

THE TENNESSEE BANKER

Volume 103 • Number 6 • November/December 2015



**Feature: Deborah Cole
of Nashville's Citizens Bank**

**Commissioner Gonzales
on Finding Regulatory Balance**

**TBA's Trust Committee Talks Trust
and Wealth Management Trends**

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Published bimonthly by the Tennessee Bankers Association
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Volume CIII / Number 6 / November/December 2015

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ON THE COVER

Christmas Wreath

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The Tennessee Banker (ISSN 0040-3199) is published 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. Periodical postage paid at Nashville, Tennessee. POSTMASTER: send address changes to The Tennessee Banker, 211 Athens Way, Ste 100, Nashville, TN 37228-1381.

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The Future of TBA Education

By Colin Barrett, President, Tennessee Bankers Association

If you ask bankers to list the main benefits of being active in the Tennessee Bankers Association, 10 out of 10 will name the Association's education programming in their top two or three responses.

There is no doubt our education program has a positive impact on the association and our members; not only does it provide high-quality, cost-effective training and continuing education, it also contributes significantly to the association's bottom line. In fiscal year 2015, we received \$2.8 million in revenue from TBA education programs, including our Annual Convention, conferences, schools, regional programs and webinars.

That revenue, which is a direct result of the tremendous level of participation and support by and from our members, helps us keep our program registration fees among the lowest in the nation. It also helps us to maintain one of the lowest dues structures in the nation.

The main reason our education program has been so successful over recent years is the great work of Debbie Brickles, senior vice president of training and development, Susan Taylor, senior vice president of professional development, and our bankers who provide input and feedback on our programs. Together, they have guided us through times of change, adding new programs and offering new formats to embrace the shifts in everything from regulatory challenges to learning preferences.

For example, five years ago our forums made up 8 percent of our education programs; today they make up 18 percent. Our one-day, regional classes make up 23 percent of our education, down 12 percentage points from five years ago largely because our members increasingly are opting for webinars.



We intend to continue changing with the times, and staying abreast of what we need to do to best meet our members' education needs. That's why I asked TBA Vice Chairman Lee Moss to head up a task force to do just that. We built a working group of bankers who have achieved success in leading previous committees, who represent different areas within the industry, and who are outspoken advocates of banker education.

We invited Dr. Eric Goodman, a leading expert in professional development from Colorado, to speak to our group about changes in continuing education. His presentation was enlightening and helped us focus on future trends. For example, Dr. Goodman talked about how the trend of classroom-style instruction – or “sage on the stage” as he called it – is shifting to more group-based learning approaches, something we are seeing in both our forums and webinars.

Three suggestions for this month:

- ✓ Check out the 2016 Professional Development Directory and identify classes to train your employees. An online version can be found at www.TNBankers.org/calendar.
- ✓ Identify an employee to attend the Graduate School of Banking at LSU. Sixty-five students from across the Volunteer State are currently enrolled in this premier banking school. For more information, contact GSB board member Robby Moore at robby.moore@thebankonthego.com.
- ✓ Explore the cost savings available through a captive insurance company by checking out TBA's newest endorsed partner, KeyState Financial. For more information, please contact Stacey Langford at slangford@TNBankers.org.

He also discussed the implications of the “70-20-10 rule,” which holds that, generally speaking, 10 percent of what we learn is through classroom-style presentations, 20 percent is from networking, and 70 percent is from hands-on training.

Another area that we discussed with Dr. Goodman was the concern that we have heard from many of you about the challenges faced in recruiting young talent into your banks. He cited the results of a survey published in the *Wall Street Journal* earlier this year that showed 81 percent of the accounting and finance professionals polled said that planning, budgeting and forecasting skills are critical; only 30 percent, however, said that

entry-level professionals possess those skills. Even more concerning is that 77 percent of respondents said leadership ability is a necessity, but only 14 percent felt their employees have leadership skills.

After hearing Dr. Goodman's presentation and focusing on TBA's education trends, the group established the following objectives:

- Look for ways to help our members track employee education
- Use technology such as Google groups and LinkedIn to connect Tennessee bankers
- Provide information on classes as early as possible for budgeting and planning purposes
- Identify ways to shorten schools by allowing students to do more pre-work before attending classes
- Engage our members to receive more feedback on the classes and delivery methods that work best for their banks
- Deliver more leadership based training to develop the next generation of bankers



The Education Planning Group (left to right): Emily Gray, Terry Todd, Dustin Atkins, Rush Bricken, Eric Goodman, John McDearman, Linda Scholl, Gary Whitaker, Kerrie Heckethorn, Susan Taylor, Lee Moss, Debbie Brickles, Dan Dellinger, Mike Comer, Philip Calahan, and Colin Barrett

Education will remain a cornerstone of TBA, and making sure our program evolves to meet the growing and changing needs of our members will continue to be a priority. I look forward to working with all of our members to make sure that happens. When it comes to

developing better ways to deliver our programs – from the subject matter to the way we are delivering it – the TBA staff is all ears. We want to hear from you. ■

-Colin



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Numbers Matter

By Amy Heaslet, Senior Vice President/Deputy Counsel, Tennessee Bankers Association

As bankers you know numbers are important. As an advocate for the banking industry, I've come to realize numbers are just as important when trying to pass legislation or affect the regulatory process. In fact, TBA's job of bringing regulatory reform to the industry is now all about the numbers – the number of letters written on a proposed rule, the number of lawmakers supporting a bill, and even the number of directors leading the Consumer Financial Protection Bureau.

NCUA's Proposed Biz Lending Rule

This summer when the National Credit Union Administration announced a proposed rule to expand credit unions' business lending authority by "clarifying" that nonmember business loan participations do not count towards the statutory cap, bankers and their state and national trade associations spoke up. It's not often that members of the banking industry find themselves writing comment letters to the credit unions' federal regulatory agency, but NCUA's brazen plan to bypass Congressional authority was incentive for thousands of bankers to voice their concerns.

More than 3,000 comment letters were submitted to NCUA by the August 31 comment letter deadline. Every letter counted. Why? Because NCUA is required by law to respond to each letter. That alone will likely take NCUA staff over a year to accomplish. Once completed, the final stages of the rulemaking process will take another year or so. Combined, we're looking at a minimum of two years before NCUA could issue a final rule to expand business lending.

This delay is significant. It will

allow bankers to continue pushing lawmakers to require that the NCUA go before Congress and answer hard questions about their attempt to bypass Congressional oversight, which isn't limited to just their business lending proposed rule.

The agency also announced plans for another rule to expand credit unions' field of membership. Despite Congress' seemingly unwillingness to tax the credit unions, Congress feels strongly about not expanding any of their current powers or scope of membership.

Perhaps given NCUA's recent push to go around Congress, lawmakers will not only realize NCUA does not respect their authority, but also push back on the NCUA's efforts to bring more lending authority and less regulation to the institutions it oversees.

Bipartisan Regulatory Relief

We've seen significant progress this year in both the House and Senate in passing regulatory reform bills. Seeing these bills move along in the legislative process was a huge step forward compared to past years. In the immediate post-Dodd-Frank era, legislative gridlock and partisan politics kept those initiatives from passing even the committee level.

When the House voted on October 7 to pass a bill (H.R. 3192) that would delay enforcement of TRID, it was apparent that some Democrats are defecting from their party's blanket approval of the CFPB and the regulations the agency passed to "protect consumers." The legislation passed by a bipartisan vote of 303-121. Sixty-four Democrats, including Tennessee Representative Jim Cooper (D-5th District), voted in favor of the bill.

The House vote came after months of bankers and industry trade associations, including TBA, urged the CFPB to enact a safe harbor to allow time to update and

implement software for preparation of the new disclosures. CFPB Director Richard Cordray, when testifying before the House Financial Services Committee just days before the TRID effective date, said he was "pushing hard" for a formal three-month safe harbor for lenders who attempt in good faith to comply with the new disclosures. But the agency failed to issue a formal "hold harmless" period for the new mortgage disclosures prior to the October 3 enactment date.

The bipartisan support for H.R. 3192 was a motivating factor for the CFPB in even discussing publicly a safe harbor period. The House's action sent a clear message to the agency and the White House – if you won't put the brakes on regulations when necessary, we will.

That is the message the industry needs to continue sending to all of the regulatory agencies and the administration. That message will only be heard if there is bipartisan support behind those bills to bring regulatory relief to the banking industry, which is why every vote matters.

CFPB Structure

In another move to further show some Democrats are beginning to come around on Dodd-Frank, two Democrats on the House Financial Services Committee voted in favor of H.R. 1266, which would replace the CFPB's director with a five-member bipartisan commission. Two votes may not seem like a lot, but it is enough to establish "bipartisan" support.

Since the Dodd-Frank Act passed in 2010, bankers have advocated changing the structure of the CFPB from a single director to a commission. This is largely due to who

was in charge. First it was going to be Elizabeth Warren, which did not come as surprise as she was the one who originally proposed the concept of a consumer protection bureau. Although President Obama did appoint her as special advisor to the bureau, she was never nominated for director given strong opposition by Senate and House Republicans. Instead, Richard Cordray was eventually approved by the Senate, but only after significant pushback from Republicans and a year after the President issued a very controversial recess appointment to install him as director.

Since Cordray's first day on the job, it has been well known that Republicans wanted to see his position eliminated and replaced with a governing commission similar to the SEC or FDIC. Cordray, much like Elizabeth Warren, was seen by many as lacking working knowledge of the financial industry and possessing an inability to consider how regulations to "protect consumers" could ultimately stifle the financial services available to them. Many would argue that is exactly how Cordray's term as CFPB director has played out, which has led to the continued push for the commission and passage of H.R. 1266.

Even if the bipartisan support of H.R. 1266 is enough for passage in the House and Senate, it still must overcome the power of President Obama's veto pen. If the bill does not become law, leaving the CFPB in a single director position, not all is lost. Cordray is currently serving a five-year term that will expire in January 2017. Coincidentally, that is the same time a new President will take the oath of office.

If the new President – Democrat or Republican – opts to replace Cordray, this could mean significant change in control of the agency, and change for the financial industry. Imagine a director who believes in only regulations that made sense – ones that apply to only institutions based on model, not asset size, and ones that would pro-

tect consumers but not restrict services and products available to them – and one who listened to the industry when concerns are voiced. Now that might be a director the industry could get behind and support.

Conclusion

In a situation where numbers count, both legislatively and in the regulatory process, the success the industry has

seen in 2015 is due to one reason: banker involvement. Bankers making the issues known is the only way to affect change in Washington. And that is exactly what happened in 2015, and what TBA hopes will continue into 2016. If the number of comment letters and the number of lawmakers we push to support regulatory relief continues, the industry will continue to see progress. ■

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Finding Balance in Regulation

By Greg Gonzales, Commissioner, Tennessee Department of Financial Institutions

I want to follow up to my last article in this magazine with an update as to how we are meeting our mission. Since all state agencies went through evaluations in September, I thought this might be a good time to discuss this subject again and how it affects state banks.

As I mentioned in my earlier article, Governor Bill Haslam created a Customer Focused Government planning process, where the goal is to provide citizens with services they cannot obtain on their own and to provide the best service at the least cost. The department spent some time at the beginning of the Administration in reviewing our mission and laying out our foundational goals.

Based on Governor Haslam's philosophy and goals, we established my performance plan which serves as the department's guide to creating individual performance plans for each staff member. We have just completed final evaluations for all employees.

We continue to meet our goal of turning around bank exams in less than 50 days on average. This number is down from nearly 120 days about 5 years ago. This metric is measured from the date we leave the bank to the time the exam is mailed out. This goal is fundamental to our mission. The longer it takes us to get exam information to banks, the less valuable this information becomes. Going forward, I see this turnaround time inching upward a little as we may see some state banks grow into a size that requires a joint exam, which typically requires more time.

