based on a panel of commercial banks with assets <\$200B; excludes banks with significant mergers, loan sales, or loan purchases over the period; preliminary 12/31/14 data

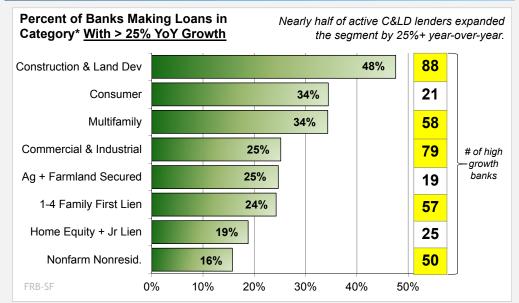
#### On Net, More Lenders Eased Than Tightened Standards, but by a Declining Margin



Based on a sample of loan officers at 70+/- domestic banks (number varies by period and loan type); \*in the latest survey, two categories were replaced with six based on GSE eligibility, qualifying mortgage (QM) status, and size (making comparisons imperfect); Source: Federal Reserve Senior Loan Officer Opinion Survey (http://www.federalreserve.gov/BoardDocs/snloansurvey/)

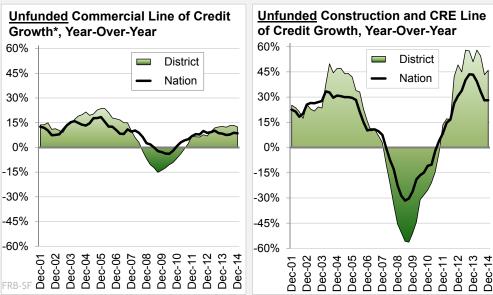
31

#### Segment Growth Exceeded 25% Among a Large Share HOT of Active C&LD, Consumer, and Multifamily Lenders



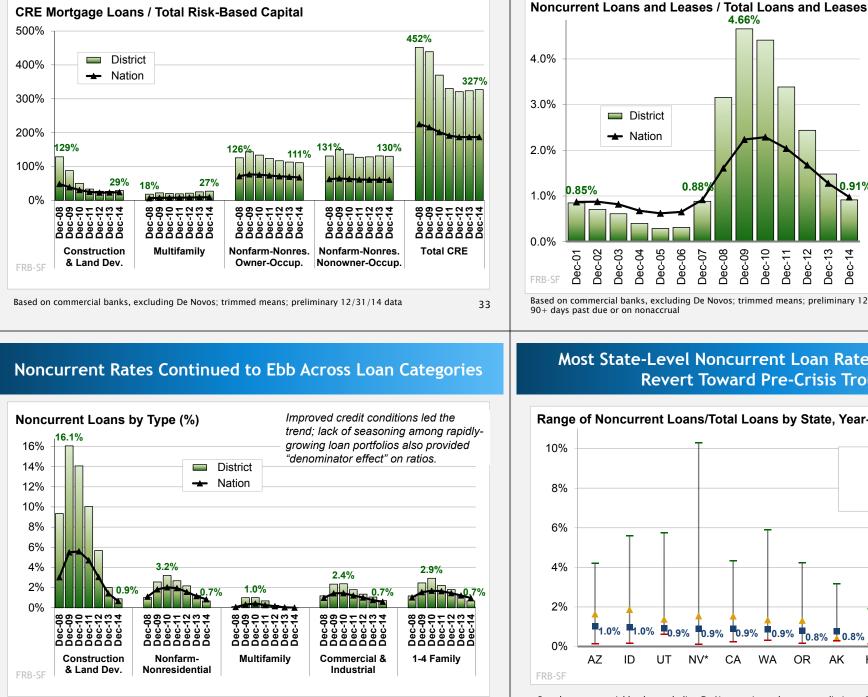
\*Based on a panel of 346 District commercial banks without significant mergers, loan sales, or loan purchases over 30 the period. Includes only banks with at least 4% of loans in the particular loan type; preliminary 12/31/14 data

