January/February 2020 • Volume 108 • Number 1

THE TENNESSEE BANKER

TENNESSEE BANKERS ASSOCIATION Service Since 1890

Annual Meeting

THE BREAKERS, PALM BEACH, FLA.
JUNE 7-9, 2020

Bank Building for Lease

Donna Hicks
615-828-3662
donna.hicks125@yahoo.com

Gallatin Plaza, 240 W Broadway, Gallatin, TN
4,075 sq ft , $13 per sq ft rent + nets.
22,487 traffic count

The bank has 2 drive through lanes and an ATM lane and is move in ready for a bank.

Public Remarks

A++ location with incredibly high traffic count. Formally leased as a bank and move in ready. Lease rate for this property is one of the lowest in Gallatin with excellent exposure near the square. Building has lots of parking in front and on side. Well maintained, new roof, and fresh parking lot stripping. This will be a NNN lease. Call Agent for a tour and more info.

Private Remarks

Low rent factor, high traffic count at 22,487, prime location in the fastest growing community in Mid TN!

THE TENNESSEE BANKER

Published bi-monthly by the Tennessee Bankers Association

COLIN BARRETT / Editor
TYLER NELSON / Managing Editor

IN THIS ISSUE

January/February 2020 | Volume 108 | Number 1

MORE IN THIS ISSUE

10

14

16

47

ON THE COVER

TBA travels to The Breakers in Palm Beach, Fla., for its 130th Annual Meeting June 7–9, 2020.

COVER PHOTO: The Breakers

The Tennessee Banker (ISSN 0040-3199) is published bi-monthly by the Tennessee Bankers Association, 211 Athens Way, Ste 100, Nashville, TN 37228-1381; telephone 615-244-4871. Advertising rates available upon request. Subscriptions: $40.00 per year for TBA members; $55.00 for nonmembers; single copies, $6. Tennessee residents add 9.25% sales tax. Periodicals postage paid at Nashville, TN. POSTMASTER: send address changes to The Tennessee Banker, 211 Athens Way, Ste 100, Nashville, TN 37228-1381.

TENNESSEE BANKERS ASSOCIATION *Service Since 1890*

FROM THE EXECUTIVE OFFICE

COLIN BARRETT
President/CEO, Tennessee Bankers Association

Seeking solutions for appraisal challenges

THREE THINGS TO DO THIS MONTH

1.
Identify someone to lead your bank's outreach during *Financial Literacy Week*, which takes place April 6-10. Register and learn more at *TNBankers.org/finlitweek*. For more information, contact Caroline Latham at *clatham@TNBankers.org*.

2.
Join us for TBA's 2020 *Credit Conference* that will be held February 13 & 14 at the Omni Nashville Hotel. For more information and to register, visit *TNBankers.org/credit*.

3.
Let me know if you are interested in serving on the national level by engaging with one of the many working groups and committees of ICBA and ABA. This is a great way to join a strong network of bankers while addressing issues important to our industry.

Working with Congress and the multitude of federal agencies that oversee our industry requires a lot of determination and significant patience. With opposing viewpoints and entrenched bureaucrats, nearly all the momentum tilts in favor of maintaining the status quo.

Unfortunately, that often leaves important issues languishing for years, if not decades. From credit unions to the national rate cap to modernizing BSA/AML, any empowered group of objective observers could address these in a matter of minutes. But that is not how Washington works, so we continue to push on the issues in Congressional districts and in D.C.

This process has caused me to fully appreciate the work being done by bankers in Tennessee and across the country to address appraisal challenges many of our communities are experiencing.

In 2017, amid rising appraisal costs and delays in turnaround time, TriStar Bank applied for a waiver from the Appraisal Subcommittee of the FFIEC. The waiver request, the first of its kind brought in decades, was denied despite overwhelming evidence justifying its necessity.

As a result of the discussions the request generated, Commissioner Greg Gonzales brought together bankers and representatives from the Tennessee Real Estate Appraiser Commission to look at ways to address challenges faced by both industries. Bankers, including Ted Williams, Scott Cocanougher, David Barnes, and Chris Jernigan, met with appraisal leaders to discuss how to overcome these challenges and improve the process for both parties.

As a result of this dialogue, the TBA hosted its first *Appraisal and Banking Conference* this past October. We looked at ways to enhance communications, improve turnaround times, and have a better understanding of the challenges each industry faces.

Meanwhile, over the past year, the state of North Dakota was applying for its own waiver from appraisal licensing requirements. Their 105-page application, signed by Gov. Doug Burgum and North Dakota Banking Commissioner Lise Kruse, passed the committee on a 5-2 vote. Swaying the committee was a decrease in the number of appraisers, a 12% increase in the state's population, and up to three-month turnaround times for appraisals to be conducted.

One of the requirements placed on North Dakota in return for the waiver was to conduct a joint meeting between bankers and appraisers, similar to what had occurred in Tennessee. As a result, Commissioner Gonzales, Scott Cocanougher, appraiser Rex Garrison, and I were invited to Bismarck to speak at the conference on what we have learned throughout the process. Also attending this meeting were representatives from the ICBA, CSBS, and the Appraisal Subcommittee.

While tensions were certainly high, the Tennessee delegation helped break the ice by demonstrating our efforts in working together. We discussed the challenges that appraisal management companies posed for many appraisers, the lack of communication between our industries, and the changes set forth by Dodd-Frank.

As the dialogue opened up, many appraisers spoke of their challenges: Driving hours to a job that would only result in a $350 payment, restrictions that would not allow an apprentice the opportunity to conduct the appraisal, and communication restrictions that were placed on them by appraisal management companies.

Most importantly, we had a serious discussion about the outdated model of apprenticeships as a barrier of entry into the appraisal profession. The current model makes it difficult for someone to become an appraiser, thereby creating a situation in which waivers are needed to address challenges. Whether well intentioned or protectionism, these barriers into the appraisal profession could very well lead to their demise. And Tennessee banks benefit more from a robust appraisal profession than a continued need to pursue waivers to serve our customers.

There is much work to be done to strengthen the ability for banks to get timely, affordable appraisals conducted. But even more importantly, there is momentum with North Dakota hopefully being just the first of many states to replicate our efforts to bring bankers and appraisers together to address these important issues.

—Colin

In November, TDFI Commissioner Greg Gonzales, First Community Bank of Middle Tennessee's Scott Cocanougher, and TBA President Colin Barrett were invited to speak to a group of bankers, appraisers, federal regulators and industry leaders in Bismarck, N.D., regarding efforts made in Tennessee to address the appraisal challenges many banks are facing. Recently the state of North Dakota was granted a waiver from certified appraisals for one year.

TBA Online

We're on social media. Follow us for the latest in all TBA news, events, and much more.

/TNBankers **@TNBankers** **tnbankers** **tennessee-bankers-association** **TNBankers.org**

tnbankers, Nov. 4, 2019

Last week the board of trustees for The Southeastern Schools of Lending gathered in Nashville for their fall meeting. We appreciate the volunteer leadership of Chairman Richard Shaffer, First Horizon, and all the members of the board in guiding our Commercial and Consumer Lending Schools to maintain their best-in-class reputation.

VISIT *TNBANKERS.ORG*

Read the latest magazine at TNBankers.org/news/tennessee_banker

This simple and intuitive design allows you an interactive digital experience that works beautifully on desktops, tablets, and mobile devices.

TBA WEBINARS

Register for these webinars and more at *TNBankers.org/calendar*

Incorporating Diversity & Inclusion into Your HR Policies
January 15

D&I policies give people of all genders, races, and backgrounds a fair chance at employment, promotion, and career success, and help financial institutions understand the multilayered needs of their account holders and communities. This webinar will focus on the development and implementation of strategic best-practices-based D&I policies, practices, and training. Learn how to spot and stop bias; manage diversity and inclusion; minimize legal risks; and much more.

Data-Driven Loan Pricing
January 21

This webinar will demystify AI and explain how modern data tools can improve loan pricing and profitability for financial institutions of all sizes. Fundamentally, the accessibility of big data and machine learning has vastly decreased the cost of making accurate predictions. For lending, this means that you can go beyond basic default risk and matching competitors when pricing loans. Machine-learning models reduce lending risk and can even account for loan profitability and borrower lifetime value considerations at the time of issuance.

AMY HEASLET
Executive Vice President/ General Counsel, Tennessee Bankers Association

111th General Assembly underway

STAY UP-TO-DATE

Stay up-to-date through *This Week* and our legislative update calls during session. TBA also invite member banks' in-house counsel to join our Bank Lawyers Committee. Contact Amy Heaslet to learn more at *aheaslet@TNBankers.org*.

As we begin a new year, we also begin a new state legislative session. With this being the second session of the 111th General Assembly, bills not defeated or passed will be carried over from last year.

At the outset of the session, our priorities are passing legislation to update banking laws, enhance trust laws, and modestly increase the homestead exemption; and defeating legislation to remove lenders' lien priority on construction loans.

At the forefront of our agenda is legislation to update and amend some of Tennessee's banking laws that have been on the books for quite some time. Our proposed changes will delete outdated requirements regarding branching; reduce the length of time to retain records of shareholder and board minutes from permanently to seven years; and clarify a joint account holder's ability to remove another account holder.

We will also present legislation to update our trust laws. Over the years, Tennessee has established itself as one of the leading trust jurisdictions, but we cannot let our guard down. On an annual basis, we now re-evaluate Tennessee's trust laws, compare them to other leading states, and make improvements where necessary.

Our legislation this year will make several technical corrections, update the decanting statute to allow for remainder beneficiaries to become current permissible beneficiaries, and clarify that nonjudicial settlement agreements can be used to established directed trusts. We will also clarify a trustee's statutory duty to inform and report to beneficiaries; authorize courts to seal trust records in order to keep disputes among family members and/or beneficiaries private; and eliminate the requirement for signing a new affidavit when making additions to asset protection trusts.

Through this annual legislative effort to maintain strength in our trust laws comes a great opportunity to educate legislators on the economic impact and potential that exists within Tennessee's trust industry. As reported recently by Commissioner Gonzales, trust assets under management in Tennessee have increased to $125 billion from $25 billion just 5 years ago. With that increase, comes new trust companies and new opportunities for all involved in financial services.

Another priority issue—one that arose for us in the Fall—is a carry-over issue from last year brought by subcontractors who are seeing delays in the length of time it takes to receive payment on construction projects. After negotiations this summer between the subcontractors and general contractors and others involved in the industry—but without the input from TBA—the groups proposed removal of lenders' lien priority and, instead, putting lender liens on parity with contractor liens.

To put it simply, their proposal—if put into law—would wreak havoc on construction lending and a lender's reasonable expectation of repayment.

We met with representatives from the construction industry and expressed these concerns to them, and we will continue to remain involved in discussions to ensure any final legislative proposal will not adversely affect banks and a robust construction lending market.

Topping off TBA's initial priority issues list, we will be pushing for a modest increase in the homestead exemption up to $35,000. Last year, we spent considerable time opposing legislative efforts by the home builders for a significant increase of more than $100,000.

