

# THE TENNESSEE BANKER

Volume 103 • Number 5 • September/October 2015

# LEADERS IN BANKING EXCELLENCE



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A native of Meigs County, Meade C. Hopkins began his banking career in 1916 working as cashier and later as president of Frankewing Bank. He served as chairman and CEO. Hopkins has a distinguished record of service to the community and the banking industry. He has been a member of the Tennessee Bankers Association since 1940 and has served as president of the association. He is also a member of the Frankewing Bank Club for many years and has been a member of the Meigs County Historical Society. He is a past president of the Meigs County Chamber of Commerce and a past president of the Meigs County Historical Society. He is also a past president of the Meigs County Chamber of Commerce and a past president of the Meigs County Historical Society.

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**GET SMART ABOUT CREDIT DAY**  
is October 15, 2015—register today.





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**Colin Barrett** / Editor

**Matt Radford** / Creative Director

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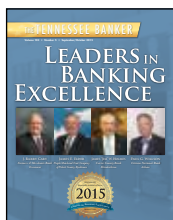
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## ON THE COVER

*J. Barry Cary, James E. Elder, James "Jim" W. Holmes, and Paul G. Willson were celebrated as Leaders in Banking Excellence during an August ceremony at the Tennessee Bankers Association Bradley L. Barrett Training Center in Nashville. Complete LBE recap begins on page 18.*

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# Offense and defense are keys to success

By Colin Barrett, President, Tennessee Bankers Association

I sure hope our son, William, has Rachel's athletic ability. And we will find out soon enough as he just signed up for his first soccer team, the U5 (under five) league at St. Bartholomew's Church in Nashville. One of our favorite activities over the past month has been to go into the backyard and practice. The part I enjoy the most is William's intense desire to play offense and try to score on me. If it were up to William, defense would not even exist.

This has led to a lot of discussion on the importance of offense and defense, and why both are necessary to achieve success. Coincidentally, that's the topic of continual discussions we are having at the TBA.

When it comes to assisting our members with regulatory burden, it is essential that we are advocating for regulatory relief in Washington while also meeting the current regulatory challenges you face in your banks each day.

## Offense

Earlier this month, TBA took one banker from each Congressional district to Washington to lobby on behalf of Senator Shelby's bill and the dozen regulatory relief bills that have passed the House with bipartisan support. This was our fourth trip to DC this year, including our annual Washington Conference when we took a record 77 bankers to DC. On page 8, Tim Amos addresses the legislation we are focused on and



why "now is the time" to push for legislative change in Washington, and TBA is working with our Congressional delegation to gain their support.

And while we are committed to representing you in Washington, we are also focused on providing the tools your bank needs to address the growing regulatory burden you are dealing with today.

## Defense Compliance Alliance

The TBA board and staff have found a comprehensive resource that can address the regulatory challenges facing our members. Compliance Alliance, a company jointly owned by 22 state bankers associations, provides real time solutions for your regulatory concerns,

## Three suggestions for this month:

- ✓ Make plans to attend the joint *TBA/TDFI Bank Directors Retreat* and *Independent Division Convention* which will be held back to back from November 18-20. With outstanding speakers at each program, be sure to join us for both. For more information, turn to page 27. And for a Q&A with Independent Division Chairman Logan Hickman, check out page 24.
- ✓ Read Roy Haisley's article entitled "Growing Your Next Generation of Great Community Bank Business Lenders" on page 40. Roy is EVP at First National Bank of Tennessee and understands the importance of developing bankers—a focus of your association. *The Tennessee Banker* magazine is your publication and we welcome columns from our members.
- ✓ Go teach at a local school on October 15 for Get Smart About Credit Day. It is up to each of us to make sure that the next generation of Tennesseans are smart, responsible borrowers. For more information, contact T'Lanie Luu at [tluu@tnbankers.org](mailto:tluu@tnbankers.org). Send us a "selfie" of you teaching and we will post it to the TBA Facebook page!

from a live hotline to document reviews and a library of compliance tools. Bottom line: Compliance Alliance can handle any question that comes their way from any department of the bank.