#### Unfunded Growth in C&I and Construction Lines Decelerated but Continued to Outpace the Nation



Based on commercial banks, excluding De Novos; trimmed means (not merger adjusted); preliminary 12/31/14 data; \*includes unfunded loan commitments not secured by residential or commercial real estate (CRE) or for CRE purposes or for credit cards (i.e., mostly commercial and industrial lines)

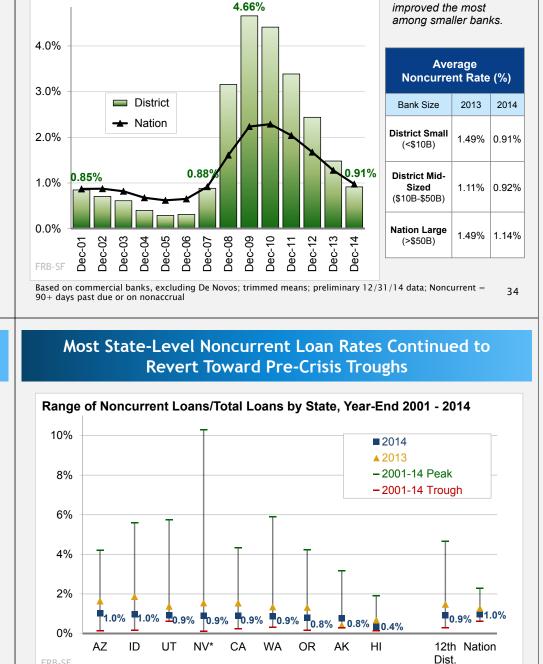
Growth in Construction and Multifamily Pushed Overall **Commercial Mortgage Concentrations Higher on Average** 



35

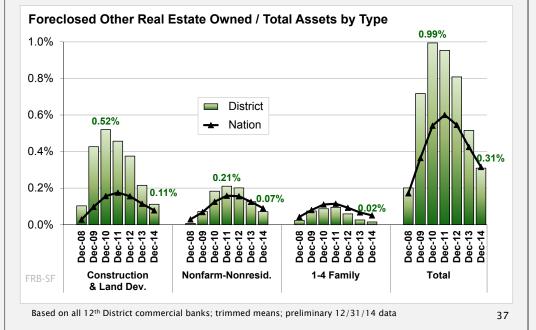
#### Credit Quality: Year-End Noncurrent Rates Continued to Recede, Approaching Levels Not Seen Since 2007

Noncurrent loan rates

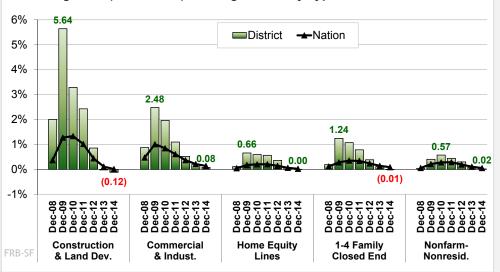


Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; \*NV: excludes credit card and zero-loan banks

#### Foreclosure Volumes Continued to Wane And Were In Line with National Levels

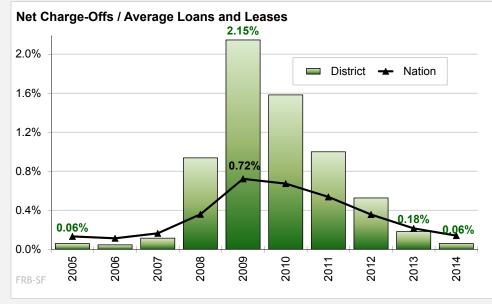


#### Net Losses Declined Across Major Loan Types; C&LD and 1-4 Family Categories Registered Net Recoveries



#### Net Charge-offs (Recoveries) / Average Loans by Type

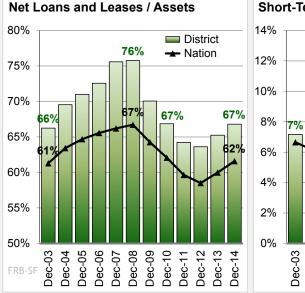
#### Average District Net Charge-off Rate Sank to Pre-Crisis Levels



