

# NORTHWESTERN Banker Newsletter

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Des Moines, Iowa

December 10, 1979

## New Challenge for 1980s

*Editor's Note: The following remarks are excerpted from an address delivered at the noon luncheon of the 21st Annual Iowa Business Trends Conference hosted last week in Des Moines by the Iowa-Des Moines National Bank. The speaker was R. Heath Larry, president of the National Association of Manufacturers, Washington, D.C.*

**T**HINK with me about how the decade of the 80s will be presenting different challenges than any we have ever faced in the 200 year history of our nation. Events now are coalescing to affect our free market system and democracy in ways we've never seen or experienced before. Right now we are facing an attack on this system from two directions.

**External**—Never before have we seen so many nations turn toward what I might call a socialist dictatorship. Nicaragua, Iran, up and down the shoreline and internal parts of Africa. They have all done this in the name of and for the people. The trouble is they have adopted a society in which they do not recognize property rights—in in-



R. HEATH LARRY

vestments, ideas or patents. You and I, in a society which is based on those rights, are going to have great difficulty in dealing around the world with nations that don't.

**Internal**—We have forces at work that challenge our society at home and these are energy and inflation. We're told by some that we're going to get by. But the question is how? Just barely, I think, and really not until we've had a radical change in attitude toward nuclear energy, toward coal mining, toward transportation, toward anything else. We're not going to have enough energy to power this nation toward growth until we make the investment in new energy sources. We will have to pay out money for energy; for repair to the environment, for capital replacement we've failed to make in the past two decades with a resulting miserable productivity rate.

We've had people prophesy the demise of the free market system for as long as I can remember. These prophecies have failed because their sponsors never found an acceptable substitute system. Our system for many years produced a 2, 3, 4 percent growth so long as it could produce growth in the real income of the workers. Now we cannot have that growth with energy and inflation problems assailing us and the question is, "Can we survive this

period of no growth?"

I think we can, but it's time to have some realism. We can't have a better tomorrow until we start **working** for that better tomorrow.

We've been doing some things right. Earlier this year the report of the President's Council of Economic Advisors and the President's own economic message both recognized the need for more profitability and reconstituting the base of American industry. Later, Senator Benson's joint economic committee gave a report that for the first time in 19 years turned its back on the Keynesian theory. Other favorable signs followed, just as they had under Dr. Paul McCracken, who was chairman of the Council of Economic Advisors under President Nixon. More recently, Fed Chairman Paul Volcker took a decisive step, which we all applauded. Then, like now, the realization that unemployment would follow such a restraining policy, no matter how worthwhile, faced the reality of a campaign six months before election so they all said let's forget about all those sturdy promises.

The speed of change is quite evident when you look at the history of how our national budget has accelerated in recent years. The debt has tripled since 1961. The share of revenues going to all kinds of government has gone from 10% in

**NEW CHALLENGE . . .**  
(Turn to page 4, please)

## CALL ON THE "PERFORMANCE TEAM"

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2 **House Again Seeks to Set Fed Chairman's Term**

The U.S. House on November 13 passed HR 5037, which would permit the President of the United States to appoint a new Federal Reserve Board chairman to a four-year term one year after taking office. Sponsored by Rep. Parren Mitchell (D-Md.), the bill would specify that current Chairman Paul Volcker would serve his full term, which expires August 6, 1983. If he should be reappointed, his term then would run to January 31, 1986. Also, if a chairman does not complete his full term, his successor could be appointed only to fill the unexpired portion of that term. The chairman must come from among the board of directors of the Fed.

**Iowa News**

**AKRON:** The Akron Savings Bank will host an afternoon event celebrating the grand opening of their expanded and newly-remodeled banking facility on Saturday, December 15.

**AMES:** Funeral services for Dean A. Knudson, 62, were held December 7. Mr. Knudson died last week of injuries sustained in an automobile accident in Ames. Well-known throughout the state, he had served as chairman of University Bank & Trust Co. here until two years ago when he sold the family banking in-

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terest. Mr. Knudson was also a founder and the first president of the Iowa Independent Bankers. Most recently he owned and operated an Ames travel agency.

**CEDAR FALLS:** Henry F. Dion will join the First National Bank here as vice president-loan administration effective January 2. He is currently a vice president at the First National Bank in Mason City.

**DES MOINES:** Harriette Allison, president of Bankers Personnel Search, Inc., has announced her retirement effective December 31. The firm, which is operating from P.O. Box 184, Indianola, will discontinue operation on that date. Mrs. Allison has been in the personnel business for many years, and has had her own firm for the last 10 years. She and her husband plan to move to Hannibal, Mo., after the first of the year.