Ultimately, their legislation was deferred until 2020. During visits with legislators, one thing become clear—it was time for an increase. To respond to that demand, and rather than follow the home builders' lead, we will pursue our own legislation this year so we can control the end result.

We start the session with a full plate and look forward to engaging with our members to achieve success on each of these issues and others as they develop throughout the session. TBA's legislative track record is one of the best in the business, and much of that is owed to the engagement of bankers and their relationships with their legislators.

I ask that you stay engaged and informed on legislative issues to help us continue to be successful advocates for the banking industry. To do so, you can read the legislative updates in our weekly newsletter, *This Week*, and participate in our bi-weekly conference calls, which begin January 17, and are held every other Friday during session. To learn more, email me at *aheaslet@TNBankers.org*.

With the 111th General Assembly in session, TBA's legislative priorities are to update banking laws, enhance trust laws, and modestly increase the homestead exemption; and defeating legislation to remove lenders' lien priority on construction loans.

BankPac sets record for amount raised

BankPac tops $200,000 mark for seventh consecutive year.

CAROLINE LATHAM
Government Relations/ Membership Manager, Tennessee Bankers Association

TBA BankPac, the political action committee of TBA, is the exclusive PAC dedicated to representing the Tennessee banking industry. Thanks to the efforts of the BankPac Committee members, the total dollars contributed has steadily increased in recent years, which allows BankPac to remain one of the largest contributing business PACs in the state. In fact, BankPAC set a record in 2019 for total dollars raised in a year. As of December 18, the following 109 contributors gave $227,094.

MORE ABOUT BANKPAC

For more information about BankPac or to make a contribution, please contact Caroline Latham at *clatham@TNBankers.org*.

2019 BANKPAC CONTRIBUTORS

BANKS

Andrew Johnson Bank, Greeneville
Apex Bank, Camden
BancorpSouth Bank, Jackson
Bank of Frankewing, Frankewing
Bank of Gleason, Gleason
Bank of Lincoln County, Fayetteville
Bank of Perry County, Lobelville
Bank of Putnam County, Cookeville
Bank of Ripley, Ripley
Bank3, Memphis
BankTennessee, Collierville
CapStar Bank, Nashville
Carroll Bank and Trust, Huntingdon
CBBC Bank, Maryville
Centennial Bank, Trezevant
Central Bank, Savannah
Citizens Bank, Carthage
Citizens Bank, Elizabethton
Citizens Bank, Hartsville
Citizens Bank of Lafayette, Lafayette
Citizens National Bank, Sevierville
Citizens Tri-County Bank, Dunlap
Coffee County Bank, Manchester
Commercial Bank, Harrogate
Commercial Bank & Trust Co. , Paris
Community Bank, Lexington
Decatur County Bank, Decaturville
F&M Bank, Clarksville
Farmers State Bank, Mountain City
First Century Bank, Tazewell
First Citizens National Bank, Dyersburg
First Commerce Bank, Lewisburg
First Community Bank of Tennessee, Shelbyville
First Farmers and Commercial Bank, Pikeville
First Farmers and Merchants Bank, Columbia
First Freedom Bank, Lebanon
First National Bank of Pulaski, Pulaski
First Peoples Bank of Tennessee, Jefferson City
First State Bank of the Southeast, Inc., New Tazewell
First Vision Bank of Tennessee, Tullahoma
First Volunteer Bank, Chattanooga
FirstBank, Nashville
Franklin Synergy Bank, Franklin
Greeneville Federal Bank, FSB, Greeneville
Greenfield Banking Company, Greenfield
Guaranty Bank & Trust Company, Cordova
Heritage Bank & Trust, Columbia
Highland Federal Savings and Loan Association, Crossville
Home Banking Company, Selmer
Home Federal Bank Corporation, Middlesboro, Ky.
Home Federal Bank of Tennessee, Knoxville
Homeland Community Bank, McMinnville
InsBank, Nashville
Johnson County Bank, Mountain City
Legends Bank, Clarksville
Macon Bank and Trust Company, Lafayette
Mountain Valley Bank, Dunlap
Newport Federal Bank, Newport
Paragon Bank, Memphis
People's Bank and Trust Company, Byrdstown
Peoples Bank & Trust Company, Manchester
Peoples Bank of East Tennessee, Madisonville
Peoples Bank of the South, LaFollette
Pinnacle Bank, Nashville

BankPac chairman Pete Williston and TBA's Amy Heaslet deliver BankPac checks to Rep. Clark Boyd (left) and Sen. Mark Pody (right).

Progressive Savings Bank, Jamestown
Regions Bank, Nashville
Reliant Bank, Brentwood
Security Bank and Trust Company, Paris
Security Federal Savings Bank of McMinnville, McMinnville
Sevier County Bank, Sevierville
Simmons Bank, Nashville
SmartBank, Pigeon Forge
SouthEast Bank, Farragut
Sumner Bank & Trust, Gallatin
SunTrust Bank, Nashville
Synovous Bank, Nashville
Tennessee Bankers Association, Nashville
Tennessee State Bank, Pigeon Forge
The Bank of Fayette County, Rossville
The Bank of Milan, Milan
The Farmers & Merchants Bank, Dyer
The Farmers Bank, Portland
The First National Bank of Oneida, Oneida
The Hardin County Bank, Savannah
TNBANK, Oak Ridge
Tower Community Bank, Jasper
Traditions First Bank, Erin
TriStar Bank, Dickson
Triumph Bank, Memphis
TruPoint Bank, Johnson City
Trustmark National Bank, Memphis
UBank, Jellico
US Bank, N.A., Nashville
Volunteer Federal Savings Bank, Madisonville
Volunteer State Bank, Portland
Wayne County Bank, Waynesboro
Wells Fargo Bank, N.A., Nashville
Wilson Bank & Trust, Lebanon

ASSOCIATE MEMBERS,
BankPak Securities, Morrison
CEIS Review, Nashville
Equias Alliance, Memphis
Financial Products and Services, Inc., Nashville
KraftCPAs, PLLC, Nashville
Maggart & Associates, PC, Nashville
Performance Trust Capital, Chicago, Ill.
Plateau Group, Crossville
Saltmarsh, Cleaveland, & Gund, Brentwood
The Marathan Organization, Virginia Beach, Va.
TIB-The Independent BankersBank, Brentwood

As assets rise, TDFI's strategic plan takes shape

GREG GONZALES
Commissioner, Tennessee Department of Financial Institutions

In November, Tennessee state government held budget hearings with the Governor and the House Finance Committee to preview the upcoming budget cycle.

For the Tennessee Department of Financial Institutions and the state banking industry, these hearings were very timely and gave me the opportunity to highlight a dynamic banking and trust environment.

In my conversations with key policy makers during and outside of the hearings, there was excitement and surprise to hear that the assets in the state banking industry doubled from $44 billion to $88 billion from 2011 to 2019. The conversion of First Horizon from a national bank to a Tennessee state bank in October, and the bank's subsequent announcement of a significant merger with Louisiana-based IBERIABANK, means that the state banking system assets will likely double again within a year.

Another great story of growth is the trust industry under TDFI supervision. In five years, trust industry assets under our supervision have grown from $25 billion to about $125 billion. We do not see that growth slowing down either.

Commissioner Gonzales with Rep. Ron Travis, Jason Holliman, and John Barker at TBA's 2019 *Legislative Reception.*

Bottom line: The state banking and trust industries combined should reach $300 billion in assets in 2020.

I took the opportunity at the budget hearings and at other times to discuss our people, the industry, and the challenges we are all facing.

I talked about the mission of ensuring a safe and sound banking system by tailoring our supervision to the risk profile of each bank—from the largest to the smallest—and the examiner experience it takes to do that.

I talked about the two major goals in front of us. First, to make sure we have the people and infrastructure in place to ensure the regulatory integrity of supervising our two state banks over $10 billion in assets. But secondly, and just as important, to enhance our supervision and partnership with over 120 community banks.

Governor Bill Lee is looking to us to ensure a safe and sound banking system but to also contribute significantly to his rural initiative. This all presents itself at just the right time as we have just presented the Governor with our first ever 4-year strategic plan.

The following are some basic budget points in consideration of this environment:

1. The Department is in a relatively good position to take on this challenge, and we are fortunate to have currently overall a well-managed banking and trust industry reflecting a healthy system.

2. However, the Department is not necessarily built for such growth that is expected to continue and we have reached out to our partner and fellow state agency, the Department of Human Resources, to strategize with us on what the Department infrastructure should look like.

3. The Department has been authorized to hire a dozen examiners to support the exam function for both large banks and community banks. Three large bank examiners have been promoted from within and their experience will be felt. The other nine positions will be filled in the coming months.

4. While these new positions will bring significant and needed help, the full effect will take some time to materialize. I believe the key is to focus on existing staff who possess critical knowledge and experience. The Department cannot simply add more staff to deal with the challenges of growth and greater complexity in the system.

5. The ultimate focus on developing our infrastructure should be on the following:
- **A.** Compensate existing staff for assuming significant new regulatory responsibility.
- **B.** Build more experience in the examiner ranks through compensation and work environment. The median years of experience for our exam group is 6.5 years and will probably go lower. It takes 5 years, on average, to train an examiner. Creating more experience is critical to tailoring regulation for each bank.
- **C.** Create capacity within existing staff to take on more regulatory responsibility and acquire additional expertise as needed.

It is important to note that the Department is deferring the majority of additional expense to FY2021 when a significant amount of new banking assets will enter the state banking system and our fee base.

Our goal from a budget standpoint is to put the Department in a position to fulfill our mission and be strong partners to the banking industry and federal regulators. If we do not put the Department in a position to continue our ability to have a strong voice on all regulatory matters, then we run the risk of yielding regulatory judgment to the federal government.

I am happy to discuss our budget and direction with anyone who has questions or suggestions.

Serve your community during Financial Literacy Week

SAM SHORT
Senior Vice President/ Senior Lender, Southern Bank of Tennessee, Chairman, TBA Young Bankers Division

REGISTER FOR FINANCIAL LITERACY WEEK

Visit *TNBankers.org/finlitweek* to learn more about Tennessee Financial Literacy Week and register your bank's activities. Financial Literacy Week is April 6–10, 2020. Use hashtag #TNFinLit when posting your efforts on social media.

Make plans now to participate in Tennessee Financial Literacy Week, April 6-10, 2020.

The Young Bankers Division has been the catalyst to promoting Tennessee banks' efforts in financial literacy since the 1980s.

Over the decades, the ways that banks and individuals engage with each other through financial education have evolved, and Tennessee *Financial Literacy Week* is a reflection of that evolution.

Last year, TBA transitioned from the legacy Personal Economics Program (PEP) format—where TBA collected reports on financial literacy presentations in schools throughout the year—and replaced it with Tennessee Financial Literacy Week. In March 2019, the state legislature passed a bill officially declaring the first week in April as Tennessee Financial Literacy Week, and when the event arrived, the inaugural effort and engagement by banks across the state surpassed expectations.

One of the encouraging aspects of the week, and a major reason for the transition from the old PEP model, was recognizing that bankers' efforts in financial literacy expands well-beyond the walls of Tennessee schools.