We have just added a new metric that measures the amount of experience of our exam staff. One of the reasons we added this metric is that

we have heard from many bankers for some time encouraging the department to continue to make efforts at improving the experience level of our regulatory staff. This goal fits perfectly with our mission of regulatory balance. We seek to empower examiners to find this balance, and we know it is harder to do this than to create one size fits all boxes and not worry about right sizing regulation to the risk. It is our firm belief that retaining experienced examiners and regulatory staff helps us to better find that balance and is the counter to producing more and more laws that can take discretion out of local regulator hands. That is why we say that our department's greatest tool for economic development is the examiner.

"I want bankers to know that everything we do is for the purpose of helping you to be successful in supporting Tennessee's economy and we are intentional in that effort."

While there are a number of factors that contribute to job satisfaction and retention, an improved salary structure is one we have focused on. With Governor Haslam's help, we have made progress.

Results shows initial improvement in maintaining experienced examination staff. From about 2004 until 2013, we averaged losing 8 percent of our bank

examiners. Since 2013, that rate has been below 8 percent. To put this in context, for every examiner we can retain, we save the industry upwards of \$100,000 per year. We make significant investment in our examiners, particularly in the first few years in order to get to that 5 year mark where examiners are able to fully contribute. Losing examiners in the first few years can be a costly proposition for all of us.

While we have made progress recently, this fiscal year has not started out well as we have lost a few examiners. Salary was not the only factor, but it was an important one so we are still striving to do better.

All department goals point back to the Governor's ultimate goal—help make Tennessee the No. 1 state in the region for high quality jobs.

I want bankers to know that everything we do is for the purpose of helping you to be successful in supporting Tennessee's economy and we are intentional in that effort.

A part of our plan is the establishment of milestones in support of more aspirational goals. Our primary goal that we have laid out to the Governor is our continuous effort to find balance in regulation.

In my last article, I discussed an exam manual that was created to help our examiners find balance and document it. We provided questions that examiners should be asking themselves, such as the economic impact of the exam issue at hand and whether there was discretion on the issue or not.

We also identified characteristics of regulatory balance, such as reducing complexity and communicating expectations clearly. This is critical whenever we are dealing with a

problem entity and there is little or no margin for error.

A fundamental characteristic of finding balance is to simply “call it like you see it.” No politics or personalities involved.

And even more fundamental than that is the statement we make in the manual to simply do what is right and just—challenge injustice when we can identify it.

Here is the bottom-line: In order to support the Governor’s goals for the economy, it is not enough to be technically strong. While we take pride in our technical training, we must also have strong values.

Without the right values and philosophy, we could send examiners out to do more harm than good. That is what happens when a bureaucracy fails to establish a meaningful mission and then holds staff accountable. For

example, I remember a time when policy makers answered tough questions by first asking lawyers to render a legal answer and then policymakers would craft a decision within the box that lawyers established. While I might have to remind us in the department from time to time that is not the way we are doing business, we left that practice many years ago. I want experienced program people who are committed to the Governor’s philosophy and our mission to recommend policy positions that ensure safety and soundness, but are mindful of economic consequence. Then I need our strong legal staff to see if there is a legal basis to support our policy judgments and to tell me what our odds are at sustaining our position. Otherwise, cold technical or legal judgments can lead to decisions that make little or no sense from a policy standpoint.

Let me mention one more strategic

goal that we have created recently and that is to update our disaster recovery plan and test it jointly with the industry. We worked closely with TEMA and the Tennessee Bankers Association since the beginning of the Haslam Administration to develop for the first time a statewide guide to disaster recovery for Tennessee depository institutions. Now it is time to review, update, and test this plan over the next few months. We will once again need your expertise and guidance to make this project successful. We see this also as a critical effort in supporting the Governor’s goals.

This article gives a further taste of our Customer Focused Government plan. There is more, including goals in the nonbank area. I hope you see that we are intentional in our efforts and in the belief that mission does matter. I welcome your comments. ■

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Proud to Have Served America's Hometown Bankers

By Frank Keating, President and CEO, American Bankers Association

Well before I began my tenure as president and CEO of ABA, I had a sense of the crucial role that banks play in their communities. I knew because when I was first running for governor of Oklahoma, I logged hundreds of miles visiting towns in every corner of the state. And in each of those towns, the local bank shone like a beacon. It was always the best-maintained, most respectable facility on Main Street. To me, that was a symbol of hope and prosperity, a vote of confidence in the town's future.

After five years at ABA, I can tell you that my early impressions were spot on. Hometown banks—and the good men and women who work for them—are the biggest investors in their communities. They are the reasons for good things happening in cities and towns across the country. And it has been an honor to become part of such a noble profession.

I leave my post proud of what we have accomplished together, and confident that ABA's new leader, Rob Nichols, will continue to move our Agenda for America's Hometown Banks forward. I have known Rob for several years and can vouch for his stellar credentials, policy background, and established relationships with policymakers – all of which will serve you and our industry well.

The current policy environment – featuring a chaotic session of Congress and intimidation of thoughtful policymakers who dare to consider corrections to the flawed Dodd-Frank Act – often forces us to measure progress in inches, not miles. But every inch or section of a rule that we make more workable for banks and their custom-

ers – as we did with several “qualified mortgage” provisions and other rules, such as Basel III and the Volcker Rule – is important. And every chink we put in the armor of our government-subsidized competitors can help us in our long-term efforts to level the playing field.

Your continued engagement and partnership with your trade associations is a difference-maker. Please give them all you've got. The banking industry's future is in your hands.

There's no changing policy affecting banks without first changing the conversation about banks and the vital role they play in our economic ecosystem. That's something we have done together. We have, for instance, put a real face on the industry with our America's Hometown Banker ads, and we've made a point to tell policymakers how proposals affect not our banks or bottom lines, but our customers and communities. That's putting it in language policymakers understand best – and care about most.

Of course, there is so much that remains on the industry's to-do list. Dodd-Frank Act provisions, including the dreadful Durbin interchange amendment, have proven difficult to undo. But as I write this, ABA is working with the state associations on a no-holds-barred effort to persuade the Senate

to pass regulatory relief. And we are continuing to press regulators to do what they can to tailor rules, making them appropriate for banks of different business models and risk profiles. One example: We have proposed to regulators – and they seem receptive – that well-capitalized community banks be exempted from complex Basel III capital calculations.

The key to our future success is the same as it is today: banker engagement. Not that ABA and the state associations don't play an important role in advocating for you. But when it's time to cast a vote – on a rule or a bill – a policymaker is most likely to be persuaded by his or her constituents. That means they must hear from you. Regularly.

I also urge you to engage at a broader political level. No doubt the 2016 elections will have a big impact on our industry. You can help shape the outcome of races by offering your time and talents to candidates, and by contributing to organizations like BankPac and the Financial Education and Advocacy Initiative, the 501(c)4 that ABA set up in 2012 to provide another avenue for banker political participation.

Your continued engagement and partnership with your trade associations is a difference-maker. Please give them all you've got. The banking industry's future is in your hands.

As for my future, I will leave ABA on Dec. 31 proud of having served a white-hat industry and grateful for the chance to have worked with the industry's finest leaders.

Thank you for your support, and thank you for all you do for our great nation. ■



Planning New Products? Changing Strategic Direction?

Semiannual Risk Perspective Shines a Light on Emerging Risks

By Gil Barker, Deputy Comptroller, OCC Southern District

Local presence and a national perspective anchor the approach that the Office of the Comptroller of the Currency uses to supervise the national banks and federal savings associations that call Tennessee home. These banks and thrifts serve unique markets, provide a full range of products and services, and play important roles in their communities. The OCC's examiners and professional staff work hard to tailor their supervision to the needs of each institution.

Most community national banks and federal savings associations in Tennessee are in good condition. Earnings are improving, and banks are gradually making new loans. However, some bankers may be taking increased risks as they seek better returns, growth, and business opportunities. The OCC wants bankers to fully examine and understand these risks before entering new businesses, offering new products, or shifting their business model or strategic direction.

The OCC's Semiannual Risk Perspective shares insight and data from the nationwide point of view. Published twice a year, it communicates the agency's perspective on key issues that could pose threats to the safety and soundness of banks, and what examiners will focus on over the next six months. Local examiners use the information to talk with bank management. They discuss how these issues relate to their unique business plans and their strategies for mitigating these risks. These conversations and publications help bankers avoid surprises during examinations and

achieve their business goals in a safe and sound manner.

The most recent edition of the Semiannual Risk Perspective highlights cybersecurity, strategic risk, underwriting, compliance, and interest rate risk as key challenges facing the federal banking system.

Cybersecurity

Few issues get as much attention today as cybersecurity. It's what keeps a lot of bankers and regulators up at night. The severity of business system breaches has increased, resulting in the loss of intellectual property and confidential data, damage to systems, and increased costs to all.

The OCC, along with other members of the Federal Financial Institutions Examination Council, has worked to raise awareness of threats to cybersecurity and to identify the steps bankers can take to mitigate those risks. The OCC also increased focus on cybersecurity at third-party technology service providers, the entities that many community banks and thrifts depend on for their core functions. Examiners will work with banks and thrifts to implement the right controls, to identify gaps in their defenses, and to understand and protect against the newest threats. The OCC helped the FFIEC develop the Cybersecurity Assessment Tool to aid banks in assessing their own cybersecurity. We also publish alerts to raise awareness of cyber threats—all of which are available at ffiec.gov.

Strategic Risk

More and more banks are re-evaluating their business models, deployment of capital, and risk appetites given the

challenging operating environment. What strategy must they employ to be successful in the future? Do they have the management expertise to implement the strategy? Strategic risk includes taking on increased risks by expanding into new or higher-risk products without appropriate due diligence, risk management and controls. Banks and thrifts continue to face competitive pressure as nonbank firms expand into traditional banking activities. Bankers seek new ways to compete—sometimes at the expense of sound operating principles.

During the next exam cycle, OCC staff will assess business model and strategic plan changes and will reinforce the importance of sound corporate governance balanced to the size and complexity of each specific bank. The adequacy of capital, and succession planning and the development of new products or services will be assessed in light of the strategic plan.

Underwriting

The quality of a bank's portfolio of loans depends primarily on the effectiveness of its underwriting. The OCC sees evidence of weaker underwriting creeping into the system.

The weaker standards are evident particularly in syndicated leveraged loans, but are also observed in indirect auto, asset-based, commercial real estate, and commercial and industrial lending. Examiners have recently noted more policy and underwriting exceptions, including increasing collateral advance rates, waiving or loosening guarantees, and more liberal repayment terms. Bankers have expressed concerns about the effects

that intensified competition with other regulated financial institutions and nonbank financial firms have on underwriting standards.

Because of these underwriting trends, the OCC encourages banks to assess their credit risk appetite as they manage their loan portfolios through this stage of the credit cycle. OCC staff will evaluate underwriting practices of new or renewed loans in banks' loan portfolios for easing in structure and terms, and focus on new products, areas of highest growth, or portfolios that represent concentrations.

Compliance

Compliance risk can be high, as bankers focus on improving business results, sometimes at the expense of effective compliance programs and controls. Bank Secrecy Act/Anti-Money Laundering (BSA/AML) risks can also be high as banks and thrifts implement changes to comply with new regulatory requirements and as technology rapidly evolves. Banks are implementing new technological developments to benefit customers and increase accessibility. Financial services become increasingly vulnerable to criminals who try to exploit these new innovations. Competition has led some banks to divert resources from BSA/AML activities elsewhere, resulting in insufficient resources and expertise devoted to BSA/AML. It is important that bank management has effective programs to identify and respond to risks that the institutions face from new products, services, or regulations.

The Consumer Financial Protection Bureau's new integrated mortgage disclosure regulations are effective for applications from consumers for closed-end credit transactions secured by real property on or after October 3, 2015. The TILA-RESPA rules cover most closed-end consumer credit transactions secured by real property, but does not apply to: HELOCs; Reverse mortgages; or Chattel-dwelling loans. For banks or thrifts that offer covered mortgages,



You can download the Semiannual Risk Perspective at OCC.gov.

OCC's supervision of the their compliance area will focus on efforts to implement the new requirements effectively. Examiners will consider the following areas in community banks and thrifts' change management plan: updating policies and procedures; identifying areas in the organization that will be impacted, such as products, departments, staff, service providers and business partners; allocating appropriate resources for implementing and testing new disclosure platforms; performing appropriate training; and planning for internal reviews or audits after community banks and thrifts have closed some loans under the new requirements.