**DES MOINES:** Valley National Bank has discontinued operation of its Park Fair office located at 100 E. Euclid Ave. here.

**LIME SPRINGS:** The Exchange State Bank has received consent from the FDIC to change the location of its main office from 217 Center St. to Main and Grant Streets here.

**SPENCER:** Thomas McMahan has been promoted from vice president and cashier to senior vice president and cashier of the Clay County National Bank here. He has been with the bank since 1971.

**Nebraska News**

**McCOOK:** The First National Bank of McCook has received consent from the regional administrator of national banks to locate CBCT units at 501 W. Fifth and West Fifth & D Streets here.

**OMAHA:** Donal-Deen Lewis has joined the Ames Bank as vice president and cashier. She was formerly an assistant vice president at the Omaha State Bank.

**OMAHA:** Promoted recently at First Westroads Bank were Pete Zandbergen from assistant vice president to vice president; Dane Erichsen from assistant vice president to cashier, and Susan Hoefer and Robert Auerbach to assistant cashier.

**OMAHA:** H. Glenn Dickey has been appointed vice president at the First National Bank of Omaha. Formerly of Cleveland, Ohio, he will serve as the bank's director of data processing and systems.

**OMAHA:** Three promotions announced recently at the Omaha State Bank include P. Michael Pate to assistant vice president and cashier; Ute M. Anderson to assist-

**NEBRASKA NEWS . . .**  
(Turn to page 4, please)

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**Bob Bueneke**

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**NEW ISSUE**

**\$885,000**

**MOODY'S: A**

**CITY OF STILLWATER, MINNESOTA**

General Obligation Improvement Bonds of 1980

Dated: January 1, 1980

Denomination: \$5,000

Both principal and semiannual interest (February 1 and August 1, first coupon due August 1, 1980) payable at a bank to be designated.

IN THE OPINION OF COUNSEL INTEREST ON THESE BONDS IS EXEMPT FROM ALL PRESENT FEDERAL INCOME TAXES.

MATURITIES

	<u>6.40%</u>			<u>6.40%</u>	
\$55,000	February 1, 1982	6.40	\$ 55,000	February 1, 1989	6.40
55,000	February 1, 1983	6.40	55,000	February 1, 1990*	6.40
55,000	February 1, 1984	6.40		<u>6.45%</u>	
55,000	February 1, 1985	6.40	55,000	February 1, 1991*	6.45
55,000	February 1, 1986	6.40		<u>6.50%</u>	
55,000	February 1, 1987	6.40	335,000	February 1, 1992*	6.50
55,000	February 1, 1988	6.40			

\*Optional in inverse order beginning February 1, 1990 at 100%.

**\$300,000**

**MOODY'S: A**

**CITY OF STILLWATER, MINNESOTA**

General Obligation Corporate Purpose Bonds of 1980

Dated: January 1, 1980

Denomination: \$5,000

Both principal and semiannual interest (February 1 and August 1, first coupon due August 1, 1980) payable at a bank to be designated.

IN THE OPINION OF COUNSEL INTEREST ON THESE BONDS IS EXEMPT FROM ALL PRESENT FEDERAL INCOME TAXES.

MATURITIES

	<u>6.40%</u>			<u>6.40%</u>	
\$10,000	February 1, 1982	6.40	\$70,000	February 1, 1985	6.40
35,000	February 1, 1983	6.40	70,000	February 1, 1986	6.40
40,000	February 1, 1984	6.40	75,000	February 1, 1987	6.40

**LEGALITY TO BE APPROVED BY DORSEY, WINDHORST, HANNAFORD, WHITNEY AND HALLADAY, ATTORNEYS, SAINT PAUL, MINNESOTA**

The City of Stillwater, Minnesota, the County Seat of Washington County, is situated on the St. Croix River approximately 20 miles east of Minneapolis/St. Paul's metropolitan area. Commercial and industrial valuation in the City comprise about 20% of the City's tax base, with some of the major employers in the area as follows: Anderson Corporation (windows, employs 3,305); Kroy Industries (audio visual production, employs 800); Minnesota State Prison (prison, employs 457); St. Croix Manufacturing (furniture, employs 150); and various other manufacturers. There are three banks within the City with deposits as of December 31, 1978 in excess of \$88,360,300.