Leton Harding, President and CEO of Powell Valley National Bank, pointed out during our recent membership meeting presentations that Compliance Alliance is almost a misnomer. The resources expand past compliance to address areas such as risk management, staff training, and call report worksheets. If you have not given Compliance Alliance a look, I encourage you to do so.

To participate in an online demo or receive a 48-hour trial access, please contact Stacey Langford at [slangford@tnbankers.org](mailto:slangford@tnbankers.org).

#### Regulatory Feedback Initiative

A year ago in my column, I announced the launch of the Regulatory Feedback Initiative. RFI is a confidential electronic survey where banks can anonymously provide details on their most recent examinations. The information is then aggregated and analyzed on a national level so we can identify discrepancies in how bank regulations are being enforced. Most importantly, banks can request a report from the TBA that summarizes the feedback of similarly situated banks to help them prepare for an upcoming exam.

In just the past year, 45% of Tennessee banks have participated in RFI. This strong response rate means we can provide banks with the most up to date information to help them prepare for an upcoming exam. To learn more about RFI, request a report for your bank's usage, or submit a survey from your most recent exam, visit [www.allbankers.org](http://www.allbankers.org).

#### Education Classes


The best way to stay on top of regulatory changes is through TBA education programs. From webinars to conferences to regional programming, TBA delivers more than 100 courses annually to make sure you have the knowledge to address compliance challenges.

Our compliance forum, led by Con-

nie Edwards, now has 60 Tennessee banks represented each quarter. And while the education portion of the program is important, there is nothing quite like networking with peers who face similar issues in their own banks. Contact Debbie Brickles at [dbrickles@tnbankers.org](mailto:dbrickles@tnbankers.org) to learn more.

If there are additional ways the TBA staff can assist you in serving your bank's compliance needs, please let me know. We are constantly looking for ways to meet your needs. ■

*-Colin*



youngbankers  
division

## Leadership Luncheons

This fall, the Young Bankers Division will host seven Leadership Luncheons around the state. Each luncheon features an opportunity for networking with regional banking peers, an update and overview on the initiatives of the TBA and Young Bankers Division, and a local member of the General Assembly to update attendees on issues of importance to the local community in the 2016 legislative session.

**Jackson**  
October 28  
Flatiron Grille  
1160 Van Drive

**Memphis**  
October 29  
Owen Brennans  
6150 Poplar Avenue

**Chattanooga**  
October 30  
Hennen's  
193 Chestnut Street

**Johnson City**  
November 2  
Carnegie Hotel  
1216 State of Franklin Road

**Knoxville**  
November 3  
Calhoun's on the River  
400 Neyland Drive


**Cookeville**  
November 5  
Crawdaddy's  
53 W. Broad Street

**Nashville**  
November 6  
TBA Training Center  
211 Athens Way

**Cost to register is \$30 per person**

For additional information about these luncheons or the Young Bankers Division contact: Stacey Langford, [slangford@TNBankers.org](mailto:slangford@TNBankers.org). To register, visit [TNBankers.org/calendar](http://TNBankers.org/calendar).

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## Now Is the Time

*The Dodd Frank Act is five years old, what now?*

By Tim Amos, Executive Vice President/General Counsel, Tennessee Bankers Association

July 21, 2015, marked the fifth anniversary of the signing of the Dodd Frank Act. It was a day to take note, but not to be celebrated by bankers. One Congressman at the House Financial Services Committee hearing that day labeled it “an agenda looking for crisis.”

Here are a few of the facts about the impact of Dodd Frank:

Only 60 percent of the nearly 400 regulations by Dodd Frank have been finalized, and 21.5 percent of the rulemakings have not even been proposed. However, there have been over 600 regulatory releases consisting of 22,000 pages by the CFTC, SEC, FDIC, Fed, OCC, and CFPB related to Dodd Frank; upwards of 800,000 comment letters filed with the regulatory agencies; nearly 120 congressional hearings related to Dodd Frank; and 139 bills introduced in Congress to amend or repeal the Act – *only five of which were signed into law.*

Earlier this year, I highlighted the “window of opportunity” that bankers have to move legislation through Congress before all attention turns to presidential politics. The focus of bankers’ Washington efforts has taken two tracks. On the House side, bankers continue to encourage our Tennessee Congressmen to cosponsor and help pass much-needed regulatory reform through the House. If passed, these House bills could then form the nucleus of legislation on the Senate side.