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data

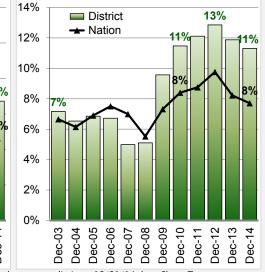
38

#### Liquidity: On-Balance Sheet Liquidity Back to 2010 Level, Down From 2012 Peak



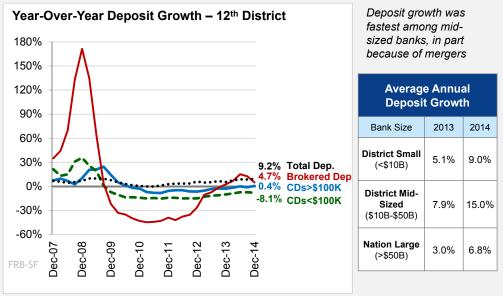
39

#### Short-Term Investments / Assets



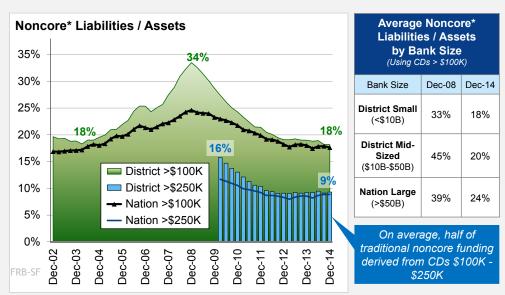
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; Short-Term Investments: interest-bearing bank balances, Federal funds sold & securities purchased under agreements to resell, <1-year debt securities

#### Jumbo CD Growth Gained Modest Momentum; Brokered Deposit Growth Cooled



Based on commercial banks, excluding De Novos; trimmed means (not merger adjusted); preliminary 12/31/14 41 data

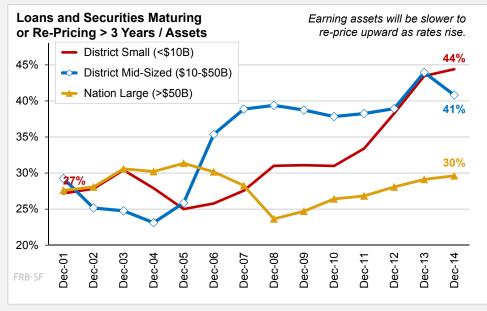
#### Reliance on Noncore Funding, Which Swelled As the Crisis Unfolded, Continued to Recede



Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; \*Noncore includes borrowed funds, foreign and brokered deposits, large CDs (previously defined as > 100K—green area, now defined as > 250K—blue bars)