Financial literacy is a continuum throughout our lives, and it was great to see how varied the events were across the state. They included in-school events, but banks also hosted financial literacy events with business customers, rotary clubs, senior centers, elderly customers, special needs groups, and local entrepreneurs.

From what was reported to TBA and collected from the #TNFinLit hashtag on Twitter, Facebook and Instagram, at least 72 banks participated by hosting an event which covered collectively more than half the counties in the state. That is tremendous reach and impact for the first year of this statewide pursuit. However, the ultimate goal is that all 95 counties will share in the experience of Tennessee Financial Literacy Week, so we hope that each year additional banks and additional branches will join the effort to reach that goal.

TENNESSEE BANKERS ASSOCIATION
Financial Literacy Week APRIL 6–10 2020

Tennessee Financial Literacy Week is dedicated as the first full week of April, and this year's will be April 6-10.

Need some resources or help getting started? At *TNBankers.org/finlitweek*, there are several tool-kit presentations, worksheets, promotional flyers, and resources that bankers can access to assist in presentations for all types of events and audiences. If you don't see something that fits with your plans, please reach out to TBA, and they'll help develop or find a resource that works with your event.

Register your bank's participation, before or after your Financial Literacy Week event. TBA asks that every member bank register their events by completing a simple form at *TNBankers.org/finlitweek*. This allows us to quantify the impact and promote the collective good done by Tennessee's banks.

Take to social media to highlight your efforts. Using the social media hashtag, #TNFinLit, banks across the state can promote their financial literacy efforts in the community during Tennessee Financial Literacy Week and build the movement collectively. Tips and sample social media posts are also available at *TNBankers.org/finlitweek*.

From sea captains to captains of industry, The Breakers and Palm Beach have welcomed visitors of every stripe from the start.

That spirit of hospitality continues as it'll serve as host for the Tennessee Bankers Associations' 130th *Annual Meeting*.

This is a place where the list of family activities, cultural attractions, and outdoor adventures are as numerous as the memories you'll make while you're here.

You'll also hear from business leaders, strategists, and experts about what to expect in the banking industry.

Join us for the 130th Annual Meeting.

For more information and to register, please visit

TNBankers.org/annual

The Breakers, Palm Beach has sun, fun, and something for everyone

The sun is shining. The palms are swaying in the breeze. The big fish are biting in the Atlantic. Welcome to the host of TBA's 130th *Annual Meeting*—The Breakers and Palm Beach, Fla.

The 16-mile long island of Palm Beach has been one of America's best hideaways since the Gilded Age, after Henry Flagler turned a Florida coast town into his winter home with the help of architect Addison Mizner. Flagler himself opened The Breakers in 1896. Unrivaled in terms of luxury when oil tycoon Flagler built it in 1896, the Breakers outdid itself in a 1926 renovation modeled after various Italian renaissance palaces and gardens.

The 140-acre oceanfront property, with more than 500 rooms, has every possible amenity—five oceanside pools, nine restaurants, two golf courses, a spa, and luxury shopping.

Named after the resort's founder, Henry Morrison Flagler, HMF is steeped in the glamour of an earlier era, yet wholly current. This bar boasts an eclectic, globally influenced menu, an acclaimed wine list of more than 2,000 unique selections, and an array of bespoke cocktails.

Featuring some of the world's most recognized brands, the boutiques bring the best of Palm Beach shopping to the hotel. From high fashion and cosmetics to children's apparel and gourmet treats, The Shops at The Breakers have everything you want—and some things you didn't know you needed.

Family Entertainment Center featuring 6,100 square feet of indoor play space, including a toddlers' room, arcade and video lounge featuring more than 20 classic and contemporary games, as well as an outdoor playground and basketball court.

Though you have everything you need at the resort, there is a bustling world outside The Breakers' property.

Whether you're just here for *Annual Meeting* or extending your stay, Palm Beach and West Palm Beach are a playground for every traveler and interest. With tropical energy pulsing through its palm-lined streets, it is a hub of nightlife, entertainment, cultural attractions and recreation.

Start your adventure in the vibrant neighborhoods of downtown West Palm Beach. Overlooking sparkling Lake Worth Lagoon, Clematis Street is home to funky sidewalk cafes, colorful murals and buzzworthy bars. Hop on a free trolley to CityPlace, a shopping district and open-air plaza where it's not unusual to stumble upon rousing events and live music. Venture a little farther to explore Antique Row and the candy-colored storefronts of Northwood Village, an eclectic enclave known for its art galleries and global cuisine.

Atlantic guest room with oceanfront view

The Aquarium bar inside The Seafood Bar at The Breakers

This place is a must for art aficionados. View extensive collections of American, Chinese, contemporary and European pieces at the Norton Museum of Art. Walk through the jungle-like Ann Norton Sculpture Gardens, where nine major sculptures are set amidst palms and tropical plants.

It's hard to beat Palm Beach for family fun. Sitting side by side just south of downtown, the Palm Beach Zoo & Conservation Society and South Florida Science Center & Aquarium offer more up-close animal encounters and hands-on learning experiences.

Explore Palm Beach with these exciting activities

TBA members always look forward to the special events associated with *Annual Meeting.* It is in these settings that bankers from around the state forge relationships and bonds that serve them year-in and year-out in their careers.

Are you interested in participating in these events? Visit *TNBankers.org/annual* to register.

Sign up for Art Uncorked where you can enjoy a glass of wine while painting with friends.

Antique Row is a boutique and artsy district in West Palm Beach.

ART UNCORKED
Monday, June 8, 9:30 – 11:30 a.m.
$125 per person

Start with a blank canvas. Add a mimosa and your favorite colleague and leave with your own masterpiece at the end of a fun-filled event. A talented instructor will take you step-by-step through the painting, so no artistic abilities are required.

ANTIQUE ROW AND CONSIGNMENTS
Tuesday, June 9, 1:00 – 3:15 p.m.
$140 per person

Stroll through this charming shopping district with more than 35 antique stores offering an impressive selection of 17th to 20th century antiques, fine and decorative arts, period deco and modern furnishings. Our local experts are on hand to offer information on collecting and selecting the perfect antique.

ISLAND BICYCLE TOUR
Tuesday, June 9, 1:30 – 3:30 p.m.
$110 per person

Weave your way through the town of Palm Beach on this six-mile trip through luxurious residential streets and the Intra-coastal Waterway. During a leisurely pace, adults of all abilities enjoy the beauty of the island and its many hidden treasures, including a visit to Mary Lily's ice cream shop.

KAYAK ADVENTURE
Tuesday, June 9, 1:30 – 4:10 p.m.
$175 per person

Enjoy this tropical coastal habitat at MacArthur State Park from the water on a kayak. Glide around the estuary, under Burnt Bridge into the Lake Worth Lagoon and visit Munyon Island, an outlying part of the Park with a rich history. You may see wildlife, including manatee, dolphins, mullet, snook, rays, and a variety of birds.

Join us for the leisurely island bicycle tour through Palm Beach to take in the sights and enjoy a cool treat at Mary Lily's ice cream shop.

Take in the views of Palm Beach from the water with the kayak tour.

The last leadership differentiator

CHESTER ELTON
New York Times bestselling author of "All In"

ABOUT THE AUTHOR

Chester Elton is the co-author of *The New York Times* bestseller All In: How the Best Managers Create a Culture of Belief and Drive Big Results. Hear from Elton at TBA's 130th Annual Meeting. Register at *TNBankers.org/annual*.

Most managers I meet in the financial services industry have more than enough business acumen to know that their most reliable competitive advantage comes from their people, but few of them actually know how to get people "all in"—convincing employees to truly buy into their ideas and the strategy they've put forward, to give that extra push that leads to outstanding results.

It's not for lack of effort. Most leaders seem to bend over backward for their people. They listen respectfully to their employees' ideas and try to be accommodating. They've been taught they need to be people managers, not slaves to process, and as a result they're focusing more, one-on-one, on the needs of each person in their care.

And yet overall performance isn't improving, or not nearly enough.

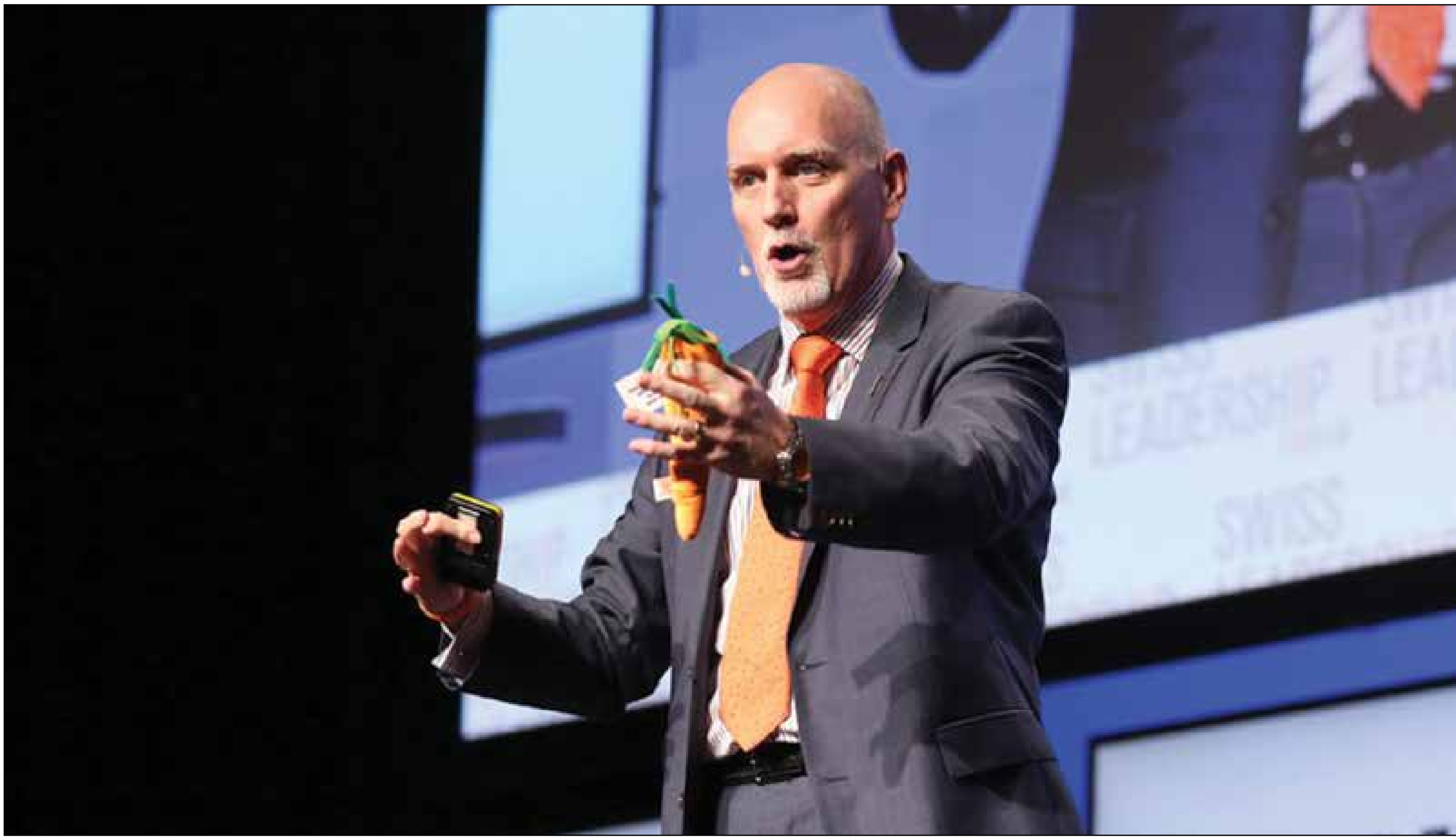
This is backed up in the 300,000-person study Willis Towers Watson conducted for our book *All In*. Employee engagement scores haven't improved much at most organizations after many years of effort, and companies aren't seeing markedly greater amounts of innovation or employee initiative. As hard as managers have been working, something's missing: It's culture.