Interest Rate Risk

The prolonged low interest rate environment has paved the way for future vulnerability.

Some banks reach for yield to boost interest income with decreasing regard for interest rate risk. For community banks and thrifts, exposure to interest rate risk is increasing because of growing concentrations in longer-term assets, including mortgage-backed securities and loans, and uncertainties about the potential runoff of nonmaturity deposits once interest rates increase. Deposit growth and shifts in deposit mix, both at historically low rates, make predicting future behavior difficult.

OCC staff will look at banks' ability to accurately identify and quantify interest rate risk in assets and liabilities under various scenarios and will assess the level of interest rate risk that bank management is willing to take.

Use the Semiannual Risk Perspective as Your Tool

Cybersecurity, strategic risk, underwriting, compliance, and interest rate risk affect banks differently, and cumulatively they represent the greatest concerns facing the federal banking system today. Use the Semiannual Risk Perspective as a tool to help you assess the risk facing your institution and to understand the OCC's view of these important issues. Then, use it as the basis of conversations with the Assistant Deputy Comptroller and Portfolio Manager assigned to oversee your institution to start talking with them about what you are doing to mitigate these risks. Assistant Deputy Comptroller Wendell Walker supervises the examiners and banks reporting to the Nashville Field Office. The Semiannual Risk Perspective is only a great resource if you put it to good use. Our local examiners are ready to help you do just that by providing risk-based supervision with local expertise and a national perspective. ■

'Education Connoisseur' Deborah Cole Leading Citizens Bank into Future

Deborah Cole is passionate about a lot of things. She loves to sew. She loves to travel. She loves to help others, especially young people dreaming of a professional career. She's even a Graduate Gemologist.

But as the president and chief executive officer of Nashville-based Citizens Savings Bank and Trust Company, she is most passionate about her role in leading the nation's oldest African-American owned and operated bank through its next stage of growth, which includes tentative plans for a new main office building at its current Jefferson Street location.

Citizens Bank is small, especially relative to other banks in Nashville. In terms of size, it has about \$104 million in assets, making it similar to many of the community banks serving small rural towns in Tennessee. In other ways, however, the community development bank is vastly different, especially in terms of its scope and mission.

The One Cent Savings Bank, as it was originally chartered, opened in January 1904 by a handful of active members of the Nashville chapter of the National Negro Business League. The founding principals included legendary leaders of Nashville's black community, such as James C. Napier, Preston Taylor, and Richard Henry Boyd. Boyd served as the bank's first president, and his family remains the major stockholder of the bank, as his great-great-grandson, T.B. Boyd III, is the current chairman of the board.

In 1920, the bank was renamed Citizens Savings Bank and Trust Company, and expanded its mission of providing banking access to a distinctly underserved population.

"That's still our mission, but we are a full-service bank and have achieved status of being a Community Development Financial Institution, and we are ready, capable, and available to serve the entire market," Cole said. "Yes, things have changed in terms of access, but we still have that focus of serving the African-American community and there is still a need. At the same time, we understand the color of money is green and access to financial services is crucial to all communities."



Deborah Cole, President and CEO of Nashville-based Citizens Savings Bank and Trust Company, the nation's oldest African-American owned and operated bank

Five years ago Citizens Bank entered the Memphis market with a branch. Earlier this year it opened a loan/deposit production office at this branch as part of its strategic plan for growth and to supplement its faith-based lending and banking services program. Cole has worked diligently to nurture relationships with a number of African-American religious denominations, including the National Baptist, National Baptist USA, National Missionary Baptist, the Church of God in Christ, Full Gospel, CME, United Methodists and American Methodist Episcopal.

"We recognized that we can offer services to the entire organization for a variety of purposes," Cole said. "We're not just lending to them, we are totally banking them and intend to become the bank of choice. We provide financing for out-of-the-ground construction, refinancing, audiovisual ministries, and transportation ministries for the churches themselves, and we also provide mortgage services and small business loans and checking accounts for members. We use our relationship with each of the denominations to expand our services to a number of people in different groups."

It's a strategy that works well for other banks – finding niches in which to specialize and then doing it better than competitors – and Cole sees it as an avenue for continued growth. It is also an avenue for capital, and Citizens Bank



Deborah Cole (center) with longtime customers Ida Martin and Cordell Kidd.



Kiara Henry (left) and Deborah Cole.

is leveraging its relationships with faith-based organizations in its current planned growth initiative that is bringing in additional stockholders. (The privately held bank now has just under 200 stockholders, Cole says.)

“The national groups are encouraging their members to invest in Citizens,” Cole said, adding that the bank’s motto is “Invest In Us so We Can Invest in You.”

“We are in the same position as many other community banks out there who are under a lot of pressure to either acquire, be acquired, or grow, because of the economies of scale needed to deal with the regulatory burdens,” Cole said. “Capital is king, it controls everything, and we have a very detailed strategic plan for growth. We are not growing just for the sake of growing. We are like any other community bank in that we have to find the right size. We have done really well in the past, but that is not going to take us into the future.”

Cole, who is on the Tennessee Bankers Association’s government relations committee, echoes the sentiment of other bankers in lamenting the effect of the increased regulations born out of the 2008 financial crisis and the Dodd-Frank Act. “We have got to get past the one-regulation fits-all approach. We must convince lawmakers to start writing rules that fit the business models of community banks, which were developed out of the needs of the communities we serve, and take into account our geographic locations, our risk factors and how well we know our particular portfolios and customers. Community banks must be allowed to do what we do best. We must be allowed to service our customers in substance and not just form. We should not be forced to shift our mission due to regulation into a corporate environment in which large banks will have the control due to size and competitive advantage. Community banks are committed to serving the community.”

Lifelong Learner

Deborah Cole grew up in Nashville in an “economically deprived” family, she says. However, there was never any doubt that she would become better educated and succeed. Her family’s encouragement led to her lifelong passion for education and learning. After graduating from Hume-Fogg High School, she attended Tennessee State University, where she received her bachelor’s and master’s degrees in business administration with high distinction, and she also holds a Doctor of Management degree.

After graduation, Cole joined Peat Marwick Mitchell & Co., the predecessor of KPMG, as a staff accountant in 1975. Four years later, she went to work for Citizens Bank to help it become automated. “At that time, Citizens was doing everything manually. My intent was to stay for one year and then move on,” she said.

Fortunately for Citizens Bank, Cole not only stayed, but she thrived, fully embracing the bank’s mission and culture. She was appointed to the board in 1985 and was named president and CEO 10 years later.

Along the way, Cole has continued her education, completing the Graduate School of Banking program at LSU, receiving certification as a trust operations specialist from the Cannon Financial Institute at the University of Notre Dame, the designation of Certified Community Bank Compliance Officer (ICBA) and numerous other technical, regulatory, lending and strategic planning courses and seminars.

She even graduated from the Gemological Institute of America, diving into the coursework after her now-deceased husband told her that she didn’t need to keep buying jewelry until she knew something about it.

“I said, ‘That’s fine, I will go to school.’ So I enrolled in
continued on page 19



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Deborah Cole, continued



L-R: Deborah Cole, Kenyattrice Ensley, special events coordinator; Clinton Gray, facilities manager; Eleflora Tenison, relationships banking specialist; Joan Fleming, AVP mortgage lending; Breanna Hegwood, relationship banking specialist

Gemological Institute of America headquartered in Carlsbad, Calif. They offer classes in different cities and start you off online. You get the Graduate Diamond and Graduate Color Stone rating before taking the Graduate Gemologist test. Then the Graduate Gemologist test is taken and you must score 100 to become a Graduate Gemologist, which I did,” said Cole, who termed herself an “education connoisseur, so to speak.”

Cole takes her love of education into the community, providing financial literacy programs, workshops, and mortgage outreach to customers and potential customers. She also has spearheaded a program that brings in young people to work in the bank during the summer and school breaks to prepare them for careers. It is not a formal program or an internship, and it is not even about attracting future employees to Citizens Bank; rather it is the bank’s way of helping young people to develop the professional skills they will need to compete for jobs in the future.

“We started out with four participants several years ago. Some are from economically deprived backgrounds, some are not. I met one of them at a Burger King, and it just started from there. We bring them in and put them to work. They must dress professionally. They must open a savings account and put a portion of the earnings in the account. Our goal is to teach them how to work in a professional work environment. We are trying to give them a head start for when they finish college and go into the real world.

“There is no formal application process or system; it just happens,” Cole said. “It’s something that we are all proud of. I’m looking for a couple of more this year because some of my babies have grown up.” ■

Article written by Roger Shirley, Editorial Director, McNeely Pigott & Fox Public Relations. Photos by Keith Miles, Partner, McNeely Pigott & Fox Public Relations.

Six Questions

What is your favorite part of being a TBA member?

I really enjoy being in the CEO (Forum) group. It’s good for the bank. We are here in Nashville with all these larger banks. With the CEO (Forum) group I get to interact with different types of banks, from large banks to rural banks, sharing knowledge and experiences. Yes, we are an African-American bank, but that has nothing to do with the services we offer. Banking is banking, and the group allows me to learn from other bankers.

How would you describe your management style?

I label myself as being a transformational manager. I believe in loyalty, fairness, setting goals, and productivity. I do set high standards, and I have been labeled as a little less than patient. But I believe in developing individuals, supporting them, and promoting them. I believe in creating an environment where they want to produce. I believe in fairness, but you must produce.

What’s your approach to recruiting and retaining employees?

The challenge of recruitment and retention is certainly not unique to Citizens Bank – it’s something that is a challenge for all banks. I am fortunate to have a good staff here, and our Chief Operating Officer, Floyd Weekes, is a tremendous banker and teacher, and he plays an integral role in assessing people and what they can bring to the bank. Fundamentally, we try to create an environment that makes people want to stay here. We cross-train our employees—they do a lot of different things—and that does make them attractive to larger banks. So we just have to focus on creating the best environment we can and offer the best benefits we can. I can compete on culture, on mission, on the work environment; if it becomes a bidding war, that’s a different thing altogether.

What’s something about you that might surprise people?

That I love to sew. Problem is, I just don’t have time to get around to it any more. None of my employees believed I could, so I made an outfit one time and brought it in, and they were like, “She really can sew.”

Favorite pastime?

I love to travel. When my husband was alive – he was a motorcycle rider – we would ride all over the country. I’ve traveled to Rome, Spain, Paris, London, Brussels, China, and Thailand. Now my granddaughter is my traveling companion. She will just say, “Pick a place, and we will go.”

Inspirational quote?

“The inseparable twin of racial injustice is economic injustice.” – Dr. Martin Luther King, Jr.

Q&A



John Muse, Chairman, Financial Products and Services, Inc.

*Chairman, President and CEO, Farmers State Bank
Mountain City, Tennessee*

How did you get into the banking business? When did you decide that's what you wanted to do?

Banking has always played an important role in my life. My father and grandfather were career bankers in our community going back to 1918 when my grandfather began working here. I was an insurance agent with State Farm for 25 years and had an office just up Main Street from the bank. In 1979, I became a member of our bank board of directors and was elected Chairman in 1997. During those years I was always active in banking, participating in TBA and other banking industry activities. Having close relationships and an interest in banking, my transition to the bank eventually became a part of our bank succession plan. Our former president announced his retirement about a year ahead of his retirement date. My wife, Kaye, and I prayerfully considered the opportunity and committed to the move in late 2005. In mid-2006, I retired from my insurance agency and came to Farmers State Bank.

What inspired you to get involved and serving on the board with FinancialPSI?

TBA meetings are a great way to keep up with the latest in banking. The programs are always timely and on target but, for me, the relationships you build when attending are at least equally, if not more important. There you have an opportunity to learn what others are doing to help

"We are situated in the farthest corner of upper East Tennessee. Johnson County was once promoted as the first in Tennessee to see the sunrise each day."

stay a step ahead of any current issues or challenges. Brian Mobley and I first met at a TBA meeting. Brian had a successful insurance agency in Murfreesboro and had been recruited to run the TBA's Financial Products and Services agency. We had the insurance background in common and became friends. After I came to the bank, I was invited to fill an opening on the FinancialPSI board.