These bonds are being issued pursuant to Chapter 475, Minnesota Statutes, for the purpose of providing financing for various projects within the City. In the opinion of counsel, both of these issues are legal and binding general obligations of Stillwater, Minnesota, and all taxable property located therein is subject to the levy of sufficient taxes to pay the principal and interest on the bonds without limit as to rate or amount.

FINANCIAL STATEMENT

Actual market valuation, 1978	\$167,835,568
Assessed valuation, 1978	36,500,219
Direct debt, including these issues	6,455,000
Net direct debt, excluding self-supporting	1,300,000
Total direct and overlapping debt	3,128,440
Population, 1979 estimate: 13,020	
	Direct debt per capita: \$495.78
	Net direct debt per capita: 99.85
	Total debt per capita: 240.28

Tax collections have approximated 98.8% of taxes levied for the past four years.

We own and offer subject to prior sale and change in price and subject to our attorney's approving opinion:

The information contained herein is not guaranteed, but is derived from sources we deem reliable and is that on which our purchase of these bonds was based. Offered subject to prior sale and change in price.

**NEW CHALLENGE . . .**

(Continued from front page)

1929 to 40% now and three-fourths of that has happened since 1961. We've lost 60% of the value of the dollar. It was after 1960 that most of our troubles started and it really has been confiscation without compensation and regulation without representation. They didn't pay much attention to our claims in Washington for they didn't have to face the voter on them. As a result I would say that in the last 20 years we have spent the past and mortgaged the future.

We can't blame anybody else but ourselves. We sent them there with our votes. We did or didn't raise money for political purposes and did or didn't get involved and now we have a tremendous need to turn it around. Can we do it?

Look at the numbers of our transfer payments. They are three-fifths of our budget today. They are more than all the military budget plans plus all private capital spending put together. Have you looked at the number of taxpayers versus tax dependents? There are 70 million private taxpayers. There are 80 million tax dependents—military payroll, Washington payroll, state government payrolls, Social Security, welfare, etc. That ought to give some idea of the problem we face in turning it around in a situation where we obviously know we're spending too much money on the wrong things.

But who's going to do it again? Certainly not those who are on the payroll. Is it going to be the consumerists, the Sierra Society, Ralph Nader, Tom Hayden or Jane? Don't count on it. Is it going to be labor? No way. Is it going to be the liberal coalition of academia and the media? I have yet to see any indication that it might be. Will it be Congress of its own motion?

No, it is not going to happen anywhere unless it is people like you who form what might be called the middle plus. It is not going to be the very rich, the very poor, the very

young or the very old. It's going to be middle America, middle income, middle management, middle of the road, plus or minus 10% on either side, who have never yet really gotten involved in the political process. We have a long way to go. We've got to get busy and do it before somebody decides we can't do it.

Do it! And don't have the excuse that you're just a minority. George Meany in all these years has represented only one out of five workers. Management represents one out of five people. Think of your leadership responsibility in three dimensions: The economic leadership which is involved in your business, the political leadership which is involved in your total environment, the ethical and moral leadership that should be the central core of business.

There is no reason for cynicism, no reason for abandonment of hope, no reason for acceptance of pessimism. We still have it within our opportunity to change anything we want to change if we don't turn our back on the situation as it really is.

**NEBRASKA NEWS . . .**

(Continued from page 2)

ant vice president, and Othel (Bo) L. Goodwin to assistant cashier.

**OMAHA:** The First National Bank of Omaha has received consent from the Comptroller of the Currency to relocate its office at 13483 W. Center Road to 2605 S. 133rd Plaza.

**Minnesota News**

The maximum lawful interest rate for conventional home mortgage loans for the month of December is 13.5%, according to Michael J. Pint, commissioner of banks. This is up three-quarters percent from the rate set for November at 12.75%.

A telephone survey of lending institutions by the banking division indicated home loans are still available, particularly in some areas outside the Twin Cities; however, applications received are reported down in number.

Interest rates where loans are available are currently averaging 12-12.75% with some discount points required. Prospective borrowers will often find loans limited in dollar maximum or given only to present customers.

**ALEXANDRIA:** The state commerce commission has approved a savings and loan charter for the Viking Savings Association of Alexandria. This is the first state charter approved for a savings and loan since 1958.

**EDINA:** National City Bank of Minneapolis has received consent from the Comptroller of the Currency to relocate its office here from 6700 France Ave. South to 3905 W. 69th St.