Whether you manage the smallest of teams or a multicontinent organization, you are the proud owner of a culture. And it's important to understand that the effectiveness of that culture will have a big impact on your performance. If your culture is clear, positive, and strong, then your people will buy into your ideas and cause and, most importantly, will believe that what they do matters and that they can make a difference. That pervasive enthusiasm and energy will spread like perfume in the atmosphere. On the other hand, if your culture is dysfunctional—chaotic, combative, or indifferent—employees will most likely spend more time thinking about why the people sitting next to them should be fired than getting fired up themselves.

For a long time we've believed that culture is a key component in making teams and organizations great, and yet few people talk about it in popular business literature. Perhaps culture seemed the sole purview of CEOs and human resource departments. Unquestionably the boss of a bank branch or a call center wouldn't have the audacity to claim he had a culture, right?

But over the last few years something has changed. Our clients have awaken to the fact that if the culture in their Knoxville office isn't working, then nothing is working. They have learned that if a culture works, then everything works better.

Take the case of Andrew Heath who, when we met him, was the newly appointed president of the energy business of Rolls-Royce, one of the four sectors of the iconic British firm. Heath's face lit up as he described a business improvement team of 70 people he had led years before in the company's Aerospace business. With more work than the team could reasonably achieve, he knew



he needed to create a "special environment" where people would truly care about the success of the venture. He needed more than discretionary effort, he needed to create a culture, "where employees would see the problem before them as a challenge rather than as something to drag them down."

Heath realized he couldn't achieve the assigned goals by force of character alone. He needed to change his leadership style and engage the whole team by asking them what they thought would increase their commitment to the job, what help they needed, and what would give them greater satisfaction. They came up with ideas to pair new employees with senior people, identify training needs, present above-and-beyond awards for great work (a favorite became bottles of champagne), hold regular update luncheons, and so on. Unassuming things really, but the outcome was not only increased employee ownership and dramatic business results, but also a level of camaraderie that is rare.

"We achieved more than we thought possible. The team and I had never worked so hard in our lives, it was a tough assignment, but we had such fun in the process," Heath said. "I knew we had created a special culture together, but it only really struck me how much impact it had on the individual team members when we got together for a reunion a few years later. Everyone spoke of the profound effect it had had on how their own leadership styles subsequently."

While still thought of as a soft skill by some, savvy leaders who develop their business acumen like Heath realize it is culture that will differentiate your team or organization and drive real business results.

Elton's mission is to teach leaders how to still appreciate their teams even if the outside pressure, driven by numbers and ambitious goals, and the resultant stress level rises every day. No appreciation, no good Leadership.

Register for the TBA Golf Tournament

Annual Meeting

June 7–9, 2020 ~ The Breakers ~ Palm Beach, Fla.

The oldest course in Florida isn't past its prime.

In late 2018, The Breakers' Ocean Course emerged from a full-scale renovation by renowned golf course architect Rees Jones. Inspiring players of all levels, the course offers an extraordinary golf experience that honors its heritage and seaside location with contemporary playability. (The par 70 course plays over 5,308 yards and features 56 sand- and grass-faced bunkers.)

Inheriting the original layout designed by Alexander H. Findlay in 1897, Jones' makeover of the Ocean Course took inspiration from The Breakers' philosophy of balancing preservation and modernization.

A rich variety of contours, shapes and depths, along with all new salt-tolerant grass and unique water features, help bring the Ocean Course to an exciting and challenging new level.

Teams will play in a four-person scramble format and are eligible for the following prizes: 1st, 2nd, and 3rd in 2 flights, closest-to-pin, longest putt, and longest drive.

Golf Tournament at The Breakers' Ocean Course
Monday, June 8 – 12:30 p.m. Shotgun Start
Registration Fee - $200
Register online at TNBankers.org/annual

Get the most out of TBA, Financial PSI in 2020

From continuing education to monitoring state and federal legislative agendas, the Tennessee Bankers Association and Financial Products and Services, Inc., are here for you. With the New Year upon us, *The Tennessee Banker* asked TBA and FPSI staff; how do you recommend members engage with the Association in 2020?

PENNY POWLAS
Vice President of Administration

Find regional and national job candidates at BankTalentHQ. Finding and keeping top talent is high on the list of the many challenges banks face. That's why TBA is excited to partner with BankTalentHQ. This website, which is a companion site to our free Job Board, allows TBA members to post job openings by purchasing a single 30-day post or a discounted posting package to fill multiple vacancies. To learn more, visit *www.TNBankers.org/job-bank*.

BRIAN MOBLEY
President
Financial Products and Services, Inc.

Review your D&O insurance. D&O insurance policies offer liability coverage for directors, officers, and the employees of the bank to protect them from claims which may arise from the decisions and actions taken within the scope of their regular duties. Therefore, D&O insurance raises many important questions which banks must face: How much is enough? What and who is covered—and not covered? Are there holes in our current policy that could leave the bank exposed? To make sure your bank is fully covered, contact me at *bmobley@financialpsi.com*.

MONIQUE WHITE
Director of Education

Invest in your career by enrolling in a Southeastern School. From commercial lending to general banking, The Southeastern Schools provide a solid foundation on which to build your banking career. Graduates develop the skills that will bring you success in upper-level management positions and forge the networks that will serve you throughout your time in the banking industry.

CAROLINE LATHAM
Government Relations/Membership Manager

Contribute to BankPac. One of the most important objectives of the TBA is representing the banking industry's legislative interests at the state and federal levels. The Association has long enjoyed considerable success in the legislative arena because of its ability to support candidates who understand and advocate for the banking industry. But to do so, we need bankers to support BankPac.

Community Banking Conference Event Recap

Presented by TBA's Independent Bankers Division
DoubleTree by Hilton Hotel, Nashville, TN
October 23 & 24, 2019

THANK YOU TO OUR SPONSORS

BANKPAK SECURITY

BKD LLP CPAs & Advisors

CRS Data

FINANCIALPSI FINANCIAL PRODUCTS & SERVICES, INC

FNBB First National Bankers Bank

HARLAND CLARKE

ICBA Independent Community Bankers of America

inovaPayroll The Smart Way to Pay

Southeastern Commercial Finance, LLC

TBA INDEPENDENT DIVISION ELECTS PHILIP CALAHAN AS CHAIRMAN

Philip Calahan, chairman and CEO of **Peoples Bank & Trust Company** in Manchester, was announced as the newly elected chairman of the Independent Bankers Division of the Tennessee Bankers Association.

As chairman of the Independent Bankers Division, Calahan also will sit as an ex-officio member of the Tennessee Bankers Association board of directors for the duration of his term. The announcement took place at the TBA's *Community Banking Conference* on October 24, 2019 in Nashville.

Calahan succeeds Matt Daniels in the division's top position. As a past chairman, Daniels, who is president and CEO of Apex Bank in Camden, will continue to sit on the division's board of directors for three years.

Incoming Independent Bankers Division Chairman Philip Calahan with TBA President/CEO Colin Barrett and outgoing Independent Bankers Division Chairman Matt Daniels.

2019-2020 INDEPENDENT BANKERS DIVISION OFFICERS AND DIRECTORS

Delegates to the Independent Bankers Division convention elected the following Tennessee bankers to serve as officers for 2019-2020:

- **Chairman—Philip Calahan**, chairman and CEO of Peoples Bank & Trust Company, Manchester
- **Chairman-elect—Terry Eastwood**, executive vice president, First Farmers and Commercial Bank, Pikeville
- **First Vice Chairman—Jay England**, president and CEO, Decatur County Bank, Decaturville
- **Second Vice Chairman—Jim Robinson**, president and CEO, Heritage Bank & Trust, Columbia
- **Secretary/Treasurer—Adam Robertson**, president, Commercial Bank, Harrogate

In addition to executive officers, each year convention delegates elect one director from each of the three Grand Divisions of Tennessee to replace directors who rotate off the board.

New directors elected to the board during this convention were:

- **East Tennessee Director—Jason Holliman**, president, Citizens National Bank, Sevierville
- **Middle Tennessee Director—Pieter van Vuuren**, president and CEO, The First National Bank of Middle Tennessee, McMinnville
- **West Tennessee Director—Greg Crihfield**, president and CEO, The Lauderdale County Bank, Halls

Other directors on the board are:

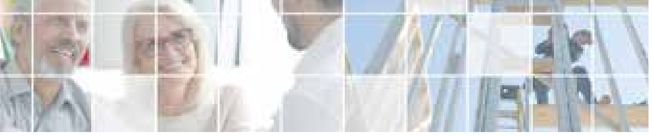
- **Shane Jackson**, senior vice president, Pinnacle Bank, Knoxville
- **Marty Maynord**, CEO, American Bank and Trust of the Cumberlands, Livingston
- **David Prince**, president and CEO, INSOUTH Bank, Brownsville
- **Doug DeBusk**, executive vice president, Andrew Johnson Bank, Greeneville
- **Johnny Law**, president and CEO, Citizens Bank, Carthage
- **Jeremy Washburn**, CEO, The Peoples Bank, Sardis

Past Chairmen - Ex-Officio Directors are:

- **Bill Yoder**, Chief Banking and Deposit Officer, SmartBank, Tullahoma
- **Kenneth V. Jones**, Regional Executive, First State Bank of the Southeast, Inc., New Tazewell
- **Matt Daniels**, President and CEO, Apex Bank, Camden

Completing their director terms were Adam Robertson (president, Commercial Bank, Harrogate) and Keith Hatley (president and CEO, Sumner Bank & Trust, Gallatin). The Tennessee Bankers Association thanks them for their volunteer leadership.

The Independent Bankers Division of the Tennessee Bankers Association was organized in 1973 to represent the interests of Tennessee's community banks in areas such as legislation and education. The board of directors additionally serve as the Board of Trustees for *The Southeastern School of Banking*.