Key bills in process in the House:

- HR 1210, the Portfolio Lending and Mortgage Access Act;
- HR 1233, the CLEAR Act;
- HR 1941, the Financial Institution Examination Fairness and Reform Act; and
- HR 2896, the TAILOR Act of 2015

These bills focus on reforming mortgage regulations, including the Qualified Mortgage rule to permit all portfolio loans to be treated as a QM. In the exam area, they would allow greater flexibility for regulators to tailor exam requirements to the operations of the bank and not simply to bank size.

In the Senate, all eyes have been on Senate Banking Chairman Richard Shelby (R-AL) after he introduced S 1884, the Financial Regulatory Improvement Act of 2015. While the overall scope of the Shelby bill is broad, the individual provisions, especially with respect to regulatory relief, are fairly targeted, and many have received bipartisan support in the Senate and House (see side bar for details of provisions).

### Key Provisions of the Shelby Bill

- Provide a QM safe harbor for mortgages held in portfolio
- Establish an office of independent examination review
- Reduce unnecessary privacy notice paperwork
- Help rural customers receive CFPB mortgage exemptions
- Extend the exam cycle for more institutions
- Require the regulators to provide short form call reports based upon the institution size and complexity
- Exempt institutions with less than \$10 billion in assets from the “Volcker Rule”, with some exceptions
- Prohibit regulatory agencies from participating in Operation Chokepoint
- Raise the threshold for CFPB exams from \$10 billion to \$50 billion in assets

Some of the more controversial provisions include raising the threshold for automatic designation as a systemically important financial institution from \$50 billion in consolidated holding company assets to \$500 billion and the threshold for mandated stress testing from \$10 billion in consolidated holding company assets to \$50 billion.

Shelby’s broad-based reform legislation was approved by the Senate Banking Committee on a partisan vote in May, less than 10 days after the bill’s introduction. Unfortunately, without some Democratic support, moving the bill for a Senate floor vote will be nearly impossible. All along, Senator Shelby indicated his desire to negotiate with Democratic Senators to achieve as much reform as possible. To increase his leverage, Shelby, also a member of the Appropriations Committee, attached the complete bill to appropriations legislation that would fund the Treasury Department and other government agencies, including the White House. Negotiations are now continuing behind closed doors to reach a compromise bill.

While much of bankers’ focus is on the Dodd Frank Act and regulatory burden relief, there are other key issues that also deserve attention. Chief among these is data security. S 961/HR 2205, the Data Security Act of 2015, would ensure that all entities, including retailers that handle consumer-sensitive data, have in place a robust process to protect data and help prevent breaches from happening. It is past time that retailers and other businesses that collect and use personal information abide by the same standards and provide customers the same protections imposed on banks.

Another important pending bill, S 1711/HR 2213, would provide for a grace period for enforcement of the TILA/RESPA Integrated Disclosures scheduled to take effect on October 3. Without adequate time to implement the systems and train employees, consumers can expect delays in closing their loans and further depressing home sales in the critical fourth quarter of 2015. Legislation to defer the implementation date to February is pending and bankers should encourage legislators to quickly enact the delay.

NOW is the time for bankers to step up their advocacy efforts and push for much-needed reform. Following Congress' August recess, lawmakers returned to Washington after Labor Day with much work to be done before the end of the year. This is an opportune time for bankers to make additional contacts through visits, calls, or letters to emphasize the

importance of regulatory burden relief before Congress' attention gets redirected on presidential politics.