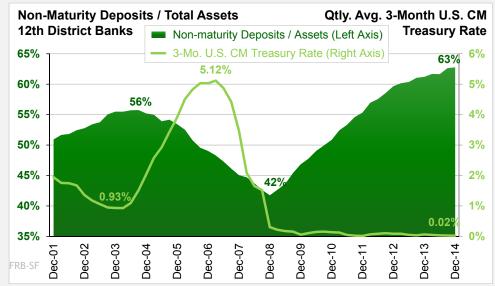


#### Interest Rate Risk: Longer-Term Assets Inched Higher at All But Mid-Sized Bank Group



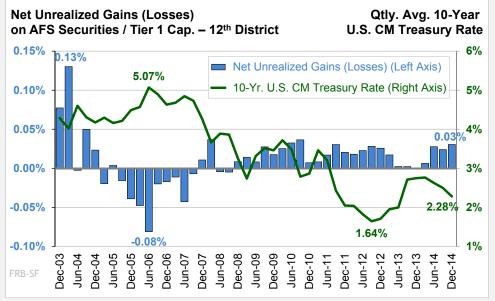


#### Non-Maturity Deposits Increased As Rates Remained Low, but the Trend Could Reverse



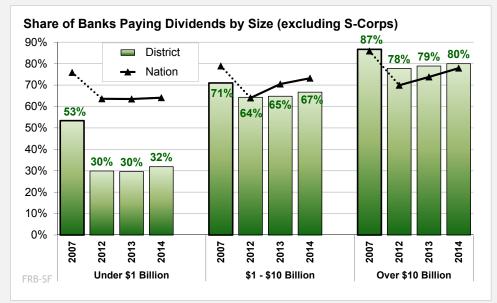
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; non-maturity includes demand, money market and savings; Constant Maturity (CM) Treasury Rate from Federal Reserve, Haver Analytics

#### A Flight to Safety in Late 2014 Boosted Bonds, but Values Could Slip Again Should Interest Rates Rise



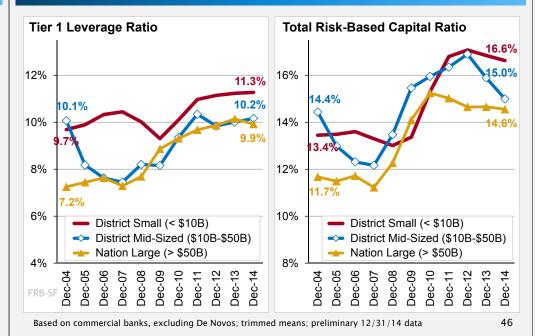
Based on commercial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; available for sale (AFS) securities only; Constant Maturity (CM) Treasury Rate from Federal Reserve, Haver Analytics 45

#### Dividend Payout Activity Trailed Pre-Crisis Levels but Increased Modestly Year-Over-Year

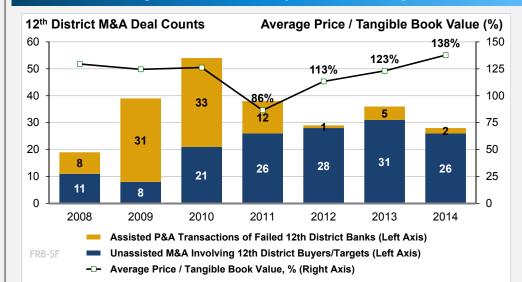


Based on commercial banks organized as C-Corps (S-Corps omitted as these typically have high payout rates to cover shareholder tax obligations), excluding De Novos; preliminary 12/31/14 data 47

#### <u>Capital:</u> Risk-Based Capital Ratios Moderated More Than Leverage Measure as Assets Shifted Into Higher Risk Weights



<u>Mergers</u>: Merger Activity Persisted in the District; Average Valuation Multiples Drifted Higher

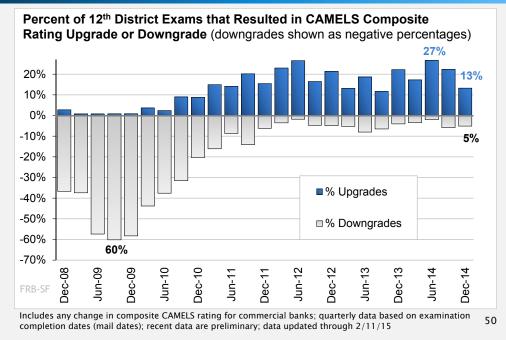


Assisted purchase and assumption (P&A) data by failure year and excludes liquidations and deposit transfers; unassisted merger and acquisition (M&A) data by announcement year and includes whole/minority/thrift merger conversion deals completed or with a pending definitive agreement; price multiple data includes unassisted transactions only and was not available for all transactions; Source: SNL Financial (1/29/2015)

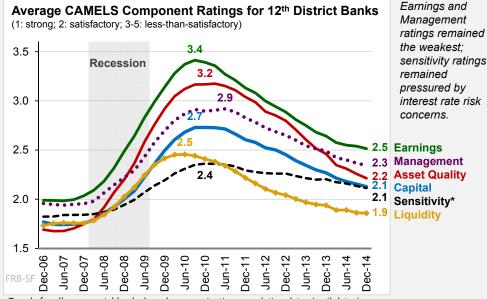
# **Section 3 – Regulatory Ratings and Trends**

Focusing on trends in examination (CAMELS) ratings assigned by regulatory agencies among commercial banks headquartered within the 12<sup>th</sup> Federal Reserve District.