BANK DIRECTORS RETREAT RECAP

DoubleTree by Hilton Hotel, Nashville
October 24 & 25, 2019

In conjuction with

TN Department of Financial Institutions


Bank Director

CONTRACTS
The Upside of Risk

Ignore KRIs & KPIs at your own peril: Best practices for key risk indicators

MICHAEL BERMAN
Founder/CEO, Ncontracts

MORE ABOUT NCONTRACTS

Ncontracts' risk and vendor management software and services enable your organization to achieve your risk management goals with user-friendly, cost-saving solutions. They provide seamless integration for total risk management, backed by dedicated support, unlimited training, and guaranteed accuracy. To learn more visit *ncontracts.com*.

Stop me if you've heard this story before. There's been significant management turnover at a $1 billion financial institution (FI), and the new management is eager to make an impact. Their solution: A new digital service provider to increase its digital footprint.

It's a project that has a budget impact across all lines of business and requires a careful assessment. Yet the FI doesn't have a structure in place for making strategic decisions. It simply reacts to events as they occur. There's no recorded identification of risk and no recorded expectations. That means success is measured mostly by emotion, and failure involves a lot of finger pointing.

This poor example of corporate governance is surprisingly common. Just 30 percent of internal audit departments in the U.S. regularly identify and monitor key risk indicators (KRIs), including those that suggest growing or emerging risks, according to the 2019 North American Pulse of Internal Audit survey from the Institute of Internal Auditors. Twenty three percent of the 500 companies surveyed don't use them at all.

This is a huge oversight. KRIs and key performance indicators (KPIs) are an important part of corporate governance and risk management and help to shape strategic goals and risk appetite. Without information on performance, the board and management have no way to measure the success of a program or to make truly informed decisions.

Why Management Avoids Setting Strategic Objectives, Risk Objectives, and Key Indicators

There are many reasons why management may be slow to adopt strategic planning, enterprise risk management, and key indicators to track progress.

- **Desire for perfection**. With the operating environment constantly evolving, some FIs don't want to waste time detailing a strategic plan or risk appetite that might change. Successful FIs regularly adjust their strategic plans. In fact, they are more nimble in responding because they have indicators to track their progress.
- **They don't want to highlight failures**. If you don't outline expectations, you can't fall short of them. This lack of transparency results in poor governance. Understanding issues from a business management perspective should never be seen as negative.
- **Fear of finding too many risks**. The heart wants what it wants. Risk indicators may contradict gut feelings, and management doesn't want to concede the possibility that they are wrong. Yet there is no way of knowing what the results are without measurements. Risk may be rising, but it also could be level or even declining.
- **Limited experience in performing ongoing success and risk monitoring**. Management isn't really sure how to accomplish this task, so they just skip it.

What KRIs & KPIs Tell You About Risk & Performance

When setting strategic objectives, KPIs should help understand whether those goals are being met within the expected risk tolerance. They may identify:

- **Risk occurring at a higher frequency than expected**. This may impact the understood likelihood of risk and may negatively impact the defined residual risk.
- **Risk occurring at a much lower frequency than expected**. This may impact the understood likelihood of risk and may positively impact the defined residual risk.
- **Expectations not being met**. This may warrant a change in the risk appetite, either allowing more or less risk.
- **Expectations exceeded**. This may mean that an FI should consider a greater allowance of risk to explore opportunities fully.

Measuring Success and Risk

Going back to the example of the $1 billion-asset FI that wants to increase its digital footprint, there are plenty of ways to measure both success and risks.

For example, success can be gauged by member/customer usage and penetration, the number of new accounts opened, or an increase in fee income. Risk can be gauged by financial loss, complaints, and internal costs including labor.

These indicators should be regularly monitored with milestones along the way. This keeps the board and senior management focused on whether the FI is achieving established goals in the strategic plan.

For example, an FI may have a $100,000 risk appetite for financial loss, but management shouldn't wait until that threshold is hit to inform the board. It should set triggers for other key milestones such as $20,000, $40,000 and $60,000 so the board can stay apprised.

When these key risk indicators are triggered, the board and management should think about why it's occurring. This may include a risk versus reward analysis, a study of the control environment, or a wait-and-see approach to see if it's the result of a one-off or something more systematic.

Failing to monitor indicators can lead to regulatory scrutiny. It also limits an FI's ability to be proactive, fosters a reactive environment, and limits its ability to be nimble and quickly recover from failure.

The road to strategic success is paved with good intentions. Failing to track risk and performance can lead to a rocky detour.

PHOTO: SHUTTERSTOCK

Banking's role in detecting and preventing financial exploitation of the elderly

AIMEE LEEPER
Communications and Marketing Officer, CRA Partners

MORE ABOUT CRA PARTNERS

CRA Partners is a turnkey CRA compliance program powered by the Senior Housing Crime Prevention Foundation. The Foundation operates Senior Crimestoppers, a nationwide crime prevention program educating and safe-guarding against theft, abuse and neglect. To learn more, visit *SHCPFoundation.org/cra-partners* or email Sue Shaffer at *sue.shaffer@SHCPFoundation.org*.

Stories about the financial exploitation of elders that make news are ones where the victim has name recognition. Recently we've heard much about Marvel exec Stan Lee becoming the target of financial predators. No less tragic are the abuses that occur to those with less notoriety and wealth. According to the U.S. Department of Justice, the most likely victims are women, people with cognitive impairments, people without relatives, those with disabilities, and those who are ill-housed, poor, physically weak, or socially isolated. Financial institutions are seeing vast numbers of their customers fall prey to financial exploitation by perpetrators ranging from offshore scammers to family members—and they're filing thousands of reports with the government about these suspicions. These reports indicate that financial exploitation of older adults by scammers, family members and caregivers is widespread in the U.S. As the average age of banking customers increases, this problem only increases. By 2030, all baby boomers will be older than 65, and 1 in 5 in the U.S. will be at retirement age. Financial institutions are poised to uncover suspicious activity and prevent and respond to elder financial exploitation.

While these financial exploits sometimes take a back seat to news about crimes of neglect and physical abuse in the elderly population, financial exploitation is self-reported at higher rates. Studies show that financial exploitation is the most common form of elder abuse, yet only a fraction of incidents are reported. Estimates of annual losses to older adults have ranged from $2.9 to $36.5 billion. As uncovered by *The National Elder Mistreatment Study*, many of the types of financial crimes to affect older adults are perpetrated by family members, such as spending money without permission, making poor financial decisions, failing to give copies of transactions, forging or forcing signatures on documents, or outright theft of money. Because financial abuse is likely to occur with the tacit acknowledgment and consent of the elder person, it can be difficult to detect and establish. As a result, financial abuse requires a distinct analytical perspective and response.

Since investigating and proving financial abuse is difficult, and because perpetrators often spend or dissipate assets before abuse is discovered, preventive measures are the preferred means for addressing such abuse. It is vitally important for family members and friends to help with prevention efforts, but financial institutions have a role to play as well. A series of recommendations targeted at the financial industry have been generated to minimize financial abuse of the elderly. Among the recommendations are that financial institutions employ training programs to help identify and stop such abuse. Bank employees can be trained to identify red flags in their older customers' transaction records, and can be encouraged to share with them good financial practices and methods to prevent financial abuse.

Suspicious Activity Reports (SARs) are a way that financial services providers report a suspected financial crime to the government and law enforcement. SARs help law enforcement identify individuals involved in a broad spectrum of financial crimes, including elder financial exploitation. Law enforcement

entities can use SARs to fight crime, as they may use the information in SARs to trigger investigations, support ongoing investigations, and identify subjects.

A barrier in the way of banks being able to report customer financial information and potential financial exploitation is privacy laws and confidentiality requirements that prohibit the disclosure of a client relationship or account information. Though state policies vary, advance directives have been designed that specifically permit banks to notify account holders and other named parties of activity that is inconsistent with the account holders' usual banking patterns. Some states, inlcuding Tennessee, have instituted laws that specifically provide immunity to employees of financial institutions who have reasonable suspicion that a consumer is a victim of financial abuse and reported this information to authorities.

An easy way to participate in protecting elder consumers within the service area of your bank is to partner with entities that have programs for crime prevention and enhanced quality of life for vulnerable seniors, like CRA Partners, as part of the Senior Housing Crime Prevention Foundation. Banks sponsoring those institutions that house majority low- to middle-income seniors can fulfill CRA credit requirements through participation. It takes dedication in a community to address societal issues like elder financial abuse, and banks are an important part of a community, with the power and position to make lasting impact.

Studies show that financial exploitation is the most common form of elder abuse, yet only a fraction of incidents are reported. Estimates of annual losses to older adults have ranged from $2.9 to $36.5 billion. Your bank can help protect elder consumers from financial abuse by partnering with the Senior Housing Crime Prevention Foundation.

PHOTO: **SHUTTERSTOCK**

Adapting to the speed of technology change

Why businesses need to foster a culture of collaboration

MORE FROM OFFICE DEPOT

Office Depot understands the needs of today's collaborative work environments. We offer a wide range of configurable furniture and office supplies that foster productivity, inspire creativity and encourage critical thinking. Look to Office Depot for more than 200,000 best-in-class technology products from brands such as Apple®, HP, Microsoft and Lenovo®, backed by installation, repair and ongoing support services to keep your workplace productive. Visit *business.officedepot.com*.

What do you want to be when you grow up? As recently as 10 years ago, answering that question seemed pretty easy. Computer scientist. Plumber. Musician. Kids understood the options and picked jobs based on their interests.

Now the rapid pace of technology advancements complicates the question. According to a recent study, 85% of jobs that will be in demand in 2030 do not currently exist. We are only starting to understand the impact that emerging technologies will have on how things get done.

To help professionals prepare for what's next, organizations acknowledge that the best path forward is to foster a culture of collaboration. The goal is to enable people to work together to share ideas, spark creativity and collectively solve problems.

Teams that collaborate get access to each person's specialized knowledge. Problems are addressed from multiple angles, and participants gain new perspectives. By proactively developing mindsets that embrace change, as new technologies make their way into more mainstream applications, individuals will be prepared with the skills needed to learn, adapt and thrive.

Technology changes everything

The advanced technology that was once the basis of storylines for science fiction movies has made its way into everyday life. The smartphones we take for granted have more computing power than the systems that guided the Apollo 11 moon landing.

If not managed properly, technology also has the power to make people feel disconnected. Sure, it's possible to connect online with team members, but it's easy to lose a sense of community when most interactions are done in isolation. Businesses that intentionally promote a culture of collaboration will benefit from better employee engagement.

Nurturing the new workforce

Change in demographics also make it difficult for companies to find skilled workers. Baby boomers are retiring at the rate of 10,000 people per day. By 2030, everyone who falls in this demographic will be 65 years of age or older. The Generation X population is much smaller than the baby boom generation (66 million compared to 75 million).

Fewer people in the workforce requires companies to be more flexible about where qualified employees live. Employees are likely to be located in multiple time zones and work in teams built from many departments.

Creating collaboration-friendly environments

Social media, online tools and always-on internet access combine to create an exciting eco-system. Companies need to be intentional about the environments in which their employees work by providing furniture that adapts to the task at hand and supports collaboration tools.

