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the organization or working with other professionals such as accountants, lawyers, crop and livestock consultants, or marketers to identify problems and provide a solution-based package that optimizes the success of the customer.

Don't be surprised that more lenders work part-time out of the home or mobile office or van. A bank or Farm Credit person could work within a large agribusiness firm or food chain, Wal-Mart, or international bank to be a deal maker or facilitator on the domestic and/or international front lines.

• **The bottom line.** The 2010 agrilender will handle up to 400 to 600 small customers using credit scoring, e-cash and debit cards, and e-marketing of financial and investment services, in a transactional best of breeds or focus strategy. Thus, 3,200 agrilenders may be able to handle the 1.6 million customers credit needs in the United States and Canada. The remaining 700,000 customers will require approximately 10,000 agrilenders or 60 to 70 accounts per lender as deeper relationship lending will be the norm for the larger quadrants.

Here is the bottom line:

- First, strong profit and income margin management.
- Second, stealthy data base credit scoring and business development systems with good old common sense.
- Third, risk management and portfolio diversification strategies and liquidity management to weather the larger paradigm shifts.

Strategic alliances and a new atmosphere of "coopertition" will be a given, not a choice, as technology levels the playing field.

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April 4, 2001

The President  
The White House  
Washington, DC 20500

Dear Mr. President,

The American Bankers Association (ABA) is writing this letter in strong support of the tax proposals set forth in your *Blueprint for New Beginnings, A Responsible Budget for America's Priorities*. We agree that there is a need for quick action on your broad-based tax package to provide the needed fiscal stimulus to help overcome the recent deterioration of the economy.

At the same time, your tax package will also provide a foundation for long-term growth. We believe that cutting tax rates across the board and reforming the death tax are essential elements of such package.

We are particularly pleased that your plan contains a provision that would create Farm, Fishing and Ranch Risk Management (FFARRM) accounts, a new tax deductible risk management account for farmers, fishers and ranchers. These FFARRM accounts would provide sorely needed help in keeping lendable funds in rural communities.

We commend you for your insightful leadership and look forward to working with you towards expeditious enactment of these proposals.

Sincerely,

Donald G. Ogilvie  
Executive Vice President