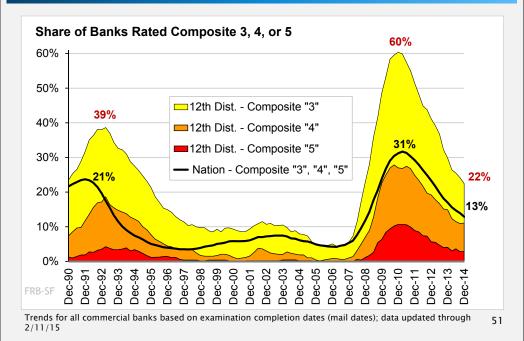
#### <u>Regulatory Ratings</u>: Pace of CAMELS Upgrades Moderated but Continued to Outpaced Downgrades



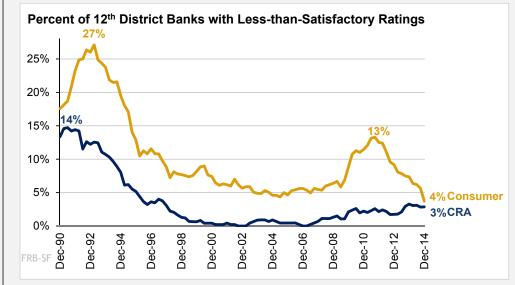
#### Earnings and Management Better but Weakest; Asset Quality Rating Upgrades Continued; Sensitivity Ratings Somewhat Flat



### Percentage of Banks with CAMELS Composite Ratings of 3, 4, or 5 Continued to Fall



#### Consumer Compliance Ratings Continued Improving; CRA Ratings Have Plateaued

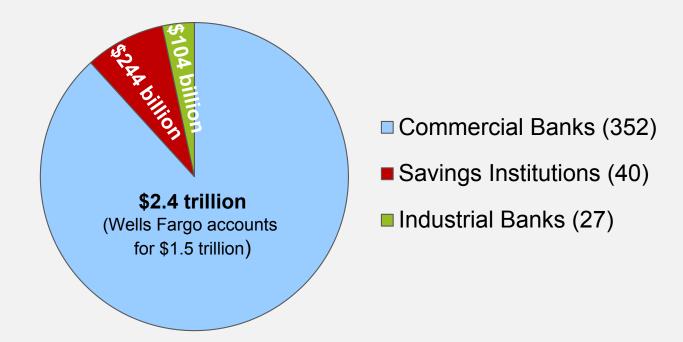


Trends for all commercial banks based on examination completion dates (mail dates); CRA = CommunityReinvestment Act; recent data are preliminary; updated 2/11/15

Trends for all commercial banks based on examination completion dates (mail dates); recent data are preliminary; data updated through 2/11/15; \*Sensitivity to Market Risk

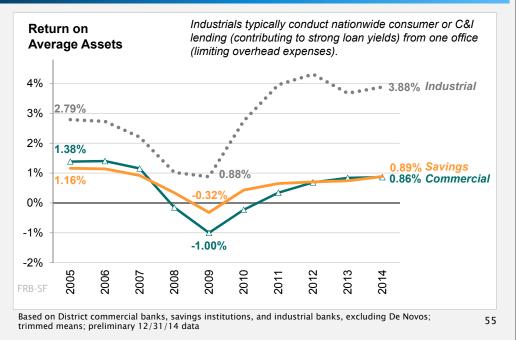
# Section 4 - Savings Institution and Industrial Bank Performance

Focusing on trends among savings institutions and industrial banks headquartered within the 12<sup>th</sup> Federal Reserve District.