What do you see as the biggest challenges facing Tennessee banks and what role can FinancialPSI play to help?

Regulatory compliance is a big challenge at our bank considering the resources and expense required in meeting compliance demands. Historically, low interest rates persist and would be included on the challenge list. Cybersecurity and a world of issues related to data protection would also rank high among the challenges facing Tennessee banks. These and other challenges



Muse spent 25 years as a State Farm insurance agent before moving to banking full-time in 2006.

require our attention and demand real focus. FinancialPSI offers insurance and employee benefit products and services. Brian Mobley and his team have developed a specific understanding of bank insurance and bank benefits. FinancialPSI can help by providing a professional review of your bank insurance and/or benefit program. They offer coverage through leading companies that often provide bank specific products. Their expertise and advice provide banks with confidence in their insurance and benefit programs and allow them to focus on challenges elsewhere.



TBA's Tim Amos, John Muse, and TBA chairman David Verble were able to catch up at TBA's Membership Meeting in Kingsport on August 19.



John and wife Kaye pose with retired professional golfer Lee Trevino at TBA's 125th Annual Meeting held at The Greenbrier earlier this year.

What are your proudest accomplishments—professionally and personally?

The challenges faced by Tennessee banks over the past few years were real and significant. Our bank team really came together during that time.

I am proud of each of them for the way in which they stepped up to the challenges of the moment. We became better and stronger as a result. Personally, Kaye and I are blessed with two daughters; both are married with children. It is a lot to be thankful for.

What do you like to do in your spare time? What would you put on a must-do agenda for a visitor's day in Johnson County?

When I have an opportunity, I enjoy hiking, biking, and an occasional round of golf.

I like to work outdoors at our home and will take on a project indoors from time-to-time. Kaye and I really enjoy our grandkids, and we spend time with them whenever possible.

What is a must-do agenda item for a visit to Johnson County? Our community is a beautiful place, located in the mountains of upper East Tennessee. Planning a day outdoors would be a great choice. In the heart of the community we have the Doe Mountain Recreation Area. It contains approximately 8,600 acres and has approximately 30 miles of trails open for off-highway vehicles. There are plans to develop dedicated trails for mountain biking, hiking, and horseback riding. The Virginia Creeper Trail and Appalachian Trail are close by and offer great hiking, and biking. We have a beautiful golf course here, and several ski and golf resorts just a short drive over in Western North Carolina.

How many states could you travel to in less time than it would take you to drive from Johnson County to Shelby County?

We are situated in the farthest corner of upper East Tennessee. Johnson County was once promoted as the first in Tennessee to see the sunrise each day. Google Maps indicates Shelby County is just over 520 miles from us and Memphis is an 8 hour drive at 545 miles. States closer to us than Memphis include Mississippi, Alabama, Georgia, South Carolina, Florida, North Carolina, Virginia, West Virginia, Kentucky, Indiana, Illinois, Ohio, Pennsylvania, Maryland, Delaware, New Jersey, New York, Michigan, and even Ontario, Canada, although the drive is longer to Canada than to Memphis. ■

Trust & Wealth MANAGEMENT conference

Photo Recap

October 15 & 16, 2015 • TBA Barrett Training Center, Nashville

On October 15-16, 2015, the *Trust & Wealth Management Conference* featured updates of federal issues, fiduciary liability, investment management, and more. The event, which took place at the TBA Barrett Training Center, also included the election of the new trust committee officers, and featured an exhibit hall of trust service providers. During the reception, guests enjoyed entertainment from Nashville songwriters Jimmy Robbins, Matt Jenkins, and Kaylee Rose. ■

Attendees gather for the first session of the conference. In addition to hearing the topics covered by the speakers, participants were able to network with peers throughout the two-day event.



Timothy Keehan, senior counsel with ABA, delivered the Washington Update, where he discussed recent federal legislative and regulatory developments, and gave insight for both advocacy and compliance.



TBA President Colin Barrett and Trust Committee chairman Brandon Brewer of First Citizens National Bank, Dyersburg



Federated Investors, Inc, sponsored the popular dinner entertainment. Attendees enjoyed music from Nashville songwriters Matt Jenkins, Kaylee Rose, and Jimmy Robbins.



TBA's Amy Heaslet and TDFI Commissioner Greg Gonzales



Larry Catlett of Nashville Capital Corp with Dawn Moore and Chuck McDonald from First Farmers and Merchants Bank



Stephen Giannotti talked with Sharon Winkler about Proxytrust's services.



Runcie Clements, Cumberland Trust and Wick Ruehling, Equitable Trust Company



Wick Ruehling of Equitable Trust Company with Jeffrey Lester and Doug Roth of BancorpSouth Bank



TBA's Amy Heaslet presented a plaque to outgoing Trust Committee Chairman Brandon Brewer.

Roundtable Discussion



Members of TBA's Trust Committee talked with *The Tennessee Banker* during the *Trust and Wealth Management Conference*.

What trends in the area of trust and wealth management are you seeing in your market? How have recent changes to Tennessee's trust law impacted business in the state?



Brandon Brewer

Vice President & Trust Officer
First Citizens National Bank, Dyersburg

In our rural community with growing farming operations, we're seeing a trend of family farms left in trust to heirs. Most farming operations have grown and the "small farmer" is something of the past. However, sentiment runs deep when dealing with land that may have been in the family for generations. With children going off to college and likely not returning to the farm, we're seeing the need for a trustee with farm management expertise.

We're seeing more interest from residents of bordering states in the creditor protection that the new Tennessee law provides. ■



Derrick A. Jones, JD

Managing Director
Truxton Trust, Nashville

Increased exemptions from estate and inheritance taxes provide an opportunity to talk less about the tax benefits of trusts and more about the lifestyle and asset protection benefits of trusts. Professional trustees are best suited to explain these important considerations in planning for the transfer of wealth.

Tennessee's trust laws provide very attractive planning opportunities that are not present in most jurisdictions. Combine this fact with the other attractive attributes of Tennessee, and we find ourselves pretty cool. ■



Doug S. Roth, CTFA

President—Jackson Market
BancorpSouth Bank, Jackson

Over the past few years, we have seen an increase in the request for information and creation of special needs trusts. The main issue revolves around education, so few individuals know this concept exists. For parents and caregivers of individuals with special needs, the concern seems to focus on "What will happen when I am gone?" The ability to establish a special needs trust and to set into motion the framework to protect assets, for the beneficiary, is a crucial part of the estate planning process. As trust professionals, we have the opportunity to help educate our communities and provide guidance to those seeking all types of estate planning needs. ■

David D. Long, III

Vice President & Trust Officer
First Tennessee Bank, N.A., Knoxville

The first challenge is technology and keeping up with technology both within and without the trust division. From within, being able to provide information instantaneously to the clients. From without, allowing the clients the ability to access information and work with it whenever and wherever he wishes.

Another trend is in investments. Clients have become more sophisticated and are trying to select their individual investments. However, we are regulated and there are certain types of investments that we need to take extra steps as a precaution because of regulations and to make sure those assets are covered within those regulations.

When I first started in the business over 30 years ago, there was a longer timeline as far as investments were concerned. That was when capital gains rates were a lot higher, so people were willing to buy and hold. Nowadays, capital gain rates have been lowered, and so the timeline has been shortened. It used to be “How has this stock performed over the last five years or the last 10 years?” Nowadays it is “What did the stock do last month? What did the stock do last week? What is it doing today?” That has become a big priority as far as our younger clients are concerned.

We are seeing people moving their trusts to Tennessee to take advantage of the trust laws that we have here. More trusts are coming and taking a tax situs from North Carolina clients, South Carolina clients, and Georgia clients. I have some clients who have taken advantage of having a trust hold the assets as



long as the law allowed, and now they are looking at taking advantage of the 360-year rule. So that is a big advantage I am seeing now because our state has become so strong in the trust area. ■

W. Keith Keisling, JD, CTFA

Vice President & Trust Officer
Equitable Trust Company, Nashville

We see four trends: (1) A rethinking of the structure and purposes of trusts, with an increased emphasis on careful delegation of fiduciary responsibility, family governance, flexibility, and beneficiary incentives. (2) An increased understanding of the disparity in state trust and tax laws, and the importance of situs/governing law flexibility in drafting trust instruments. (3) A focus on income tax planning versus transfer tax planning. (4) The increased use of modification and decanting to update existing irrevocable trusts.

We believe that recent legislation has made Tennessee one of the most “trust friendly” states in the country. Working together, the Haslam administration and the General Assembly have positioned professional fiduciary service providers in Tennessee to successfully compete for trust business nationwide. Nonresidents of Tennessee now have another good reason to consider doing business in our great state. An increase in trust business revenue naturally will follow. ■





Earning CRA Credit Is Easy When You Partner with the Senior Housing Crime Prevention Foundation

By **Lori Millar**, Vice President of Marketing and Communications,
Senior Housing Crime Prevention Foundation



CRA compliance has become a major undertaking, consuming endless hours of staff time and management's attention. And when the examiners come, the data must be properly organized to make sure the bank gives a complete and detailed picture of their efforts or it can have a tremendous impact on the outcome of your next examination.

Many community banks are experiencing the pressure of tougher enforcement of CRA regulations during their examinations and are expected to do more to earn a "satisfactory" rating, not to mention an "outstanding" rating. Bankers are finding it more difficult to find high quality, low-risk CRA community development loans, investments, or grants.

There are a number of reasons for the lack of CRA opportunities today: the bursting of the real estate bubble, the lowest interest rates in decades, and the banking industry shrinking due to mergers and acquisitions. It made many of the community development opportunities that banks used to count on deemed "high-risk," which is not a favorable place for most banks to invest their money in these days.

The Senior Housing Crime Prevention Foundation's mission is to provide safe, secure living environments to the low- and moderate-income elderly population through the provision and administration of the

nationally acclaimed Senior Crimestoppers program. This program protects those living in nursing homes, HUD communities, and state Veterans homes, and is deemed a qualified CRA activity as cited in the most recent Federal Register.

Participating banks enjoy:

- Guaranteed CRA credit
- Flexible funding options
- Proven, turn-key programs which require no administrative burden
- Detailed LMI documentation for the bank's CRA exam
- Recognition of providing improved quality of life programs for LMI elderly residents
- Complimentary copy of the Preventing Elder Financial Abuse Toolkit
- Positive public relations exposure for taking care of the elderly in your community

"SunTrust Bank is pleased to partner with the Senior Housing Crime Prevention Foundation to provide the Senior Crimestoppers program so our vulnerable seniors may continue to have a safe and secure environment," said SunTrust Bank's Community Development Manager, Tennessee Region, Keith Turbett. "This incredible program is a true asset to the residents. It will give them the added peace of mind they deserve, and it will help to protect them from crime, which improves the quality of life in their nursing home community."

Edward J. Gentry, Chairman, President and CEO of the Senior Housing

Twenty-three Tennessee banks have loaned, invested, or granted \$38 million to protect more than 8,500 seniors not only to gain CRA credit, but because it is the right thing to do for the elderly.

Crime Prevention Foundation explains, "Crime, specifically against the elderly, is a rapidly growing problem in our country, and the Foundation is dedicated to providing the Senior Crimestoppers program to help our nation's elderly living in long term care facilities feel safe and secure so they can live the rest of their lives with dignity and a better quality of life. It's vital that all banks have an activity like this in their CRA portfolio because the elderly population is going to triple within the next 20 years."

Involvement in the Foundation is easy. A bank sponsors a nursing home, HUD community, or state Veterans home in its assessment area, and has the flexibility to choose whether to structure its commitment

as a community development loan, investment, or grant depending on the bank's need or preference for CRA credit.

Once the bank's financial commitment is in place, the Foundation will collaborate with the bank to identify nursing homes or Veterans homes for the bank to sponsor. From there, we do all of the work in terms of implementing the Senior Crimestoppers program in the facilities, training the staff, and coordinating a public event to announce to the community what the bank has done for its sponsored facility.