**EMMONS:** An application by the First National Bank of Emmons to convert to a state chartered bank has been approved by the state commerce commission. The bank has held a national charter since 1903 and is affiliated by common ownership with the Security State Bank of Albert Lea. Herbert A. Lund is the bank's president, and Clifford C. Cavanaugh is executive officer.

**MINNEAPOLIS:** The principal shareholders of Mid America Bancorporation, Inc., members of the W. T. Richards family, have agreed to sell their shares in the holding company to Minneapolis businessman Irwin Jacobs. Mid America owns and operates six banks in the Twin Cities area and one in Hutchinson. No major operational changes are planned.

**MINNEAPOLIS:** Jo Ann R. Krueger has joined Marquette National Bank of Minneapolis as an investment consultant in the securities dealer department. She was formerly affiliated with Merrill Lynch Pierce Fenner & Smith, Inc.

**Illinois News**

**EUREKA:** First Bank of Eureka has received consent from the FDIC to establish a facility at Route 3-Lakeview here.

**FRANKFORT:** A permit to organize has been issued to the Liberty State Bank of Frankfort. The bank's total capitalization of \$1.8 million would consist of \$720,000 in capital stock, \$720,000 surplus and \$360,000 reserve for operating expense.

**MECHANICSBURG:** A permit to organize has been issued to the Mechanicsburg Citizens Bank. The state bank's total capitalization of \$750,000 would consist of \$300,000

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### GUARANTEED ANALYSIS:

Crude Protein, Not Less Than .....	16.0%
Crude Fat, Not Less Than .....	1.2%
Crude Fiber, Not More Than .....	4.4%
Calcium (CA), Not More Than .....	5.5%
Calcium (CA), Not Less Than .....	5.0%
Phosphorus (P), Not Less Than .....	5.0%
Salt (NaCl), Not More Than .....	20.5%
Salt (NaCl), Not Less Than .....	18.5%
Iodine (I), Not Less Than .....	0.018%
Magnesium (Mg), Not Less Than .....	2.1%
Ash Content, Not More Than .....	45.0%
Bentonite, Not More Than .....	0.15%

### EACH POUND CONTAINS NOT LESS THAN:

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Thiamine Hydrochloride .....	1.5 Mgs.
Vitamin E .....	11 USP Units

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### DAIRY FEEDING DIRECTIONS

Provide one free choice feeding space for every 30 head. Normal consumption should be ¼ pound per head per day when fed on a free choice basis. After an adjustment period, the supplemental protein level should be regulated to achieve the desired consistency in the droppings.

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in capital stock, \$300,000 surplus and \$150,000 reserve for operating expense.

**MOUNT CARMEL:** Security Bank and Trust Company has received consent from the FDIC to establish a facility at 1611 College Drive here.

**NORTHBROOK:** New officers appointed recently at Northbrook Trust & Savings Bank include R. Kennedy Alger, senior vice president; C. Richard McCabe, vice president and trust officer, and Vernon J. Wiggerhauser, assistant vice president, operations. Robert L. Rosin was recently named an officer and assistant controller. Promotions include E. D. Gourley Jr., vice president, marketing, and Charles F. Smith, loan officer.

### North Dakota News

**ENDERLIN:** Peoples & Enderlin State Bank has increased its capital stock from \$120,000 to \$240,000 by a stock dividend.

**MANDAN:** Kevin W. Perrizo has joined First Northwestern National Bank of Mandan as vice president and cashier. He formerly served as controller at the First National Bank & Trust Co. of Fargo.

**MICHIGAN:** Lamb's Bank of Michigan City here has increased its capital stock from \$150,000 to \$300,000 by a stock dividend.

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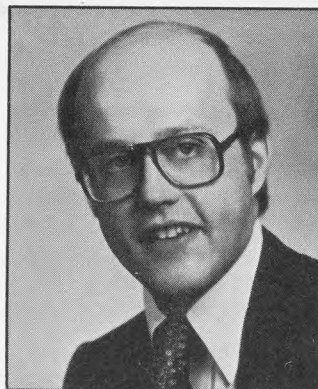
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**WAHPETON:** Bruce Heysse has been promoted to commercial loan officer at First Bank of North Dakota-Wahpeton. John Eckhoff has been named instalment loan representative.

### South Dakota News

**SIoux FALLS:** The National Bank of South Dakota has increased its capital stock and surplus from \$25 million to \$30 million through a stock dividend, according to Nels E. Turnquist, president and chief executive officer. The bank's total capital base including retained earnings now exceeds \$37 million.

**SIoux FALLS:** United National Bank has received consent from the Comptroller of the Currency to open a branch at Second Street and Walnut in Yankton.

