



VIRTUAL CREDIT ANALYST DEVELOPMENT PROGRAM



VERMONT BANKERS ASSOCIATION, INC.



September - November 2025

State Banking Association Members*: \$2,750

Providing a Strong Foundation for the Next Generation of Bankers



Register online: www.bankerscontent.com/25cadp

WHO SHOULD ATTEND

The Credit Analyst Development Program is designed for credit analysts, credit officers, credit administrators, commercial loan officers/managers, loan review officers, branch managers and management trainees. In order to obtain the greatest benefit from this course, participants should have a general understanding of accounting and have a basic understanding of financial statement and credit analysis.

AVAILABLE LIVE & ON DEMAND

CADP is offered LIVE and will remain available OnDemand through January 20, 2025. Perfect for catching up on any missed sessions!

THE ROLE OF A CREDIT ANALYST WITHIN THE BANK

September 22, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

This first session of the Credit Analyst Development Program will provide a clear understanding of the role of a credit analyst and why it is a vital part of the credit underwriting process. One habit of a successful bank is the ability to identify, measure and manage risk in the lending process. The credit analyst has a paramount role in the credit decision process.

SESSION HIGHLIGHTS

Students will develop an understanding of the following areas of banking:

- The role of commercial lending in the banking industry
- Characteristics of a successful credit analyst
- Skills required to be successful including: what information is required to match the loan request; best practices in spreading financial statements; knowing the right questions to ask
- How to communicate analytical results to more senior lenders
- Products and services offered by banks, including depository and lending services
- Review of the regulatory agencies and banking regulations that affect commercial lending

Instructor: Jeffery Johnson, President, Bankers Insight Group



ACCOUNTING BASICS/REFRESHER

September 23, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

This session will provide participants with a refresher on the basics of accounting. It will demonstrate the ten step accounting cycle leading up to the creation of the income statement, statement of owner's equity, balance sheet, and statement of cash flows and how these financial statements are connected to one another. Numerous "hands-on" examples will be included to reinforce the accounting concepts.

SESSION HIGHLIGHTS

Students will develop an understanding of the following areas of banking:

- The four major financial statements: income statement, statement of owner's equity, balance sheet, and statement of cash flows
- Rules of debits and credits
- Accrual versus cash-basis accounting

- Adjusting entries
- Accounting for inventory and receivables
- Long-term liabilities and depreciation
- Analysis of notes to the financial statements
- Types of financial statements and the CPA opinion

Instructor: Jeffery Johnson, President, Bankers Insight Group



EMPLOYING BASIC FINANCIAL ANALYSIS TOOLS

October 20, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

A strong foundation in financial analysis is essential for credit analysts to assess borrower risk and support sound lending decisions. This session provides a practical, hands-on approach to understanding and applying key financial analysis tools. Participants will explore the Five C's of Credit, analyze borrower financial statements, and assess debt repayment capacity. Using real-world case studies, students will develop the skills to interpret financial data, identify risk factors, and make informed credit recommendations. This session equips credit analysts with the essential skills to assess borrower financial health, measure risk, and support sound credit decisions.

SESSION HIGHLIGHTS

Participants will develop an understanding of the following key concepts:

- The Five C's of Credit – Learn how character, collateral, conditions, capital, and capacity impact creditworthiness and loan risk, and how each factor contributes to the overall credit decision.
- Financial Statement Analysis – Review balance sheets, income statements, and cash flow statements to assess borrower financial health, identify trends, and evaluate financial strengths and weaknesses.
- Assessing Loan Repayment Capacity – Understand key financial metrics such as debt service coverage ratio (DSC) and debt-to-income (DTI) to evaluate a borrower's ability to repay debt and maintain financial stability.
- Evaluating Liquidity and Working Capital – Analyze liquidity indicators, including current and quick ratios, to determine whether borrowers have sufficient working capital to support operations and meet obligations.
- Applying Financial Analysis to Credit Decisions – Use financial analysis tools to support loan approvals, identify potential risks, and benchmark borrower performance against industry standards.

Instructor: Richard Mayeda, Senior Vice President - Commercial Credit Administrator, First Fed Bank



HOMEWORK AND MENTORS

Participants are required to complete 6-8 hours of homework. This prepares them to best understand the topics, challenges them to be proactive in their learning, and to seek out the advice of key individuals within their own institution when needed. After completing their individual assignments, participants then discuss within their class to compare notes and learn how their peers approached the questions. Each student is also paired with an executive-level mentor from their bank, who works with them to reinforce the classroom learning experience. Mentors are a required part of the program, and act as a sounding board to assist in understanding new concepts.

BASIC PERSONAL & BUSINESS TAX RETURN ANALYSIS

October 21, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

This session will provide participants with a better understanding of the often complex and confusing topic of taxes. The first part of the day will concentrate on personal tax return analysis, while the second will focus on the analysis of various business tax returns.

SESSION HIGHLIGHTS

- Review the basic structure of the personal tax return Form 1040 and supporting Schedules including Schedules K-1
- Prepare a personal cash flow from information obtained from Form 1040 and supporting schedules
- Demonstrate how to identify a potentially fraudulent tax return
- Review the structure of C Corporation (Form 1120), S Corporation (Form 1120 S), and Partnership including LLCs (Form 1065) tax returns and Schedules K-1.
- Discuss the interpretation of Schedules M-1 and M-2 of corporate tax returns
- Utilize the business tax return to construct a “30 Second” Analysis and complete a Loan Screening Worksheet
- Integrate business and personal cash flow into global cash flow
- Apply the concepts in three case studies

Instructor: Richard Mayeda, Senior Vice President - Commercial Credit Administrator, First Fed Bank



LOAN STRUCTURE, DOCUMENTATION, AND COMPLIANCE

November 17, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

This session will cover the interrelated disciplines of structuring and documenting a commercial loan, along with meeting applicable compliance requirements. Appropriate management of these areas will assist the bank in maintaining a “vibrant” loan portfolio. Concepts will be reinforced through a comprehensive case study.