Twenty-three Tennessee banks have loaned, invested, or granted \$38 million to protect more than 8,500 seniors not only to gain CRA credit, but because it is the right thing to do for the elderly.

Financial institutions across the

About the Author

Lori Millar serves as the Senior Housing Crime Prevention Foundation's Vice President of Marketing and Communications. Millar works in many different capacities within the Foundation, including the creation and production of all Foundation and Senior Crimestoppers communications and marketing

materials, maintaining website and social media avenues, providing bank partner customer care, and planning the annual banker's conference. Millar is a 1989 graduate of the University of Memphis with a bachelor of fine arts degree with a specialty in journalism and advertising. ■

country have loaned, invested, or granted over \$350 million in the Foundation by partnering with 225 banks to help provide safe, crime-free living environments to more than 100,000 senior residents. The residents have experienced a 94 percent reduction in crime incidents in their living environments. The Foundation is endorsed by

the ABA, the ICBA, the Tennessee Bankers Association, and 42 other state bankers associations.

For more information regarding the Senior Housing Crime Prevention Foundation, please call Sue Shaffer at 877-232-0859 email her at Sue.Shaffer@SHCPFoundation.org or visit www.SHCPFoundation.org. ■

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October 6 & 7, 2015 • Nashville Airport Marriott

COMPLIANCE CONFERENCE

Photo Recap

The 2015 *Compliance Conference*, which took place October 6-7, 2015, at the Nashville Airport Marriott, featured industry experts discussing current and workable solutions to the increasing regulatory changes. More than 140 attendees learned about issues such as new Dodd-Frank provisions, risk-based tolerance rules, community and fair lending, and insight into regulatory forecasts and trends, and more. ■



Tina Stalion, Compliance Committee Chairman

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Alexander Thompson Arnold, PLLC, Milan, TN:

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National Payment Systems, Greenbrier, TN: Mobile Event App



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PLLC



TBA's Stacey Langford and Colin Barrett welcomed ABA's Rod Alba (center) to the Compliance Conference.



The Regulatory Panel (left to right): Michael Baca, OCC; Chris Finnegan, FDIC; Paige Harris, Federal Reserve Bank of Atlanta; James Dewhirst, TDFI; June Crowell, moderator, Crowell and Crowell, PLLC



Jeff Tate (above), FDIC, and Rachel Webster (left), Federal Reserve Bank of Atlanta, covered Fair Lending in their breakout session, and focused on state and national trends.



Compliance Alliance was on hand to promote TBA's newest resource on compliance.



June Crowell with Crowell and Crowell, PLLC, talked with Barbara Lamb and Rebecca Jones of First Community Bank of Bedford County, Shelbyville.



Jonathan Jicks discussed the products Ncontracts has to offer with Mike Creasy, McKenzie Banking Company, Paris.



Speaker Rachel Webster and Joey Croom of Crowell and Crowell, PLLC



Lisa Fleet, Banc Compliance Group, LLC; Marci Bechard, Avenue Bank; Sherry Burbank, Andrew Johnson Bank; and Jenny Martin, Banc Compliance Group, LLC



Tim Evans, Coralyn Carter, and Rafael Valle of the FDIC



Wes Martin, Randy Butler, and Scott Alsup



Speaker James Dewhirst with Billy Johnson of Franklin Synergy Bank



Debi Spillman, Simmons Bank, and Scott Williams, Farris Bobango, PLC



Amy Greene and Drew Young discussed integrated disclosures in their breakout sessions.



Aaron Rykowski



Danny Santivasci



Calvin Hagins



Blair Rugh



TDFI Commissioner Greg Gonzales



Michael Baca and Chris Finnegan participated in the regulatory panel Wednesday morning.



James Dewhirst, with Paige Harris, addressed the attendees of the regulatory panel session.



Alexis Gamewell and Lindsey James



Marcie LaFollette, Rebecca Tipton, and Lori Parks



Jill Allison and June Crowell



Nicole Rankin, Community First Bank & Trust, and speaker Jeff Tate, FDIC



Linda Scholl and Donna Downing



Scott Hammerbacher, Citizens Bank, and Cindy Cantrell, Gray CPA, PLLC



Connie Edwards, Banc Compliance Group, LLC, and Calvin Hagins, CFPB



Can Banks Bridge the Life Insurance Gap?

By Ron Zickert, Executive Vice President of Sales, Affinion Benefits Group



An estimated 100 million adult Americans don't have life insurance. This statistic, shared by insurance advocacy organization Life Happens, highlights the staggering number of people who haven't taken the steps to become adequately insured. During September's Life Insurance Awareness Month, campaign spokesman Anthony Anderson shared his story of how life insurance helped his family during two times of need – when he lost his 26-year-old brother due to an accidental death and his father to diabetes.

Unfortunately, Anderson's family was unique. Not only did they have a policy in place during the deaths of two family members, but they also educated their children on the importance of life insurance. Anderson bought his first policy at age 18.

For decades banks have helped their customers make sound financial decisions (including the role insurance plays in financial well-being). So, why do so many consumers elect not to buy life insurance? What can banks do about it?

The reason many people haven't bought life insurance is they think they can't afford it. According to the 2015 Insurance Barometer Study, cost is the No. 1 reason most Americans give for not owning life insurance. Yet, the same study found that 43 percent of Americans would feel a financial impact if the primary wage-earner died.

In spite of these statistics, the majority of those surveyed indicated that they would be unlikely to buy life insurance within the next 12 months due to competing financial priorities.

However, regardless of consumer perception, all is not lost. Banks have an

opportunity to bridge the gap by remaining focused on consumer trust, customer education, and opportunities to introduce relevant supplemental insurance solutions that can increase bank loyalty.

Continued focus on building trust

The financial crisis definitely had an impact on consumer trust in financial institutions. As the 2012 IBM whitepaper "Rebuilding Customer Trust in Retail Banking" noted, "The financial crisis, the issue of bank solvency and the poor state of the industry's health, created a unique opportunity for the general public to get a peek behind closed doors. No words, fancy slogans, or empty promises could disguise just how unfocused on customers these institutions had become."

Unfortunately recent research indicates that there hasn't been a dramatic shift in public perception since the financial crisis. According to the 2015 Edelman Trust Barometer, only 54 percent of respondents trust the financial services industry as a whole. Banks must continue to heighten employee financial acumen and align educational and coaching resources to help employees learn how to deepen customer relationships. Stronger customer relationships will play a significant role in rebuilding trust and helping bankers transition into a trusted advisor role.

Continued focus on educating customers

One area of opportunity for banks is to make customer educational strategies a stronger focus. As the research noted, cost is the No. 1 reason respondents hadn't purchased life insurance. However, consumers also believed that life insurance costs much more than it actually

does. Banks should continue to focus on educating their customers on how life insurance products fit in as part of a long-term personal financial strategy. Additionally, banks should work to educate their customers about the value of protecting their families in the event of the primary wage-earner's death.

Continued focus on introducing new products

Some research suggests that in order to build trust, banks need to do a better job of introducing new products. In the 2015 Accenture report "Banking Shaped by the Customer," Dave Edmondson, senior managing director of Accenture's North America Banking practice, indicated "Consumers' perception of their banking relationship as transactional and not advice-driven is growing at a rapid pace. ... Banks need to become more relevant to customers' everyday lives, including recommending suitable products and services, whether these options come from the bank or third parties."

As banks reinforce why they should be trusted and seek opportunities to educate their customers, supplemental insurance options like Accidental Death and Dismemberment (AD&D) Insurance can reinforce the importance of insurance while helping build customer loyalty.

According to a 2014 SYNERGISTICS Research report "Purchasing Insurance Through the Financial Institution Channel: Consumer Attitudes and Experiences" (commissioned by Affinion Group) supplemental insurance product buyers tend to be loyal to their financial institutions. However,

there is also a tremendous opportunity for banks to leverage these products as part of their overall insurance marketing and education strategy.

Some of the study's key findings

- A majority of those buying insurance through a bank or credit union consider it to be their primary financial institution.
- Of those who purchased supplemental insurance coverage, 96 percent reported their loyalty to that institution.
- Three-fourths of those buying supplemental insurance through a bank indicate that the insurance relationship is one of the primary reasons they will maintain the relationship over the next 12 months.
- Consumers who purchased insurance through banks or credit unions expect to receive offers for additional products or services.

Supplemental insurance products marketed through bank channels can provide consistent messaging on insurance product relevance, as well as establish a regular cadence for reminding customers to protect their families. Considering that supplemental insurance purchasers expect to receive other offers from their banks, these products provide an easy transition

for bankers to have a discussion about how much life insurance their customers have and need.

Banks need to continue to work on building trust with their customers while providing them with relevant educational information and products that have real value. Only then will customers have the protections in place that they deserve. ■

About the Author

Ron Zickert, a 30-year veteran of the insurance and financial services industries, serves as Affinion Benefits Group executive vice president of sales. Zickert came to Affinion after 13 years with Wells Fargo Insurance, Inc. where he held various leadership positions, including president of the personal lines and bank cross-sell businesses. During this period of growth, Zickert

spearheaded the personal and small business centralized sales platform, which offered insurance products to Wells Fargo customers, including home, auto, life, business liability, and property and casualty. He is a Chartered Life Underwriter (CLU), and has property, casualty, life, and health insurance licenses in 49 states. You can email Ron at rzickert@affiniongroup.com. ■



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The program's instructors, John R. Barrickman, president of New Horizons Financial Group, LLC; John Cochran, president of Cochran Associates, LLC; and Michael Hendren, senior credit officer at Pinnacle Bank, will provide classes that benefit commercial lenders, relationship managers, portfolio managers, senior credit managers, and others who currently are responsible for or are interested in profitably growing the bank's loan portfolio and better managing portfolio credit risk. The interactive atmosphere surrounding the school lends itself to an effective learning environment and facilitates networking between bankers, another major benefit of TSSACL.

TSSACL will take place February 1-3, 2016 at Nashville's TBA Barrett Training Center, and TBA is now accepting applications. All applications received from TBA members, associate members, and members of the other sponsoring state associations through January 4 qualify for discounted tuition of \$1,075. Standard tuition increases by \$200 to \$1,275.

Due to the program's intensity, admission to TSSACL is restricted to bankers who have a minimum of



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three years of commercial lending experience or to graduates of *The Southeastern School of Commercial LendingSM* or another comparable lending school.

TSSACL is a part of the highly respected group of Southeastern Schools sponsored by the Tennessee Bankers Association in conjunction with the Georgia, Louisiana, and Mississippi bankers associations. The program's many graduates are a testament to the real-world benefits gained by attending and then using the information presented. Invest in your bank's future by enrolling in this year's session.

If you have questions about *The Southeastern School of Advanced Commercial LendingSM*, or any of *The Southeastern Schools*, please contact Susan Taylor, CMP, via email at staylor@TNBankers.org or call 615-244-4871 or 800-964-5525. ■

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The dates for the 2016 sessions of the Tennessee Bankers Association's Southeastern Schools and education programs that serve as prerequisites have been finalized, so be sure to put the following dates on your calendars!

For more information about these programs, contact:

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To register, please visit <http://bit.do/creditconf2016>. The program brochure will be available December 2015.

For questions regarding the 2016 Credit Conference, please contact Susan Taylor, CMP at staylor@TN-Bankers.org or call 615-244-4871 or 800-964-5525. ■

Program Fees

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Early Registration	\$450
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Registration	\$480
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Marketing Today: Iconic Issues

Why and when refreshing your corporate logo could be a smart move

By Chris Lorence, Executive Vice President/Chief Marketing Officer,
Independent Community Bankers of America

When was the last time you looked closely at your community bank's logo? This can be a tough question because many banks have operated with the same logo for so long that they don't truly see it any more. With so many other priorities demanding your attention, looking at your corporate logo from the perspective of a potential customer or perhaps a competitor seems a bit of wishful thinking. Besides, a longstanding logo is like the family crest; it's so well known that changing it could cost valuable business lest customers think you've also changed.

Is there ever a right time to consider updating your community bank's logo?