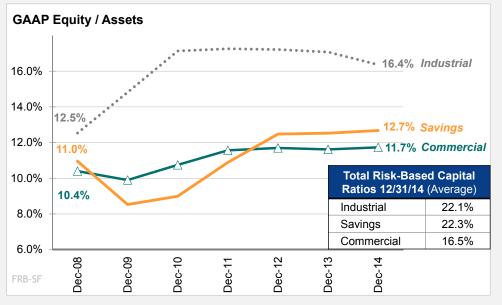


The savings institutions represent a combined population of District savings & loan associations plus savings banks

#### High Yield Lending and Limited Branching Enabled Industrial Banks to Out-Earn Commercial and Savings Institutions

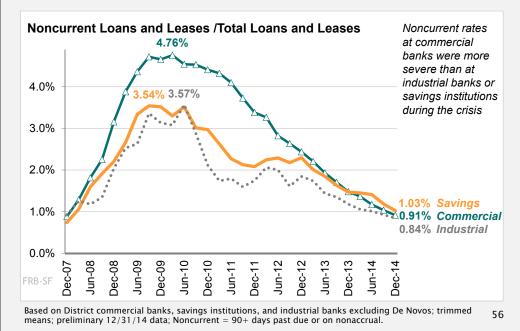


#### Industrial Banks' Capital Still High on a GAAP Basis; Margin Relative to Savings Institutions Disappears When Risk-Based

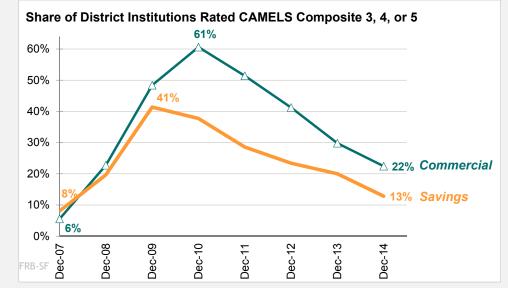


Based on District commercial banks, savings institutions, and industrial banks, excluding De Novos; trimmed means; preliminary 12/31/14 data; Equity = equity capital per generally accepted accounting principles (GAAP) 57

#### Noncurrent Loan Ratios Continued to Ebb Across Charter Types



#### Similar to Banks, Share of Savings Institutions Rated Composite 3, 4, or 5 Drifted Downward



Trends for all institutions based on examination completion dates (mail dates); recent data are preliminary; data updated through 2/11/15; note: there are too few Industrials to disclose specifics.

# **Appendices**

- 1. Banks Covered in this Report
- 2. Technical Information
- 3. Regulatory Hot Topics

						•
Geography	Commerc (De No			al Banks <sup>ovos)</sup>		nstitutions ovos)
FRB-SF	Dec-13	Dec-14	Dec-13	Dec-14	Dec-13	Dec-14
Alaska	4 (0)	4 (0)	-	-	2 (0)	1 (0)
Arizona	23 (0)	21 (0)	-	-	1 (0)	1 (0)
California	200 (2)	193 (1)	6 (0)	4 (0)	17 (1)	13 (0)
Guam	2 (0)	2 (0)	-	-	1 (0)	1 (0)
Hawaii	6 (0)	6 (0)	1 (0)	1 (0)	2 (0)	2 (0)
Idaho	15 (0)	11 (0)	-	-	1 (0)	1 (0)
Nevada	13 (0)	12 (0)	4 (0)	4 (0)	2 (0)	2 (0)
Oregon	25 (0)	25 (0)	-	-	3 (0)	3 (0)
Utah	32 (0)	31 (0)	18 (0)	18 (0)	4 (0)	4 (0)
Washington	50 (1)	47 (0)	-	-	12 (0)	12 (0)
12 <sup>th</sup> District	370 (3)	352 (1)	29 (0)	27 (0)	45 (1)	40 (0)
Nation	5,815 (33)	5,571 (13)	31 (0)	29 (0)	964 (4)	904 (2)

#### Appendix 1: Institutions Covered in this Report

#### Appendix 2: Technical Information

This report focuses on the financial trends and performance of commercial banks headquartered within the 12<sup>th</sup> Federal Reserve District ("12L"). 12L includes 9 western states: AK, AZ, CA, HI, ID, NV, OR, UT, and WA, as well as Guam.