### Wyoming News

**GILLETTE:** Max S. Beebe has joined the Stockmens Bank & Trust Company here as vice president, personnel. He formerly held the same position at the First National Bank in Fort Collins, Colo.

### Colorado News

**COLORADO SPRINGS:** Joseph A. Waples Jr. has been appointed cashier at Exchange National Bank here. He was formerly vice president and cashier at the Republic National Bank of Pueblo. Roger B. Cavendar and Henry T. McIntosh have been named assistant vice president.

**DENVER:** Richard B. Doby, vice president at United Bank of Denver, has been named to head the bank's recently-created legislative relations department. Alan D. Linton, vice president, has been named to head the bank's leasing market.

**DENVER:** Eugene F. McGuire, senior vice president and trust officer of the First National Bank of

Denver, has been named to the additional post of vice president and trust officer for First National Bancorporation, Inc., of which First of Denver is the lead bank.

### Montana News

**HELENA:** Stephen C. Louttit has joined First Bank-Helena as an instalment lending trainee. He was formerly a state bank examiner with the Montana State Department of Business Regulation.

**MISSOULA:** Carol Willis has been promoted from instalment assistant to instalment loan officer at First Bank (N.A.)-Southside Missoula. She joined the bank in 1977.



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**Commercial Banking Officer** for medium size Twin City bank. Qualifications should include some lending background as commercial credit analyst and good communications skills along with familiarity with loan operations. An equal opportunity employer. Write file IBO, c/o Northwestern Banker. (PA)

**Operations Officer**—Need person with one to three years experience in bank operations. Excellent opportunity for advancement. Our cashier is retiring at the end of the year. Salary dependent upon experience. Send complete resume and first letter or contact Don Heineking or Jim Willmore at Security State Bank, Hubbard, Ia. 50122. (515)864-2244. (PA)

**C.E.O.** opening in \$7 million bank in northeast Iowa. Must have strong agricultural background and would prefer insurance license. Excellent opportunity for right person. Salary open. Send resume to file IBJ, c/o Northwestern Banker. (PA)

**Branch Manager and Marketing Representative** for suburban Des Moines bank. Individual should be ambitious and marketing oriented. Experience in consumer lending and business development preferred. Write file IBK, c/o Northwestern Banker. (PA)

**C.E.O.** opening in \$23 million bank in northwestern Illinois. Must have good administrative and lending background with strong leadership. Send resume and salary requirements to file IBH, c/o Northwestern Banker. (PA)

Aggressive metropolitan Des Moines bank is seeking an individual experienced in all areas of consumer lending, including dealer contacts, to head up our installment loan department. Excellent opportunity for right person. Salary open. Write file IBE, c/o Northwestern Banker. (PA)

**Trust Investment Officer**, with 3-5 years experience, wanted by major bank in Iowa. Contact Malcolm Freeland, c/o Northwestern Banker. (PA)

**Auditor**, with CBA degree and some experience, wanted by major Iowa bank. Contact Malcolm Freeland, c/o Northwestern Banker. (PA)

**Senior Loan Administrator** for \$75 million bank in upper midwest city of 15,000. No age restrictions. Contact Malcolm Freeland, c/o Northwestern Banker. (PA)

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### POSITION WANTED

**C.E.O.**, with excellent administrative and commercial lending background, seeks new opportunity in upper midwest. Contact Malcolm Freeland, c/o Northwestern Banker. (PW)

**A.A.S. degree** with some experience in most facets of banking wants opportunity to work hard for rural bank. Write file IBN, c/o Northwestern Banker. (PW)

### FOR SALE

Burroughs S103 Proof-Encoder. On maintenance agreement. Phone L.J. Nelson at State Bank of St. Joseph, St. Joseph, Ill., (217)469-7631. (FS)

12x40 Hillcrest mobile home remodeled for use as temporary bank. Fitted with drive-up window, lobby area, night drop, full alarm system, furnace and air conditioning. Currently in use at National Bank of Waterloo, Ia. Available about 1/1/80. For further information call Mr. Wackerbarth, (319)291-5429. (FS)

Brandt 930 electronic coin sorter/counter. Good condition; under maintenance. \$900. Contact Bob Kuefner, Operations Officer, Brenton National Bank of Des Moines. (515)243-4151. (FS)

11 Burroughs Model No. 1010361 teller machines and 10 Burroughs Model No. 1010381 teller machines. Contact Andrew Kobs at First National Bank, Fort Dodge, Ia. (515)576-6811. (FS)