All prominent retail businesses rely on visual cues such as logos and taglines to support their brand and improve their recognition. Although a branch's design, look, feel, and location are important, a bank's logo is potentially seen long before anyone sets foot inside any branch. This is why some community banks consider their logo sacrosanct and never try to update or change it, while other banks quickly nix any idea of a logo change after factoring the costs of doing so.

There is, however, a big difference between a logo associated with nostalgia and one that appears stuck in time. Unfortunately, an out-of-date, out-of-touch logo is not benign and can actually do harm.

Here are three key elements involved with a corporate logo update or change.

Personality

Does your logo reflect your current



or desired business culture or model? Ultimately your logo should reflect who you are or who you aspire to be. Although it's nearly impossible for one image or design to convey your bank's entire personality, a clean, uncomplicated font, for example, can project a fresh, modern approach. A logo can be buttoned up, no nonsense, or it can sport elements that add a creative, unique flair. A new logo will be applied to everything, from pens, shirts, signs, and checks to card plastics, letterhead, business cards, and a website. So consider how any potential new logo would work in different mediums.

Eye-catching

Does your logo stand out and differentiate you from your competitors? Everyone should quickly and easily be able to identify your logo from the crowded marketplace of financial service providers. And if your bank is First National, 1st National, or The First National, it's

imperative that your logo stands out. Your customers should remember it when they see it, driving past your branch, or on a billboard.

Impression

Does your logo establish a sense of trust? Your logo will reinforce the image a customer has in his or her mind about your bank. If your logo looks like it hasn't kept up with the times, a customer could decide (either consciously or unconsciously), without even considering what services you offer, that your bank simply doesn't have the modern banking conveniences that he or she wants or needs. A first impression often leads to a lasting one.

While you shouldn't judge a book by its cover, your logo probably says more about you than you think. A corporate logo review should be part of any strategic planning process. ■

Welcome New Associate Members

The following companies have joined the Tennessee Bankers Association as associate members since the last publication. 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 www.TNBankers.org/associates/ or in a special section of the 2015-2016 Bankers Directory. If you have questions about associate membership, please contact Stacey Langford at slangford@TNBankers.org.

CONSULTANTS

Hillsborough, N.C.

Matthews, Young – Management Consulting

505 Millstone Dr. Phone: 919-644-6962
27278-8779 Fax: 919-644-6969

www.matthewsyoung.com

Contact: Tim O'Rourke

– tim.orourke@matthewsyoung.com

Matthews, Young - Management Consulting is a strategy, organization and compensation consulting firm that works with owners, boards and executives of financial services institutions. We develop strategy to help banks know where they are going, help fit organizational structures to strategic direction, find and attract people who fill in the organizations, outplace people who no longer fit and build compensation policies and systems that reward the achievement of strategy. Over the past 40+ years, Matthews, Young has earned the reputation as the Southeast's foremost authority on compensation for financial industry employees-executive and staff alike.

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Contact: Sharon Elder – genadmin@esdarch.com

ESD Architecture and Interior Design specializes in the design of financial facilities that cover the entire spectrum, from free standing ATMs to the corporate headquarters. ESD currently work with Park Sterling Bank, Bank of North Carolina, Community One Bank, First Citizens Bank, and First Bank, just to name a few. ESD has been in business for more than 26 years and has created a strategic partnership

with sister companies Reliance Project Management (RPM) and Reliance Design Group (RDG). RPM and RDG were formed to serve the financial industry. RPM provides expertise to function as the bank's representative in all aspects of the design and construction process, freeing the bankers time to focus on banking, while constantly informed of progress. RDG provides custom design and fabrication of millwork and casework items that are specific to the banking industry and to each specific bank.

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Contact: Josh Miller – jmiller@key-state.com

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The YB Division and Baker Donelson invite Tennessee bankers to join TBA's tailgate at the Titans game on November 29. The tailgate begins at 10 a.m., and it is located in Parking Lot B (next to the "B" sign behind the Exxon Tiger Mart). Look for the Baker Donelson red flag.

Please RSVP by Monday, November 23,
to Stacey Langford at slangford@TNBankers.org.

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Bank Notes

BancorpSouth Bank, Trenton, Completes Renovation, Honors Veterans

BancorpSouth Bank, Trenton, celebrated the renovation of its facilities last summer with a ribbon cutting, flag raising ceremony, refreshments, and student school supply giveaway. Bank vice president, Trenton branch manager, and Marine veteran Bryce West was instrumental getting in a flag pole installed on the bank property, and he conducted the flag raising ceremony and dedicated the flag to all area veterans.

CedarStone Bank, Lebanon, Moves into New, Larger Office

CedarStone Bank, Lebanon, moved its Donelson branch to a new, larger location at the intersection of Lebanon Pike and Donelson Pike. The new 5,954-square-foot building sits on three acres at 2800 Lebanon Pike, just west from the former location at 2900 Lebanon Pike. CedarStone president and CEO Bob McDonald said, "We've been serving the Donelson area for 10 years, and we're excited to continue growing with our customer base there." Founded in 2004, CedarStone serves Wilson and Davidson counties from three branch locations in Lebanon, Mount Juliet, and Donelson.

Farmers and Merchants Bank, Trezevant, to Acquire Medina Banking Company

Farmers and Merchants Bank, Trezevant, reached an agreement to acquire **Medina Banking Company, Medina**, as announced by George Atwood, chairman of the board of directors. F&M Bancshares, Inc. will acquire Medina Bancshares, Inc. The resulting organization will have approximately \$365 million in assets.

The transaction is subject to regulatory approval and is expected to close in early 2016. The boards of directors and shareholders of both organizations approved the transaction. The purchase price was not disclosed. Medina Banking Company, founded in 1905, is headquartered in Gibson County and currently has three full-service branches.

First Horizon National Corporation Acquires TrustAtlantic Financial Corporation

First Horizon National Corporation, Memphis, parent company of **First Tennessee Bank, N. A.**, acquired Raleigh, N.C.-based **TrustAtlantic Bank** and its parent company, **TrustAtlantic Financial Corporation**. The acquisition expanded First Tennessee's decade-long presence in North Carolina. The five TrustAtlantic Bank branches—four in the Raleigh-Cary metro area and one in Greenville, N.C.—were opened in mid-October as First Tennessee branches. TrustAtlantic Financial and its subsidiary, TrustAtlantic Bank, had approximately \$430 million in total assets, \$368 million in total deposits and \$317 million in gross loans as of June 30. Jim Beck, president and CEO of TrustAtlantic Financial joined the leadership team of First Tennessee's Mid-Atlantic region as Research Triangle market president, managing commercial banking, and branch operations. Ken Reece, First Tennessee's current Raleigh market leader, assumed an expanded role managing private banking and wealth management in the region.

FSG Bank Opens Cleveland Branch

First Security Group, Inc., the holding company for **FSG Bank, N.A., Chattanooga**, celebrated the grand opening of its state-of-the-art Keith Street branch

office in Cleveland. To help celebrate the occasion, FSG Bank executives held the usual ribbon-cutting ceremony in the palm of their hands. FSG Bank executives actually appeared on their phones as they cut the ribbon and officially opened the new Keith Street branch. Then, the public was invited to take congratulatory selfies with FSG Bank executives and share them on their social media pages.

Ncontracts Acquires Strohl Risk Solutions

Ncontracts, Brentwood, acquired **Strohl Risk Solutions, Philadelphia, Pa.** The combination delivers a suite of comprehensive risk management software and services to a rapidly expanding customer base of a combined 550 financial institutions located in 38 states. Terms of the acquisition were undisclosed. Michael Berman, CEO of Ncontracts, will continue as CEO of the newly-combined company, and Eric Strohl, the current CEO of Strohl Risk Solutions, will become president of the newly-combined company.

Regions Bank, Clarksville, Holds Groundbreaking to Rebuild Fire Damaged Branch

In August, **Regions Bank, Clarksville**, had a groundbreaking ceremony with plans to rebuild the Lowes Drive branch office after a fire had claimed its former branch office at the same location. Regions Bank employees have worked in the interim in a modular structure on the site. The new construction is expected to be completed by the end of the first quarter of 2016. ■

Promotions

Athens Federal Community Bank, Athens, has welcomed **Matt Dannel** as an investment representative for the bank's investment and retirement services division, INVEST Financial Corporation serving McMinn and Monroe counties.

CapStar Bank, Nashville, has named **David "Buddy" Bacon, Jr.**, senior vice president of its healthcare group. Previously, Bacon served as CEO of MediTract Inc, a health care information technology company. **Arnie Preheim** was named senior credit officer supporting the C&I and healthcare lending teams; **Kent Sandidge** was named as senior business banking relationship manager. **Jason Adams** was promoted to relationship manager in the commercial real estate division.

Cumberland Bank & Trust, Clarksville, has named **Heather Campbell** branch manager of the Wilma Rudolph branch office. Campbell's nine years of banking experience was with local firms, including a stint serving as a branch manager.

Farmers State Bank, Mountain City, has named **Dorothy H. Shupe** executive vice president. Shupe specializes in human resources, manages investments and has served 15 years as a member of the bank's board of directors.



Shupe

Fifth Third Bank, Nashville, has promoted **Chris Logue**, a Fifth Third employee since 2005, to vice president

and retail market manager. In addition, **Patrick Sims** was promoted to retail district manager. The bank has named **Sara Stewart** as a financial center manager, and **Anita Sawrie** was named as a mortgage loan officer.

First Advantage Bank, Clarksville, added **Hampton Bourne** as a wealth adviser for Clarksville and Nashville areas. Bourne worked and trained at Edward Jones as financial advisor for five years.

First Farmers and Merchants Bank, Columbia, named **Karen J. Young**, chief marketing officer. Young previously served as managing director of Landmark Title Group in Shreveport. Before that, she served as vice president of global marketing for Bank of America Merrill Lynch.

First National Bank of Middle Tennessee, McMinnville, has named **Jewell Walker** assistant vice president and branch manager/mortgage loan officer at the Smithville Highway branch office.

First Tennessee Bank, N.A., Lebanon, has expanded its private client services division with additions located in specific financial centers to serve First Tennessee Bank's footprint in Middle Tennessee and led by First Tennessee veteran banker Rita Mitchell. These promotions include: **Lori Carver**, a 28-year FTB career banker, was promoted to senior vice president in the bank's Horizon Wealth Advisory group. **R. Jo Baggett**, **Deanna M. Croom**, **Angelo Sean Orlando**, **Parker Seabolt**, and **Brad Spurgeon** all were promoted to vice president, private client services, and previously have worked within First Tennessee's retail banking network. In

addition, **Jeffrey Kellar** was named vice president in the medical private banking division. **Shelby McFadden** and **Roger Rochelle** were named vice presidents, private client services.

First Tennessee Bank, N.A., Memphis, has promoted **Lynne Walker**, veteran banker of 30-plus years to executive vice president of affinity banking strategy.

Franklin Synergy Bank, Franklin, named financial services veteran **Bob Goodall** as senior vice president and community banker at the East College Street office in Murfreesboro. In addition, the bank promoted **Chad Randall** to senior vice president and business banker.



Goodall

Landmark Community Bank, Franklin, has named **Bill Coleman** as vice president of cash management services of the bank's downtown Franklin office.

Paragon Bank, Memphis, welcomed **Kent "Brooks" Moneypeny** as managing partner and wealth advisor.

Pinnacle Financial Partners, Nashville, named **Trey Talley** senior vice president and trust adviser. Previously, Talley served as a trust adviser for Regions Bank in the private wealth management area.

Promotions, continued

Planters Bank, Clarksville, named **Will Sanders** as assistant vice president to its commercial banking division. Previously, he was a financial advisor at Bank of America Merrill Lynch.

Pugh CPAs, Knoxville, announced these promotions in its tax department: **Justin Irick** to senior manager; **Jacob Pratt** to manager; and **Kate Antone, Ryan Stott, and Molly Thomas**, all who were promoted to seniors.

Regions Bank, Columbia, added **Leslie Patterson** as financial services specialist at its Garden Street office.