Workspaces need to support both remote and on-site workers with compelling physical spaces that encourage teamwork. Flexible

seating configurations, support for devices and easy ways to interact with co-workers around the globe are essential. Just as important are separate, quiet spaces for focused work. Employees need access to tools that support creative thinking and ideation sessions, ranging from sticky notes and markers to mobile power stations and ideation boards.

Home environments are equally important in this equation. The kitchen table just doesn't cut it as a workspace. Dedicated home offices with comfortable seating and a range of supplies are spaces where people can separate their work commitments from their personal lives.

Ready for what's next

The rapid pace of changing technology makes it difficult to predict what careers will emerge. One thing will remain constant—the need for people to work together. Putting in place now the tools and environments that support creative problem-solving and cross-discipline collaboration prepares businesses to benefit from what's next—whatever that turns out to be.

With new technologies, comes change. Make sure your bank adapts to these changes by allowing for remote and on-site work environments. Both office setups should be equipped with professional technology to promote efficient task management.

PHOTO: **SHUTTERSTOCK**

How do I become a leader within my industry?

JOE MICALLEF
Sales Strategist and Coach, BankTalentHQ

MORE ABOUT BANKTALENTHQ

Brought to you by the TBA in partnership with other state bankers associations across the country, BankTalentHQ is the premier talent management site for banking careers. It allows Tennessee banks to reach a nation-wide audience by post job openings for your institutions, with the ability to purchase a single 30-day post or a discounted posting package to fill multiple vacancies. Learn more at *banktalenthq.com*.

I know that it can sound cliché and somewhat juvenile to chant "you can be a rockstar" in order to motivate someone to excel, but I have been developing an exciting new training program (see below). While listening to lots of great background music, it occurred to me that today's rockstars are not unlike highly successful finance professionals and sales people.

Rock stars are generally considered to be highly confident and talented people, who are adored by many, have reached the top of their industry.

As bankers, I am sure we would like to be considered confident and talented, adored by customers and colleagues, and regularly achieve top results.

So of course we aspire to be "rockstars"... but have you ever considered what it truly takes to "be a rockstar?"

1. You Must Practice

Many people believe that rockstars are born with this amazing talent. But most were normal people, who simply developed their talent through years of practice and coaching.

Bankers are mostly self-taught when it comes to meeting customers to discuss their needs.

It's important, however, that you continue to develop and practice this important skill. Leverage team meetings for training and engage coaches/experts to help you develop this "talent" so you can be admired by more customers and achieve greater success.

2. You Need To Hustle

No rock star would be successful on talent alone.

That may be hard to believe, but you would never have heard of Freddie Mercury, Mick Jagger, Ed Sheeran, or any other amazing rock star unless they hustled record company producers, bar owners, radio station announcers, promoters, and other successful artists to listen to their music and let them play.

In fact, many of the engagement, persuasion, and retention activities that we perform as finance professionals today are also performed by musicians to become a success. However, you will not impact more customers unless you are willing to try new things that are outside your comfort zone.

What sales activities do you fear or find uncomfortable? How will you overcome your fear and are you willing to get outside your comfort zone to achieve greater success?

3. Make Your Own Luck

People think that many rock stars became successful because they simply were in the right place at the right time. But how did they get to the right place? How did they get that lucky break?

They got there by steadfastly and confidently believing in their goal and their mission. They maintained a positive mindset and never wavered from this belief that they would be successful.

It's important to remember that luck is absolutely subjective and is a reflection of your mindset. You define and make your own luck.

And you will "get lucky" when you maintain positive beliefs and confidently take action.

4. There Is No Such Thing As Overnight Success

I am certain that every successful "new" artist will adamantly tell you that there is no such thing as overnight success.

The amount of practice (training) and hustling (sales activities) required to get noticed by a wider audience (more customers) is significant and requires great commitment and perseverance.

It requires a consistent commitment of deliberate and determined action even when faced with objections, setbacks and competing priorities.

So it's important to define your desired goals and identify what success looks like for you.

Then develop a specific action plan that you can execute and review on a regular basis. Understand what may prevent you from executing that activity and take steps to overcome those challenges and remove those impediments (excuses).

So if you have screamed into a toothbrush in front of your mirror to the tune "Bohemian Rhapsody" or danced around your bedroom to the cool beat of "Shape of You" or head-banged in your car to "Satisfaction"…then clearly you have dreamed of being a rockstar.

I strongly encourage you to now harness those dreams and become the rockstar in banking.

Tennessee Bankers Association partners with BankTalentHQ

Gain national exposure for your bank's jobs

Finding and keeping top talent is high on the list of priority issues for Tennessee banks. We hear over and over from our members about how difficult it is to attract quality, seasoned employees. The solution is BankTalentHQ.

BankTalentHQ is the premier talent management resource for the banking industry and is brought to you by the Tennessee Bankers Association in partnership with other state banking associations across the country.

"The banking industry was lacking a dedicated and focused, full-service talent management site, and that's what BankTalentHQ brings," said Colin Barrett, president and CEO of the Tennessee Bankers Association. "BankTalentHQ will connect top talent—including candidates who currently are outside the industry—to your institution. It will be the one-stop shop for your talent management needs."

The job board, located at *banktalenthq.com*, allows TBA members to post job openings by purchasing a single 30-day post or a discounted posting package to fill multiple vacancies. Additional talent management services on the site include industry news, resume writing, career learning center, career pathing, and coaching.

BankTalentHQ will be marketing to ideal candidates outside of the industry to pique their interest in banking careers, the key to driving additional talent into the financial services industry. The intention is to show the full scope of available jobs, from operations and human resources to financial management and marketing. We are in an exciting industry with endless opportunities, and BankTalentHQ will help fuel the passion of potential candidates, drawing them into the industry.

Through March 1, 2020, TBA is offering 50% OFF postings for our members. Use code **LAUNCHTN** to receive your promotional discount at checkout. Please connect with Stacey Langford, *slangford@TNBankers.org* or 615-244-4871 if you have questions about BankTalentHQ.

Continuing education a great investment

JOHN JORDAN
Executive Director, Graduate School of Banking at LSU

MORE ABOUT THE GRADUATE SCHOOL OF BANKING AT LSU

Learn more and register for the Graduate School of Banking at LSU at *www.gsblsu.org*. The 2020 session takes place May 25–June 5.

Benjamin Franklin once said, "An investment in knowledge pays the best interest." Those of us who hold positions of leadership in the banking industry are products of the education system for bankers. Someone made an investment in our future by sending us to a state association school, an American Bankers Association school, or a graduate school of banking.

Today's young banker is asking you to make that same investment in them. Every survey about what motivates our young banking leaders has personal and professional development at or near the top of priorities.

First, let's put ourselves into the shoes of the young banker. When we hit our 20s, it seems like we have spent our entire lives in a classroom. Were you thrilled when you finished that last college paper? You thought, "I'll never have to write an essay or go to school ever again!"

Of course, we were wrong. Upon entering the workforce, we realized that learning is even more important now than it was back in the dorm room days. So, we went back to the classroom. We discovered that learning something new not only helps the brain function more effectively, but improves focus, overall confidence, and self-esteem. It is also a great way to get social, meet new friends, and expand our professional network.

Surely, this short trip down memory lane helps you to understand why personal and professional development is at or near the top of the motivators for young bankers. Now, let's look at why continuing education helps the company as well as the individual.

The financial services industry is shaped by many dynamic forces. How are we to keep up?

Let's look at these within the context of three overriding themes—structure, reciprocity, and trust. This will help us model the changes in financial services.

Structure

Information delivery systems and communications tools will continue to evolve at an amazing pace. More people than ever will have access to financial services. Transactions will occur at an unimaginable speed across global distances. We will become more and more interconnected. The importance of financial intermediaries may become diminished.

Reciprocity

Banks enjoy certain public operating benefits. With these benefits come decisions and behaviors to heighten our regard for others. This is the element of reciprocity. Other industries do not have this safety net and not as much is expected from them.

Trust

Keeping your word. Financial services are becoming more commoditized. Are we dealing more in products and less in relationships? The future of the banking industry depends critically on keeping and restoring trust, reaffirming the reciprocal relationship of finance and society, and ensuring our structures are stable and resilient in the face of crisis.

There are many forces that create the need for continuing education. Cybersecurity has already been mentioned as an area for greater expertise. Regulatory changes create a need for learning. Compliance, capital and liquidity management, and risk management are just a few areas of new emphasis.

Where can a banker find educational opportunities? The next level in the continuing education journey is a graduate school of banking. For more than 70 years, the Graduate School of Banking at Louisiana State University (GSB at LSU) has educated banking leaders. More than 16,000 bankers have graduated from this program and have led their banks ethically and profitably.

The curriculum at GSB at LSU changes with the needs of the industry. Through consultation with faculty, students, alumni, state association leaders and many others, the school identifies the courses needed for leaders in the dynamic banking industry.

Ethical decision making has been identified as a major need. To accommodate this, we make courses and case studies with this emphasis integral to the curriculum.

To further emphasize ethical leadership, the Keynote Speaker series is utilized to bring a nationally known expert in ethical leadership. This year's keynote address will feature Colonel Arthur Athens, USMC (Ret.), former director of the Stockdale Center for Ethical Leadership, who explains that competence, courage and compassion are the keys to leadership.

Our faculty continue to teach courses that are foundational to the financial services industry. Some of these are capital and liquidity management, compliance and risk management, and, of course, lending and bank financial analysis.

This year we are adding two courses that are very important to our industry. First, we must embrace technological change, so a new course titled *Banking on Innovation* has been added. Because communication skills are vital to be a strong leader, we are adding a communications course that will not only emphasize effective communication but also crisis management communications.

It is time to acknowledge the importance of the young banker to your organization. We must work to keep them engaged and informed. They deserve this attention and require it for retention in our organizations. Please consider sending them to your state association school or the Graduate School of Banking at Louisiana State University.

2019 GSB at LSU Tennessee students

Today's

bank **leaders**

teaching

tomorrow's

bank **innovators.**

2020 SESSION MAY 25–JUNE 5

"My decision to attend GSBLSU and commit to the three years of learning was one of the best choices I have made in my own personal and professional development."

Angie Lewis

Group Executive, Enterprise Risk

Synovus® Bank • Columbus, GA

GSB

GRADUATE SCHOOL OF BANKING
AT LOUISIANA STATE UNIVERSITY

(225) 766-8595 | BATON ROUGE, LOUISIANA | www.**gsblsu**.org

CELEBRATING OVER 70 YEARS

New Associate Members

The following companies have joined the Tennessee Bankers Association as associate members. TBA's associate members deliver valuable products and services that help Tennessee's financial institutions serve their customers. In addition, they provide considerable support to TBA efforts and programs. You will find a complete list of TBA associate members on the TBA website at TNBankers.org or in a special section of the 2019-2020 Bankers Directory. If you have questions about TBA's associate members, please contact Stacey Langford at *slangford@TNBankers.org*.