BANKERS PARTICIPATING

**LeasePlan, Inc.**

545 - 31st Street Des Moines, Iowa 50312

R. L. "DICK" SELLOM • P. D. "DUANE" DEVAULT

**OPERATIONS & LOANS:** Western Wyoming bank of \$5MM deposits. Salary \$15-18M

**CEO:** For eastern Nebraska bank of \$30MM deposits. Salary open.

**CEO:** \$50MM Iowa bank. Must have good administrative and loan ability. Salary open.

**COMMERCIAL LOAN OFFICER:** Missouri bank of \$100MM deposits. Excellent salary and good benefits.

**AG LOAN OFFICER:** Need experienced ag lending officer. Denver area bank. Salary low to mid 20's.

**COMMERCIAL LOAN OFFICER:** For southeast Texas bank. Salary open.

Above are some current listings. Fee paid by employer. If interested, forward your resume in strict confidence to **FINANCIAL PLACEMENTS**, P.O. Box 13786, Kansas City, Mo. 64199. Phone (816)421-7941. Tom Cannon, Bank Consultant—Tom Chenoweth, Manager

### PARTIAL LIST OF AVAILABLE POSITIONS

**OPERATIONS**—Des Moines bank needs branch cashier. \$16,000

**LENDING**—Responsibility in all areas for Illinois bank. \$14,000

**TRUST OFFICER**—New department in South Dakota bank. \$21,000

**LENDING**—Rural Iowa bank needs a generalist. \$19,000

**AG OFFICER**—Ag experience needed for Nebraska bank. \$18,000

**CASHIER**—Northwest Iowa bank is centralizing operations. \$17,000

**INSTALLMENT**—Will advance to officer in charge and learn other areas of bank. \$15,000

**C.E.O.**—Total responsibility for \$23MM South Dakota bank. \$25,000

**VP COMMERCIAL**—Strong experience needed to direct other officers. \$28,000

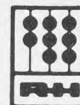
**LOAN OFFICER**—#3 person for Montana bank. \$22,000

**MANAGEMENT**—Operations and lending experience needed for #2 person. \$20,000

ALL FEES PAID BY MANAGEMENT

FOR FURTHER INFORMATION

RESPOND IN CONFIDENCE TO:



Bank Division

**ROBERT HALF** of Iowa, Inc.

317 6th Ave.

Des Moines, IA 50309

(515) 244-4414

### WANT TO BUY

Investor wants to purchase \$20 million (approx.) deposit bank in live community. Long term investment. Need good management. No brokers. Write file FBX, c/o Northwestern Banker. (WTB)

Used electric check purficator. Write file IBI, c/o Northwestern Banker. (WTB)

### NOTICES

**WANTED**—Information from any bank that may have individual or joint account(s) for Neva A. Fogler (deceased 2/21/79) and/or Edgar Joseph Fogler (deceased 5/2/79), whose residence was Humboldt, Ia. Please send information to Louis S. Hendricks, Attorney, Rockwell City, Ia. 50579. Phone (712)297-7567.

### BANK FOR SALE

Bank for sale in northeast Missouri, \$7 million. Write file IBL, c/o Northwestern Banker. (FS)

### AVAILABLE POSITIONS

**AGRI LOAN**—Medium-size Iowa bank seeks addition to staff. Prefer agri degree and 1-3 years bank experience. . . . \$16,000

**CHIEF FINANCIAL OFFICER**—Accounting degree and CPA experience preferred. Openings in several midwest states. . . \$35,000

**LOAN OFFICER**—Rural bank close to metro area. Ag experience not necessary. Could be #2 position. . . . \$18,000

**AUDITOR**—100MM suburban bank. Accounting degree and 2-3 years auditor experience. . . . \$20,000

**TRUST INVESTMENT**—Senior analyst for large Missouri bank. . . . \$22,000

**INSTALLMENT LOAN**—25MM rural bank. Insurance and ag background helpful. . . \$18,000

**INSURANCE AGENT**—Suburban bank in upper midwest state needs agency manager. No bank duties included. . . . OPEN

**OPERATIONS OFFICER**—20MM growing bank in central midwest. Primary duties include all regs and internal operations. Same lending. . . . \$18,000

To inquire about a position send salary history and resume to:

**TOM HAGAN & ASSOCIATES**

Linda Blue Smith, President  
 P.O. Box 12346 / 2024 Swift  
 North Kansas City, Missouri 64116  
 (816) 474-6874

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