Regions Bank, Memphis, added **Amy O'Bannon** and **Holly Clark** as private wealth advisors. Previously, O'Bannon served as wealth advisor at SunTrust for two years. With 20 years' experience in the wealth management sector, Clark came from SunTrust Bank after she served as a high net worth client adviser for nine years.

At **Regions Bank, Nashville**, **Conor Duggan** and **Bryan M. Young** were named as vice presidents and trust advisers on the private wealth management team. Previously, Duggan served as director of gift management at the Clemson University Foundation, and Young served as a trust adviser in the private wealth management division at SunTrust Bank.

Southern Heritage Bank, Cleveland, made several promotions among departments and key staff: **Georgia Gann**, vice president – business development; **Cindy Martin**, vice president of loan operations; **Joyce Wallace**, assistant vice president of deposit operations; **Jennifer Thomas**, assistant vice president – teller operations; **Taylor Gobble**, vice president of mortgage lending; **Joe Womac**, mortgage loan officer; **Megan**

Prichard, credit officer; and **Andy Baker**, business banking officer.

Tennessee Bank & Trust, a Division of Farmers Bank and Trust Company, Franklin, has named **Jonathan Williams** as senior vice president of commercial banking. In addition, **Kerri Greer** and **Mary Vavalides** were named as loan processors.

Tennessee State Bank, Farragut, welcomed career banker of 31 years, **Kim Wallace** as vice president, operational branch manager, at the Turkey Creek branch office. **Lassiter (Hurst) Denton** returned to TSB as the retail branch administrator. Denton has five-plus years' banking experience and previously worked at the Newport branch office.

United Community Bank, Oneida, promoted three staff: **Melvin Stephens** to senior lending officer; **Jeff Buttram** to assistant vice president serving as both consumer loan officer and security officer; and **Ryan Duncan** to assistant vice president.

Wilson Bank & Trust, Lebanon, named **Philip Clemmons** vice president and manager of the bank's Cookeville branch.

Wilson Bank & Trust, Hermitage, promoted the following staff: **Doug Gold** to commercial lender/business development officer; **Kara Torphy** to Hermitage branch manager; and **Karen Osmont** to assistant manager of the Hermitage branch office.

Wilson Bank & Trust, Mount Juliet, named **Chuck Broome** mortgage lender, and **Marquis Shipley** mortgage loan officer. ■

Community Corner

American Bank & Trust, Cookeville, Donates \$5,000 to Support Heart of the City Playground

American Bank & Trust of the Cumberlands, Cookeville, donated \$5,000 to support Heart of the City Playground. American Bank & Trust officials present at the ceremony were: **Marty Maynard**, CEO, CFO; **Ryan Smith**, bank president; and **Rebecca King**, vice president, lender. Heart of the City Playground is 12,000 square-feet, all-inclusive, fully accessible playground, 100 percent built by volunteers inside Dogwood Park within Cookeville city limits.

Citizens National Bank, Sevierville, Pledges \$100,000 to the Boys & Girls Club of the Smoky Mountains

Citizens National Bank, Sevierville, pledged \$100,000 over a five-year period to the Boys & Girls Club of the Smoky Mountains, as part of the club's \$2 million capital campaign for the construction of a new facility. "We believe in the mission of the Boys & Girls Club and are proud of our long term commitment to helping them serve the needs of the families in our community," said **David C. Verble**, the bank's president and CEO. Since 2000, the Boys & Girls Club in Pigeon Forge has met in the City Hall complex. The new facility's space will double in size—about 15,000 square feet—of its current meeting space. **Mark Ross**, chief professional officer of the Club, in receiving the check, said the goal is to break ground on the new facility by the end of the year.

Citizens National Bank also was a sponsor of the 25th Annual Mountain Music Kids Invitational Bass Fishing Tournament on Douglas Lake. Grill masters **Trey Atchley** and **Larry Cook**,

from CNB cooked approximately 2,000 hamburgers and hotdogs for the participants and their families.

First Farmers and Merchants Bank, Columbia, Donates \$5,000 to the Housing Coalition of South Central Tennessee

First Farmers and Merchants Bank, Columbia, made a \$5,000 donation to the Housing Coalition of South Central Tennessee to help jumpstart a new housing repair program. This contribution will help the Housing Coalition of South Central Tennessee launch an owner-occupied home repair program serving Giles, Hickman, Lawrence, Lewis, Marshall, and Maury counties. First Farmers and Merchants chairman and CEO T. Randy Stevens stated that the program will have a ripple effect on the whole community. "We want to do all we can to strengthen the communities where our employees, customers, and shareholders live and work," Stevens said. "Over time, this program ... is helping some truly deserving people, will aid in strengthening the housing community, fuel the health of the local economy, (and) benefit everyone." HCSCT executive director Robin Watson said, "This is our seed money to get that program started to do repair for low-income, the elderly, and people with disabilities who own their own home but are unable to afford repairs. Our biggest thing is: wanting to get homes safe and healthy for people."

Farmers & Merchants Bank, Adamsville, and The Plateau Group, Inc., Crossville, hosted 29th Annual West Tennessee Bankers Memorial Golf Tournament

Bruce Hamblen of **Farmers & Merchants Bank, Adamsville,** and David Alan Greene of **The Plateau Group, Inc., Crossville,** were hosts of the 29th Annual West Tennessee Bankers Memorial Golf Tournament, Jackson, that took place in September at the Jackson National Golf Club. The tournament was started in 1986 by Hamblen, Greene, and the late Bob East, formerly the president of Chester

County Bank, and proceeds from the tournament were donated to Freed-Hardeman University to help fund a memorial scholarship in the name of Bob East, Chester County Bank, Henderson. To date, more than \$30,000 was donated to FHU in East's name for scholarships.

The First South Bank, Brownsville, Provides Lunch for Haywood County School's Central Office

First South Bank, Brownsville, the community bank offices, staff, including community president JoAnna Morris, branch manager Della Ligon, and loan officer Regen Thornton, provided a lunch in appreciation for Haywood County School's central office, maintenance personnel, and the school board during their inservice days before the 2015-16 school year began.

The First Tennessee Foundation Gives \$1,000 to Maury County Chamber and Economic Alliance

The **First Tennessee Foundation** gave \$1,000 to Maury County Chamber and Economic Alliance to assist with economic development efforts.

First Tennessee Foundation also matched customer donations up to \$15,000 to benefit the families of five U.S. service members killed in an attack in a military operations center in Chattanooga.

Foothills Bank & Trust, Maryville, Makes \$2,500 contribution to Montgomery Ridge Intermediate School

Foothills Bank & Trust, Maryville, made its annual contribution to its community partner, Montgomery Ridge Intermediate School in Maryville. David Conner, bank senior vice president presented the check of \$2,500 to Kevin Myers, principal of the school.

SouthEast Bank, Farragut, Raised \$6,555 for Food for Kids backpack program

SouthEast Bank, Farragut, hosted an anniversary celebration to fund Farragut Primary and Farragut Intermediate Schools "Food for Kids," program for

2015-2016, August 29 at SouthEast Bank's site. The bank raised \$6,555 for Second Harvest Food Bank of East Tennessee Food for Kids backpack program.

SouthEast Bank also implemented the Prep Promise Program to benefit the local high schools in the markets it serves. With this program, SouthEast Bank reinvests in the community via ongoing financial donations to recognize students and faculty who make an impact in their school. SouthEast Bank's primary philanthropic mission is to support local students via these programs: SouthEast Bank Scholars, Prep Promise, and SouthEast Bank Financial Scholars.

Southern Community Bank, Tullahoma, Donates \$3,025 to Repair Tullahoma Fine Arts Center

Southern Community Bank, Tullahoma, selected Tullahoma Fine Arts Center for a one-time donation to help repair the facility's elevator and bring it up to state code. The amount totaled \$3,025 and came just in time for TFAC American Watercolor Society's traveling exhibit on display for a month. Tullahoma Fine Arts Center dedicated the elevator to SCB with a plaque.

U.S. Bank, N.A., Fayetteville, presents \$500 grant to Fayetteville Main Street director Foster

U.S. Bank, N.A., Fayetteville, through U.S. Bancorp Foundation, and represented by Rickey Kimbrough, branch manager, presented a \$500 grant to Fayetteville Main Street director Carol Foster. The U. S. Bancorp Foundation contributes to the strength and vitality of local communities through partnerships that improve the educational and economic opportunities of low- and moderate-income individuals and families and enhance the cultural and artistic life of the communities where U.S. Bancorp operates. ■

Employment Opportunities

POSITION WANTED

1510-4 COMPLIANCE/RISK OFFICER

Experienced banker currently seeking a position as a Compliance/Risk Officer, Test/QA Analyst or a similar operations position with a financial institution in Nashville, Tennessee. Previously worked for Bankwest in Perth, Western Australia for around 8 years in various positions. Currently hold an associates degree in Business Management and completing a bachelor's degree in Economics due in Dec. 2015. Contact Matthew Barlas at mattbarlasau@gmail.com

POSITIONS AVAILABLE

1511-2 CUSTOMER SERVICE REPRESENTATIVE

Opens accounts, explains and processes IRA, HSA and other financial services and correct records by performing the following duties. ESSENTIAL DUTIES AND RESPONSIBILITIES include the following: Other duties may be assigned.

Interviews customers and sells available financial services: Outside sales through cold calls & outside sales; Savings; Checking Accounts; Individual Retirement Account; Certificates of Deposit; Savings Bonds; Safe Deposit Box; Develops Customer Profile; Credit Cards. Possesses a working knowledge of all Teller operations; Answers customers questions and investigates and corrects an errors; Presents funds received from customer to Teller for deposit; Sets up business and personal accounts for remote deposit; Maintains existing customer accounts; Processes check orders, debit card request, changes of address, and stop payments; Sets up accounts for online banking; Possesses knowledge of all E-Commerce and E-Corp account setup and maintenance; Ensures daily proof of balancing; Serves as backup to Head Teller; Refers customers to line of business partners; Admits customers to safe deposit box vault; Possesses working knowledge of Remote Deposit Setup and Maintenance Procedures; Possesses working knowledge of Mobile Banking Setup and Maintenance Procedures; Responsible for core deposit and small business growth (outside sales); Possesses knowledge of the Instant Issue Debit Card software (Trism); entering new cards, changing PIN numbers, and completing appropriate logs on a daily basis; Possesses Notary Public certification; Possesses Medallion Stamp certification. SUPERVISORY RESPONSIBILITIES: None. QUALIFICATIONS: To perform this job successfully and individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. EDUCATION and/or EXPERIENCE: Business Degree or High School Graduate. LANGUAGE SKILLS: Good English Communication skills required. MATHEMATICAL SKILLS: General Math Ability. REASONING ABILITY: Be able to deal with the public. CERTIFICATES, LICENSES, REGISTRATIONS: CSR training preferred. WORK ENVIRONMENT: The work environment is an office type setting. It is a professional atmosphere and environmentally controlled. Surveillance cameras are utilized for safety. Qualified candidates may send their resume to employment@tennbank.com.