LEGAL SERVICES

Home Surety Title

McEvoy

Home Surety Title & Escrow, LLC
5583 Murray Rd, Ste 120
Memphis, TN 38119-0858
Phone: 901-737-2100
Fax: 901-737-7558
www.homesuretytitle.com
Contact: Jeff McEvoy - *jeff@homesuretytitle.com*

Attorney - Residential and Commercial Real Estate Closings

DAY ON THE HILL

★ BROUGHT TO YOU BY TBA'S YOUNG BANKERS DIVISION ★

WEDNESDAY, MARCH 11, 2020

Program: 8:00 a.m. – 2:00 p.m.

Day on the Hill, sponsored by the TBA Young Bankers Division, introduces future leaders from banks across the state to the legislative process. Participants hear from members of the General Assembly and the TBA government relations team about Tennessee's legislative process, observe committee meetings, and have an opportunity to meet with legislators.

Tennessee Bankers Association Service Since 1890

THANK YOU SPONSORS

Bone McAllester Norton PLLC
Attorneys | www.bonelaw.com

FHLB Cincinnati

★ REGISTRATION ONLINE AT TNBANKERS.ORG/CALENDAR ★

People on the Move

Have information from your bank about promotions or branch news? Send it to Lila Griffin at *lgriffin@TNBankers.org*.

Bank of Tennessee, Nashville, has welcomed **Cheryl Jones**, CTP, AAP, as treasury management sales officer. Previously, Jones served as a cash management analyst with Fannie Mae, Dallas, Texas.


JONES

BKD, Nashville, has promoted **Cy Sturdivant** to a director.

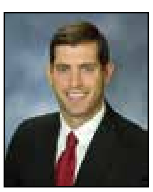

STURDIVANT

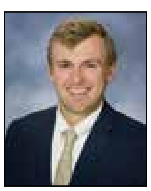

BOYD


SCHRACK

Butler Snow LLP, Memphis, has welcomed **Brande L. Boyd** and **Andrew B. Schrack** as attorneys.


ORTIZ


MANERS


MOORE

Butler Snow LLP, Nashville, has welcomed **Alexandra M. Ortiz, James H. Maners,** and **Wilson Roe Moore** as attorneys.

CapStar Bank, Nashville, has welcomed **John Davis** as its executive vice president, chief operations and technology officer, replacing Tip Evans, who is set to retire in 2020.


DAVIS


SULLIVAN


BURLAGE


KILCREASE


HARRIS

Fifth Third Bank, Nashville, has promoted **Ryan Sullivan** to commercial associate relationship manager; and **Alison Burlage** to treasury management officer. The firm has named **Thomas Kilcrease** as senior vice president, commercial relationship manager; and **Samuel Harris** as associate relationship manager.

Fifth Third Bank, Memphis, has promoted **Jonathan Lee** to assistant vice president, treasury management officer.


LEE

First Advantage Bank, Clarksville, has welcomed **Janet Norman** as an assistant vice president and branch manager.


NORMAN


CROCKETT


WOODALL

First Freedom Bank, Lebanon, has added **Stacey Crockett** as a mortgage administration officer; and **Ryan Woodall** as a relationship manager.


DOYLE


MALIN


SAMPLES

First Horizon Bank, Memphis, has named **Brittney Doyle** as market leader for Clarksville/Montgomery County; and **Rob Malin** as senior trust officer and estate planning counsel. **Corey Samples** was named banking center manager at the Wildwood branch in Cleveland.

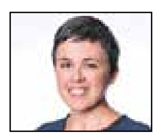
First Horizon, Nashville, has promoted **Glenn Bradley** to senior vice president, private client relationship manager for its medical banking group in Middle Tennessee.


BRADLEY


MCCANN


MATARAZZO


MIDDLEBROOKS


MILLER


MOSS


NGUYEN


ORLANDO


OWENS


SHORTRIDGE

LBMC, Brentwood, has added **Cheryl McCann** as financial support specialist; **Nicolette Matarazzo** as senior accountant; **Walker Middlebrooks, Jr.**, as a staff accountant; **Stephanie Miller** as human resources coordinator; **Tammy Moss** as payroll processor; **Daniel Nguyen** as security consultant; **Laura Orlando** as an assistant controller; **Lasharne Owens** as a senior accountant; and **Nick Shortridge** as a project manager.

Paragon Bank, Memphis, has named **Dani Bowers** as human resources manager.


BOWERS

Patriot Bank, Memphis, has named **Tina Walker** as chief operating officer.


WALKER

Pinnacle Financial Partners, Nashville, has named **Morgan Lyons** as vice president and managing director of loan syndication.


LYONS

ServisFirst Bank, Nashville, has named **Zane Martin** as vice president, commercial banking relationship manager to the Nashville office.


MARTIN


CALLOWAY


ABERCROMBIE

Sevier County Bank, Sevierville, has named **Montay Calloway** and **Amy Abercrombie** as retail market leaders.

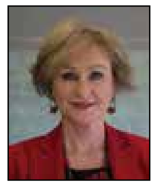
SmartBank, Chattanooga, has named **Natalie Hunt** as senior vice president, relationship manager.


HUNT

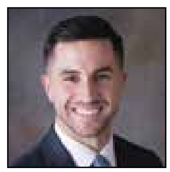
SmartBank, Knoxville, has added **Matthew Gathagan** as a financial advisor to the SmartBank Investment Services.


GATHAGAN

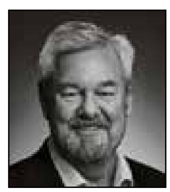
Tennessee Bank & Trust, Nashville, has named **Chet Alexander** as chief credit officer and **Sandi Lanier** as executive vice president, operations, and compliance. In addition, **Jeanie Holder** was named as vice president, business development officer for Williamson County.

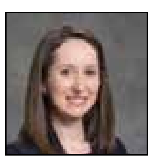

HOLDER

TriStar Bank, Dickson, has promoted **Hunter DeBerry** to Maury County president.

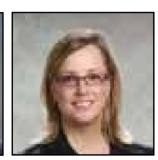

DEBERRY

Triumph Bank, Nashville, has welcomed **Thomas W. "Tom" Curl** as senior vice president in commercial real estate.


CURL

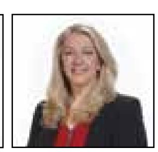

CARR


DAVIDSON


LEDDEN


PATEL


LOVETT


FOSTER

The Trust Company of Tennessee, Knoxville, has promoted **Miranda Carr** to chief investment officer; **Jack S. Davidson,** chief strategy officer; **Denise Ledden,** chief operating officer; and **Neil Patel,** vice president of information technology; and named **Marie Lovett** as a client specialist; and **Wendy Foster** as trust assistant.

West Tennessee Bank, a division of Decatur County Bank, has named **Kirk Goehring** as division president and chief credit officer.


GOEHRING

Wilson Bank & Trust, Lebanon, has named **John Foster** as president, succeeding **John McDearman**, who was named CEO.


FOSTER

Bank Notes

Commercial BancGroup Inc, holding company of **Commercial Bank, Harrogate,** has announced plans to purchase **First National Bank and Trust, London, Ky.,** and its four branch locations in London and Corbin, Ky. Commercial Bank will operate 31 branches throughout East Tennessee and Southeast Kentucky. The agreement is expected to close by the end of the first quarter of 2020.

First Alliance Bank in **Memphis** merged into and changed their name to **Guaranty Bank and Trust Company, Belzoni, Miss.,** effective November 11, 2019.

Jim Rieniets, president and CEO of **Nashville's InsBank** was appointed to serve on ABA's board as vice chairman of ABA's Government Relations. Rieniets served as 2017-2018 chairman of TBA's Government Relations Committee as well as the chairman of TBA's BankPac Committee in 2015-2016.

STACKHOUSE

BOSCH

Julie Stackhouse, executive vice president of the **Federal Reserve Bank of St. Louis,** is retiring in the first quarter of 2020. She joined the St. Louis Fed in 2002 after serving as vice president and managing officer of the risk management department of the Federal Reserve Bank of Minneapolis. Before joining the Minneapolis Fed, she was an officer with the Federal Reserve Bank of Kansas City, where she started as an examiner in 1980. **Tim Bosch, St. Louis Fed Reserve,** supervision department vice president, is also retiring in the first quarter of 2020, after serving the St. Louis Fed for 41 years.

Memphis-based First Horizon National Corp. announced plans to merge with **Lafayette, La.-based IBERIABANK Corp** in all-stock merger of equals. The combined company will operate 164 branches in Tennessee under the First Horizon name, growing a footprint over 11 states. The main headquarters will be in Memphis with a regional banking headquarters in New Orleans. D. Bryan Jordan, president, chairman and CEO of First Horizon will become CEO of the combined company, and Daryl Byrd, president and CEO of IBERIABANK, will become executive chairman of the combined company.

Renasant Bank, Tupelo, Miss., is set to hold the naming rights for the Memphis Convention Center for the next 10 years. And the facility will be renamed Renasant Convention Center.

A local group in **Chattanooga** has filed an application with the Federal Deposit Insurance Corp and the Office of the Comptroller of the Currency. The bank is named **RockPoint** and organizers expect to open it in the summer of 2020.

SmartFinancial Inc., parent company of **SmartBank, Knoxville,** has agreed to acquire **Progressive Financial Group Inc.,** parent company of Progressive Savings Bank, based in **Jamestown** in a stock-and-cash deal valued at approximately $41.4 million. SmartBank has assets in excess of $2.4 billion and Progressive Savings Bank had approximately $296 million with six branches in Cookeville, Crossville, Jamestown, and Wartburg. The acquisition is expected to be completed in the first half of 2020. Upon completion of the merger, Ottis H. Phillips, CEO of Progressive, will join the board of SmartFinancial.

Willie Staats, one of the beloved faculty members at the Graduate School of Banking at LSU, and *The Southeastern School of Banking*, passed away on November 15 after a long illness.

Community Building

If your bank's Facebook page has highlights from community involvement, tag *@TNBankers* in the post to possibly get it published in *The Tennessee Banker* magazine.

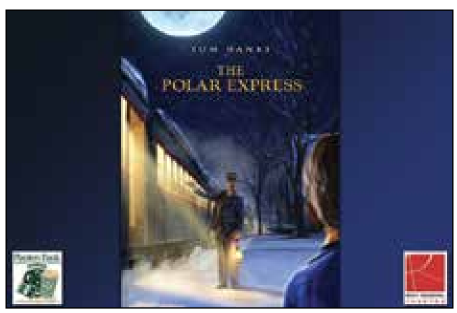
The Ayers Foundation celebrated its 20th anniversary with a dedication of its new headquarters in **Parsons**, (Jim Ayers' hometown) featuring The Ayers Foundation Scholars Program, which funds and trains college and career counselors in high schools in Decatur, Henderson, Perry, Lawrence, and Unicoi counties.

First Horizon Bank's Clarksville market leader, **Brittney Doyle (on the right)** presents a $2,500 check to Loaves & Fishes board member Jill Crow. The hunger-relief organization is fundraising to build new, larger premises capable of serving up to 73,000 hot meals a year.

First Horizon Bank, celebrated openings of new Operation HOPE Inside locations in **Alcoa** and **Lebanon**.