SESSION HIGHLIGHTS

- Review basic “business” structures from C Corporations to LLC’s
- Explore the six elements of loan structure: loan purpose, sources of repayment, adequate amount, appropriate term, adequate support, framework for monitoring
- Summarize the four elements of loan support: collateral, guarantees, loan agreements, subordination agreements

- Highlight commercial loan documentation issues including promissory notes, security agreements, and guarantees
- Discuss loan pricing and monitoring issues
- Review current compliance issues: Equal Credit Opportunity Act (Reg. B); Truth in Lending Act (Reg. Z); Bank Secrecy Act (BSA); Fair Credit Reporting Act (FCRA); Fair Debt Collection Practices Act (FDCPA); and UCC Article 9
- Analyze comprehensive loan structure/documentation/compliance case study

Instructor: David Osburn, Founder & Managing Member, Osburn & Associates



BASICS OF C&I LENDING AND COMMERCIAL REAL ESTATE (CRE) LENDING

November 19, 2025

8:30 – 3:30 p.m. PT • 9:30 – 4:30 p.m. MT
10:30 – 5:30 p.m. CT • 11:30 – 6:30 p.m. ET

C&I Lending

We will begin with a brief overview of commercial and industrial (C&I) loan products including working capital lines of credit, ABL facilities, and equipment financing (loans/leases). It will include the structure and basic underwriting for these credit instruments, pricing, documentation requirements and other challenges in managing the C&I loan portfolio.

SESSION HIGHLIGHTS

- Explore underwriting C&I loans including accounts receivable, inventory, and equipment financing
- Review documentation, collateral, pricing, and managing of C&I loans

Commercial Real Estate (CRE) Lending

We will review the underwriting of a CRE loan, including assessing the borrower, exploring loan structure, determining loan support, and calculating the cash flow of the property. Documentation, closing, and monitoring of CRE loans and related environmental issues will then be explored. This will be followed by a review of problem CRE loans and related collateral issues.

SESSION HIGHLIGHTS

- Analyze the underwriting of a CRE loan including assessing the borrower, exploring loan structure and support, and determining cash flow
- Address various loan documentation, closing, and monitoring issues as well as environmental concerns

Instructor: David Osburn, Founder & Managing Member, Osburn & Associates



COST FOR PROGRAM

- State Banking Association Members*: \$2,750

SPEAKER PROFILES

Jeffery Johnson teaches actively for 15 state banking associations in the United States, Risk Management Association (RMA) and individual banks nationwide. He is an experienced WBA training professional having worked for the Association for a number of years, including for the CADP and EDP.

Richard Mayeda is the senior vice president and commercial credit administrator at First Fed Bank. He has over 40 years of banking experience, almost all of it in commercial lending. He worked first as a credit analyst, then as a small business lender, a commercial banker, and finally in credit administration. He has worked at both large and small institutions throughout the Northwest. In his current role, Richard is involved in credit approvals, loan reviews, and problem loan workouts. Richard has a business degree from the University of Washington and an MBA in Finance from the University of Puget Sound. Richard is also an honor roll graduate from the Pacific Coast Banking School. For the past eight years, he has also served as a Research Report Advisor for Pacific Coast Banking School.

David L. Osburn is the founder of Osburn & Associates, a business training and contract CFO firm that provides seminars, webinars, and keynote speeches for bankers. His extensive professional background of over 30 years encompasses 21 years as a trainer and contract CFO and 16 years as a bank commercial lender. His banking credentials include loan underwriting, loan "work-out", management, and business development. David has been an adjunct college professor for over 30 years including the College of Southern Nevada.

ATTENDANCE

Students may miss one class during the program. However, missing more than one class will result in ineligibility for the graduation certificate. Students must inform the WBA course administrator of any planned absences to explore options for earning attendance credit for the missed class.

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Learn more online: www.wabankers.com/cadp

Recommended Prerequisites

Before joining the WBA's CADP, we strongly recommend several courses to help you prepare and be successful. These courses are offered through the ABA and are available online at your convenience.

**Loan Structuring, Documentation, Pricing and Problem Loans
Introduction to Analyzing Financial Statements
Understanding Business Borrowers Suite**

We also strongly recommend attending our Understanding Bank Performance to help prepare. Student who register for both CADP and UBP will receive a \$500 discount on their UBP registration. Learn more about the program at www.wabankers.com/ubp.

*Attendance at WBA programs is limited to employees, officers and directors of WBA members, non-members eligible for membership in the WBA and members of other state banking associations which grant reciprocal privileges to WBA members.

Cancellation Policy: For all cancellations that occur up to seven days prior to the start date, a \$50 cancellation fee will be charged. For cancellations with less than seven days notice, there will be no refunds. A substitute can attend at no fee. For cancelled courses and/or seminars, full fees will be refunded. Cancellation Procedure: Cancellations must be sent in writing to the WBA office via email, fax, or mail. No refunds will be granted until a written cancellation request is received by WBA.