1511-1 TELLER

Tennessee Bank & Trust is seeking a Teller for our Green Hills location. SUMMARY: Receives and pays out money and keeps records of money and negotiable instruments involved in financial transactions by performing the following duties. ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned. Receives checks and cash for deposit, verifies amount and examines checks for endorsements; Cashes checks and pays out money after verification of signatures and customer balances; Enters customers' transactions into Premier Teller System to record transactions and issues receipts; Balance ATM daily; Buy and sell cash from & to vault; Orders daily supply of cash and counts incoming cash; Balances cash drawer daily; Sells money orders, cashier's checks and traveler's checks; Credit card cash advances; Process night deposits daily; Refers customers to line of business partners; Accepts loan payments; Process payments for o/d repayments; Assists in opening and closing vault each day. EDUCATION and/or EXPERIENCE: College Degree or High School Graduate; LANGUAGE SKILLS Good English communications skills required; MATHEMATICAL SKILLS General math ability; REASONING ABILITY Be able to deal with the public; CERTIFICATES, LICENSES, REGISTRATIONS Teller training preferred; WORK ENVIRONMENT The work is an office type setting. It is a professional atmosphere and environmentally controlled. Surveillance cameras are utilized for safety. Please send all resumes to employment@tennbank.com. TENNESSEE BANK & TRUST IS AN EQUAL OPPORTUNITY EMPLOYER

1510-3 MORTGAGE LOAN ORIGINATOR

A Knoxville based community bank is seeking a mortgage loan originator. This position develops and maintains new mortgage loan business in the market area. Retains and strengthens current relationships while seeking to develop new business through various channels such as cross-sales and working referrals. The incumbent will originate quality conventional and government residential loans based on secondary market guidelines; interviews loan applicants and execute loan applications and gathers needed income, asset, and credit docs; and effectively communicates with all parties while following through during the loan process to ensure timely closings. Candidates should have a minimum of 3 years' originations experience and the ability to demonstrate last 12-month origination volume. Must possess extensive knowledge of all laws and regulations related to mortgage lending, ensuring compliance with legal and regulatory requirements, FHA, VA, THDA, RD, and agency guidelines. Base plus commission. Qualified candidates can email their resume to Penny Powlas at ppowlas@tnbankers.org. EOE. M/F/D/V

1510-2 COMMERCIAL LENDER

A Knoxville based community bank is seeking a commercial lender. This position develops and maintains new commercial loan business in the market area. Retains and strengthens current relationships while seeking to develop new business through various channels such as cross-sales and working referrals. The incumbent will analyze applicant's credit history and loan repayment capability. Negotiates credit terms, such as loan repayment methods

and collateral specifications. Actively participates in local business and community events. Candidates should have bachelor's degree in business, finance, or related field or equivalent experience plus 5 years previous commercial lending experience. Proven track record of managing relationships and developing new business. Knowledge of lending policies, procedures, and regulations. Strong financial analysis abilities, solid credit administration skills, excellent communication skills, and sales ability a must. Qualified candidates can email their resume to Penny Powlas at ppowlas@tnbankers.org. EOE. M/F/D/V

1509-15 CONTROLLER

TnBank, an East Tennessee Community Bank is recruiting for a Controller. Duties include: general ledger accounting, call report preparation, exception monitoring/correction, oversight of A/P and payroll accounting, and vendor management. Preference given for bank accounting experience and/or CPA designation. Accounting degree required. Significant advancement potential for the right candidate. Salary competitive with market and experience. Submit resumes to HR@tnbank.net. Equal Opportunity Employer.

1509-12 TRUST ACCOUNTANT

Commercial Bank and Trust Company is seeking a Trust Accountant in the Paris area. This non-exempt position reports to the Trust Officer. An Accounting degree, ability to communicate well with others, computer proficiency, ability to perform Internet research, basic understanding of investment securities, tact, and public relation expertise are required. Duties: Post and maintain Trust Ledger. Reconcile cash daily as well as bank and brokerage Statements. Pay bills for trust, estate, and agency accounts. This includes ACH payments and check payments to beneficiaries throughout the month as well as payroll for sitters and other household help. Update market values on investment securities and executes investment trades as needed when approved for rebalancing. Set up new accounts, new assets, new Person and Entity Files (PEFs), transaction ticklers, and beneficiary distributions. Complete CIP Forms as needed and run OFAC reports. Promptly update real estate log with regard to insurance reviews, pest control, real estate taxes, and inspection completion. Timely payment of estimated tax payments and assists with 1099 review and other tax related documents. Process and reconcile formula fees monthly. Update and input trust committee logs, including but not limited to opened and closed accounts, annual review and 60-day review checklist, and life insurance logs. Prepare and File court reports including Initial Inventories and Accountings. Correspond with Beneficiaries as needed. Our Bank offers full benefits including medical, dental, vision, health savings accounts, flexible spending accounts, life insurance, long term disability, and 401(k). Qualified candidates may submit their resume via e-mail to HR@cbtnet.com. Commercial Bank and Trust Company is an Equal Employment Opportunity Employer.

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 - ppowlas@TNBankers.org, Tennessee Bankers Association, 211 Athens Way, Ste 100, Nashville, TN 37228-1381 • 1-800-964-5525 or 615-244-4871. View more positions at TNBankers.org/products/jobbank.

1509-11 MORTGAGE ORIGINATOR

Commercial Bank and Trust Company is seeking a Mortgage Originator in the Memphis area. This non-exempt position reports to the Chief Credit Officer. Knowledge of RESPA regulations and other regulations pertaining to mortgage lending is required, as well as sales ability, communication skills, tact, and public relations expertise. Duties: Originates mortgage loans. Calls on realtors and builders. Takes mortgage loan applications and assists in helping the processor with the applicant if required. Cross sells bank products or guides the customer to new accounts or other loan opportunities. Keeps current on mortgage products and rates. Interviews customers to assess their individual needs. Figures Good Faith Estimates. Completes exception reports for each individual correspondent. Our Bank offers full benefits including medical, dental, vision, health savings accounts, flexible spending accounts, life insurance, long term disability, and 401(k). Qualified candidates may submit their resume via e-mail to jblake@TheCentreGroup.com. Commercial Bank and Trust Company is an Equal Employment Opportunity Employer.

1509-4 VICE PRESIDENT LENDING

Job Summary: Under general supervision, but in accordance with established lending policies and procedures, receives and reviews application for consumer and commercial credit. Meets with applicants to explain credit policies and to obtain additional loan documentation. Assembles loan applications and approves loans that meet established lending criteria and are within approval lending limits. Presents loan requests above lending limit to senior loan officer and/or other appropriate groups. Assures compliance with all Bank policies and procedures, as well as, all applicable state and federal banking regulations. Primary Duties include: Manage commercial loan portfolio of \$20 million to \$40 million. Develop new loan relationships to maintain and grow loan portfolio; Establish and maintain total banking relationships (Loans, Deposits, and other financial needs) with customers. Evaluate customer's financial needs and make recommendation of services available. Prepare proper documentation to facilitate the identified needs. Actively pursue new customers by making calls and visits to potential customers. Make

business development calls to existing customers to ensure our services are meeting their needs. Actively participates in loan committee meetings and in community programs. Must comply with the SAFE Act requirements in registering with the national Mortgage Registry. Verifying that all applicable federal regulations are compiled within the process of daily job functions. Complete required yearly training with regards to all federal regulations. Follow the requirements of the Bank's compliance and Bank's Secrecy Act/Anti-Money Laundering policies including but not limited to reporting of any suspicious activity to the Bank Secrecy Act Officer. Eligibility Requirements: Bachelor of Science degree preferred with Accounting or Finance emphasis; 5 years previous banking experience in Commercial Lending required with indirect experience required; Exceptional customer service qualities required. Southern Heritage Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities. Please email your resume to mdavis@southernheritagebank.com or fax your resume to 423-479-7535, attention Human Resources.

1508-11 MORTGAGE LOAN ORIGINATORS

United Community Bank is seeking experienced Mortgage Loan Originators for the Knoxville area. NMLS # 421841. Why work with us: Aggressive compensation package; We are a Lender offering Freddie/Fannie, FHA, VA, USDA, THDA, Portfolio Loans including 100% Physician program; Processing, Underwriting, and Closing ALL in-house; In House Marketing Support and a Personalized Loan Officer website at no cost to you. EEO is the Law. United Community Bank is an Equal Opportunity Employer. Please remit resume with salary history to barbara_hall@ucbi.com.

1508-10 COMMERCIAL LENDER

INSOUTH Bank, Brownsville TN Region, is seeking a qualified Lender to service community market with primary focus on the Madison County TN Market. Bachelor's degree in business, finance, or related field or equivalent experience plus 5 years' previous commercial lending experience, is preferred. Proven track record of managing relationships and developing new business. Knowledge of lending policies, procedures, and regulations. Strong financial analysis abilities, solid credit administration

skills, excellent communication skills, and sales ability a must. Qualified candidates can e-mail their resume to human.resources@insouth.com with "Last Name, First Name > Loan Officer 20150806" in subject line. EOE. M/F/D/V

Statement of Ownership

2015 TBA COMPENSATION & BENEFITS SURVEY RESULTS

**Complimentary
to participating
member banks**

**Cost is \$400 for
non-participating
member banks**

The results for the 2015 TBA Compensation & Benefit Survey conducted by Matthews, Young-Management Consulting is available in PDF format by visiting TBA's online store at www.tnbankers.org/products/storefront

For additional information please contact:

Tennessee Bankers Association
Sharon Justice-McCray
615-244-4871, ext. 101
sjustice-mccray@TNBankers.org

Matthews, Young – Management Consulting
Randy McGraw
919-644-6962, ext. 1105
rmcgraw@matthewsyoung.com

Professional Development Calendar

2015

November 17

**Branch Management Series
–Session 4 of 4**

TBA Gilliam Board Room, Nashville

November 18

**2015-2016 Retail Banking
Officer Forums – Session 1 of 3**

TBA Barrett Training Center, Nashville

November 18 & 19

Bank Directors Retreat

Hilton Nashville Downtown, Nashville

November 19 & 20

**Independent Bankers Division
Convention**

Hilton Nashville Downtown, Nashville

November 24

WEBINAR CECL Allowance Process

Online only

December 1

**2015-2016 Senior Human
Resources Forums – Session 1 of 3**

TBA Gilliam Board Room, Nashville

December 1

**NEW 2015-2016 Senior Bank
Marketing Director Series
– Session 1 of 3**

TBA Barrett Training Center, Nashville

December 1, 2, 3

IRA Update and Review

Knoxville, Nashville, Jackson

December 17

Call Report

TBA Barrett Training Center, Nashville

2016

January 7

**WEBINAR Safe Deposit Box: What
To Do When a Customer Dies**

Online Only

January 20, 21, 22

**Senior Lender Forums
–Session 2 of 3**

TBA Gilliam Board Room, Nashville

January 26–27, 27–28

Fundamentals of Compliance

Knoxville, Nashville

January 26, 27, 28

CEO Forums – Session 1 of 3

TBA Gilliam Board Room, Nashville

February 1–3

**The Southeastern School
of Advanced Commercial LendingSM**

TBA Barrett Training Center, Nashville

February 4–5

Essentials of Commercial Lending

TBA Barrett Training Center, Nashville

February 9

**In-Bank Training: How to Train
Staff Using Bank Policies,
Procedures, Forms and Disclosures**

TBA Barrett Training Center, Nashville

February 9, 10, 11

CFO/Controller Forums

– Session 1 of 3

TBA Gilliam Board Room, Nashville

February 24

Legislative Reception

War Memorial Auditorium, Nashville

February 25 & 26

Credit Conference

Omni Hotel, Nashville

March TBD

**Young Bankers Division
“Day on the Hill”**

Tennessee State Capitol, Nashville

March 6–11

**The Southeastern School
of Consumer CreditSM**

TBA Barrett Training Center, Nashville

March 29 & 30

Human Resources Conference

Embassy Suites Hotel & Conference
Center, Murfreesboro

April 5 & 6

**Strategic Technology &
Operations Conference**

Embassy Suites Hotel & Conference
Center, Murfreesboro

April 24–26

Leadership Convention

Hilton Knoxville Hotel, Knoxville

May 9–11

**Government Relations Committee
Washington Conference**

Marriott Marquis, Washington, DC

NOTE: While this calendar represents current programs for 2015-16 scheduled by TBA at print time, occasionally other “hot topics” are added to the calendar throughout the year. Visit www.TNBankers.org/calendar for the most current information about TBA events and programs.



TBA's 2016

Professional Development Calendar

*Visit www.TNBankers.org/calendar for the
most up-to-date education programs and webinars!*

**Growing our
team to help
you grow your
business.**

Andrew Barrett

Vice President, Correspondent Banking



We're proud to welcome a new member to the ServisFirst Bank team. Andrew Barrett has joined our Correspondent Services Group. With Steve's and Andrew's expertise, we can work even harder to provide you with the cash management, fed funds, credit facilities, credit card, participation loans and other services you need.

Contact or visit us today.



Left to Right: Rodney Rushing, Andrew Barrett, Steve Shelton and Tom Broughton

Steve Shelton
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901-634-1608
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885-881-0364

Andrew Barrett
Vice President
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