JPMorgan Chase & Co., Nashville, has made a $100,000 donation to Project Return, a Nashville nonprofit that helps previously incarcerated individuals find good-paying local jobs.

Macon Bank & Trust Company, Lafayette, presented a $4,315 check to Sherry's Run from proceeds of t-shirt sales made at the bank's first annual Pink Out Game.



Planters Bank Inc., Clarksville, sponsored a showing of The Polar Express at Clarksville's Roxy Regional Theatre in December.

Powell Valley National Bank, Kingsport, made a $1,000 donation to United Way of Greater Kingsport.

TriStar Bank, Dickson, donated supplies and walked all of the dogs at the Humane Society of Dickson County.

U.S. Bank, Nashville, gave $20,000 to the Theater Bug, a nonprofit theater company in Nashville, and presented the check, live on *Good Morning America*.

Featured Events

MARCH
4 & 5

HUMAN RESOURCES CONFERENCE

NEW LOCATION: TBA Barrett Training Center, Nashville
Early Registration Deadline: February 19
TBA Member/Associate Member Early Registration - $395
TBA Contact: Sheena Frech, *sfrech@TNBankers.org*

This annual conference covers compliance issues related to the human resources function and addresses the current topics and management issues. Human resource professionals from across the state network with peers and find solutions to their common problems.

Attendees of the 2019 *Human Resources Conference*

MARCH
10 & 11

COMPLIANCE CONFERENCE

Embassy Suites & Conference Center, Murfreesboro
Early Registration Deadline: February 25
TBA Member/Associate Member Discounted Tuition - $575
TBA Contact: Sheena Frech, *sfrech@TNBankers.org*

When you attend *Compliance Conference*, you will hear from nationally known presenters, as well as national and regional regulatory professionals who will provide current, practical, and workable solutions to the regulatory changes that are occurring with increasing frequency.

Attendees of the 2019 *Compliance Conference*

Employment Opportunities

POSITIONS AVAILABLE

1912-4 LOAN COMPLIANCE SPECIALIST
Heritage Community Bank is seeking a qualified Loan Compliance Specialist. Interested applicants may email a resume to drigney@hcbonline.us.

1912-3 LOAN DOCUMENTATION MANAGER
Tennessee Bank & Trust is seeking a qualified Loan Documentation Manager. Interested parties may apply at this link: https://tennesseebankandtrust.com/employment/.

1912-2 LOAN SERVICING MANAGER
Tennessee Bank & Trust is seeking a qualified Loan Servicing Manager. Interested parties may apply at this link: https://tennesseebankandtrust.com/employment/.

1912-1 MORTGAGE LOAN ADMINISTRATOR
Legends Bank is seeking a qualified Mortage Loan Administrator for their Clarksville office. Please send resume to jkramer@legendsbank.com.

1911-9 MORTGAGE LOAN PARTNER
Legends Bank is seeking a qualified Mortgage Loan Partner for their Brentwood office. Please send resume to jkramer@legendsbank.com.

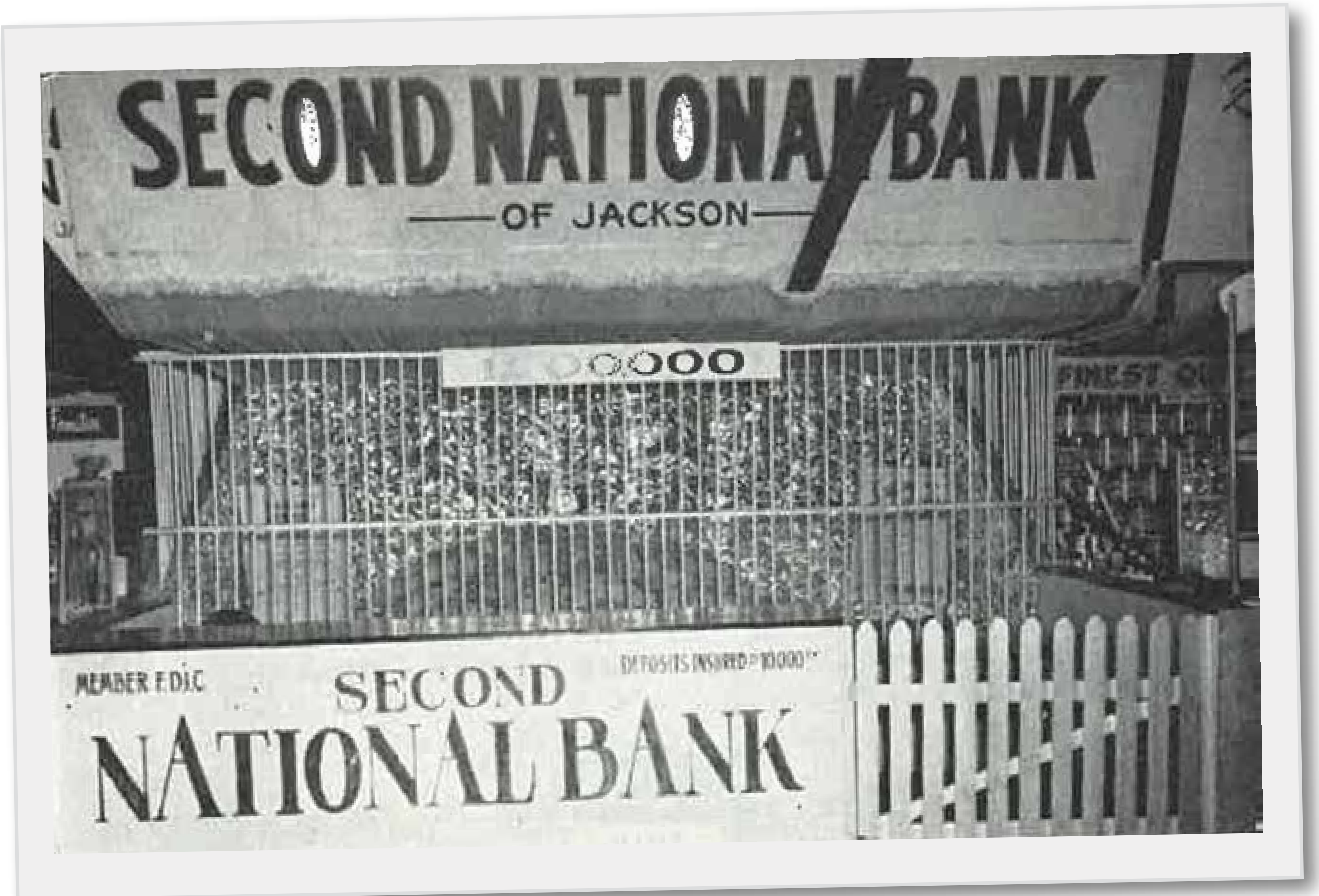
1911-7 UNIVERSAL BANKER
Truxton Trust is seeking a qualified Universal Banker. Interested candidates may send their resumes to careers@truxtontrust.com.

1911-5 CLIENT RELATIONSHIP MANAGER
CapStar Bank is seeking a qualified Client Relationship Manager for their Downtown Nashville office. Apply for Client Relationship Manager using the link below:
https://workforcenow.adp.com/mascsr/default/mdf/recruitment/recruitment.html?cid=efa1b269-c15e-4875-8e37-fb6bb6dbb61b&ccId=19000101_000001&jobId=290559&lang=en_US&source=CC4

1911-4 Systems Administrator – Finance
CapStar Bank is seeking a qualified Systems Administrator - Finance for their Downtown Nashville office. Apply for Systems Administrator - Finance using the link below:
https://workforcenow.adp.com/mascsr/default/mdf/recruitment/recruitment.html?cid=efa1b269-c15e-4875-8e37-fb6bb6dbb61b&ccId=19000101_000001&jobId=290260&lang=en_US&source=CC4

Tennessee banks and associate members may list positions free-of-charge as a benefit of their membership in the Tennessee Bankers Association. Those interested in placing an ad or replying to position openings (refer to position number) should direct their inquiries to Penny Powlas at *ppowlas@TNBankers.org*, or 800-964-5525 or 615-244-4871. View more positions at *TNBankers.org/jobbank*.

Jackson bank showcases one million pennies at local fair



During the 1955 West Tennessee Fair in Jackson, one exhibit that attracted unusual attention was from the Second National Bank of Jackson. Their booth featured one million new 1955 minted pennies on display.

The pennies, furnished by the Memphis Federal Reserve Bank Branch, weighed about 4 tons, and arrived at the bank in 200 sacks, each weighing 40 pounds.

Our thoughts go out to all the tellers who had to count them.

Originally published in *The Tennessee Banker* in December 1955.

Professional Development Calendar

2020

January 15, 16, 17
2019-2020 Senior Lender Forums, Session 2 of 3
TBA Gilliam Board Room, Nashville

January 21, 22, 23
CEO Forums, Session 1 of 3
TBA Gilliam Board Room, Nashville

January 21 & 22
Fundamentals of Compliance
Nashville, TBA Barrett Training Center

February 4
2019-2020 Senior Compliance Officer Forums, Session 2 of 4
TBA Barrett Training Center, Nashville

February 12 NEW LOCATION
Legislative Reception
Renaissance Nashville Hotel, Nashville

February 13 & 14
Credit Conference
Omni Hotel, Nashville

February 20 & 21
Essentials of Commercial Lending
TBA Barrett Training Center, Nashville

February 26, 27, 28
CFO/Controller Forums, Session 1 of 3
TBA Gilliam Board Room, Nashville

March 4 & 5
Human Resources Conference
TBA Barrett Training Center, Nashville

March 10 & 11
Compliance Conference
Embassy Suites Hotel & Conference Center, Murfreesboro

March 11
Introduction to Banking
TBA Barrett Training Center, Nashville

March 11
Young Bankers Division
Day on the Hill
Tennessee State Capitol, Nashville

March 13
IT/Operations/Information Security Officer Forums, Session 1 of 3
TBA Barrett Training Center, Nashville

EDUCATION TRACKS

- **Compliance**
- **Commercial Lending**
- **Retail Banking/Consumer Lending**
- **Operations/IT/Human Resources**
- **Management/Executive**
- **General Banking**

NOTE: All programs and dates listed are subject to change. Occasionally other timely programs are added to the calendar throughout the year. We encourage you to visit *www.TNBankers.org/calendar* for the most current information about TBA events.

FNBB's Capital Markets Division offers a full suite of investment products designed especially for community banks. You receive unparalleled personal attention from a team of knowledgeable professionals providing investment services that fit the needs of your financial institution.

Security Sales

- Unbiased recommendations and pricing
- Security, market and rate information along with research services

Portfolio Accounting

- Access to data in multiple formats
- Independent pricing valuation
- Integrated services with Safekeeping and ALM systems

Safekeeping

- Approved custodian
- Automated settlement platform
- Timely and accurate payment and reporting

Contact:

Charles Kown, *Relationship Manager & Capital Markets*

Reaves Crabtree, *Capital Markets*

Office:

800.318.6272

FNBB Capital Markets:

866.405.6864

bankers-bank.com

SERVICE BEYOND COMPARISON

FNBB
Capital Markets