De Novos: Many of the charts exclude "De Novo" banks, or banks less than five years old.

**Groups by Asset Size:** 'Small', and 'Mid-Sized' bank groups are based on 12<sup>th</sup> District community banks (<\$10B) and regional banks (\$10B-\$50B), respectively. The 'Large' bank group is based on nationwide banks with assets >\$50B, because a larger statistical population was needed to construct trimmed means.

**Trimmed Mean (also referred to as "average"):** Many of the charts present trends in ratio averages, adjusted for outliers. The method used is to eliminate or "trim" out the highest 10% and the lowest 10% of ratio values, and average the remaining values.

**Aggregate:** In some cases, the trimmed mean method is not appropriate (e.g., when many banks have zero values for a particular ratio or for some growth rates where there may be many highly positive and highly negative values). In these cases, District aggregates sometimes are computed (i.e., summing numerator values across all District banks and dividing by the sum of all denominator values), as opposed to averaging individual bank ratios). When an aggregate is used, it is indicated on the chart.

Industrial banks and savings institutions: The main focus of this report is on commercial banks. Industrial banks and savings institutions have different operating characteristics so are highlighted separately in Section 4. There, the savings institution data include institutions that file the bank Call Report plus those that, up until March 2012, filed the thrift Call Report.

Based on preliminary 12/31/14 data.



**.EVEL OF CONCERN** 

### **Appendix 3: Regulatory Hot Topics Moderate-to-High Concern Areas to Watch**

Evolving competitive, economic, regulatory, and technological challenges have heightened risks in many areas, especially BSA/AML, information technology, interest rate risk/liquidity, operations, and consumer compliance.

#### **DIRECTION OF CONCERN**

	ecreasing	Stable	Increasing		
High		BSA/AML - Internal Control Environment		BSA/AML policies, processes, and procedures have not always kept pace with the District's vulnerability	
Elevated		<u>Credit</u> - Quality of Loan Growth <u>Market</u> - Lengthening Asset Maturities <u>Other</u> - Capital Plans & Stress Testing	Operational - Info./Cyber Security	to trade-based money laundering, bulk cash smuggling, marijuana related businesses, and virtual currencies.	
Moderate	FRB-SF	<u>Operat'l.</u> - Business Continuity Planning <u>Operat'l.</u> - Service Provider Risk Management <u>Operat'l.</u> - Internal Audit Oversight & Program <u>Operat'l.</u> - Model Risk Management <u>Compliance</u> - New/Complex Prod. & Services <u>Compliance</u> - Keeping Pace with Reg. Change	<u>Credit</u> - Loan Concentrations <u>Liquidity</u> - Non-Maturity Deposit Sensitivity <u>BSA/AML</u> - Board and Mgmt. Oversight	Prevention and detection of rapidly evolving IT vulnerabilities and threats is challenging. The stakes are very high in the event of a breach.	

High - Represents a current or future (next 1-2 years) problem area that if realized would likely lead District institutions to unprofitability, downgrade, or failure (note: High concern cannot have an Increasing outlook because High is already the highest concern level).

Elevated - Represents a lower likelihood than High of becoming a problem area and/or the problem area has a somewhat lower impact on District institutions' profitability, supervisory ratings, or ongoing concern.

Moderate - Represents a concern that is notable, but has low likelihood of realization or low impact to District institutions. Typically, these issues are of an emerging nature. 60

Concern Outlook – based on outlook within 1-2 years.