When advocating for or against legislation, it is important for bankers to focus on how their customers will be affected, and not merely the impact on the bank. I consistently hear economists, and even the Fed governors, bemoan the slow recovery in the housing market. Is it any wonder that the housing market has developed slowly in its recovery with restrictive mortgage rules that prevent banks from servicing many of their customers? Many otherwise qualified borrowers that banks would like to serve cannot meet the qualified mortgage standards because they are self-employed, have irregular incomes, or recently started a new career and cannot demonstrate an ability to repay. This is just one example of the many adverse impacts of the prescriptive regulations emanating from the Dodd Frank

Act. When contacting Congressmen and Senators, these and other real-life examples will go a long way in building support.

Now is the time to act before the window of opportunity closes in 2015. While there are four months until the end of the year Congress' schedule of meeting only three or four days a week will fill up quickly. Other controversial issues including budget authorizations and an impending increase in the debt ceiling, which could lead to a stalemate or government shutdown will take center stage. By January, Presidential politics and election posturing will likely limit any efforts at reform in 2016.

A concerted and vocal push now from all bankers could make the difference in passing reform this year. Now is the time to make your voice heard. Now is the time to make a difference! ■

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# BankPac Committee Sets New Goal

**T**BA BankPac, the political action committee of TBA, is the exclusive PAC dedicated to representing the banking industry in Tennessee.

In recent years, TBA has grown the total dollars contributed and increased the number of institutions that give, making BankPac one of the largest and most successful PACs in the state. Given these milestones, the 2015-2017 BankPac Committee, chaired by Jim Rieniets, InsBank, Nashville, set a new goal: raise \$220,000 in 2015.

This is an aggressive goal, but it is attainable with the support of TBA's members and associate members. As of August 31, 112 banks and associate members have contributed \$188,116 to BankPac.

If your institution has not yet supported BankPac's 2015 campaign, please consider making a contribution as soon as possible. For more information about BankPac or to make a contribution, please contact Amy Heaslet at [ahneaslet@tnbankers.org](mailto:ahneaslet@tnbankers.org). ■

## 2015-2017 BankPac Committee

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**Chairman:** Jim Rieniets, President/CEO, InsBank, Nashville

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# The Dangers of a Captive Regulator

By Frank Keating, President and CEO, American Bankers Association

**N**CUA's latest plan to loosen the reins on credit unions and allow them to veer further from their mission has bankers seeing red. The regulatory end-run would give the already tax-exempt \$1 trillion industry new and potentially risky lending powers. It's an audacious proposal that must be stopped—and you can help.

First, some background. Acting as cheerleader instead of credit union supervisor, NCUA in June issued a proposal that grants the credit union industry's wishes for increased business lending authority. Specifically, the proposal would:

- Widen loopholes to the member business lending cap by “clarifying” that nonmember business loan participations do not count towards the statutory cap and by eliminating regulatory oversight of the concentrations of these loans.
- Make the statutory cap meaningless by allowing certain credit unions to exceed the member business loan statutory authority. In fact, if both the proposed business lending and pending capital rules are adopted as proposed, the statutory cap could nearly double without any congressional approval.
- Remove important safety-and-soundness checks and balances by, for instance, eliminating the requirement that borrowers pledge personal assets—along with business assets—as collateral for new business loans.

Such a relaxation of standards makes the industry's insurance fund vulnerable and leaves taxpayers holding the bag should anything go wrong. Indeed, NCUA has failed to prove that it is ready or able to supervise institutions with major business loan portfolios.

A quick look at credit unions' track record on business lending raises serious concerns about whether they, or their regulator, are equipped to handle these loans. Since 2010, at least five credit unions have failed because of poorly run business loan programs. These failures accounted for a quarter of all losses to the insurance fund over that period. It's a situation that does little to instill confidence in broadening credit unions' commercial lending authority.



All of this should concern not only bankers but Congress, too. When Congress last weighed in on whether and how much credit unions should be lending to businesses, it voted for less, not more. In fact, the 1998 law that restricted member business loans to 12.25 percent of assets emphasized that credit unions should focus on consumer lending in order to remain true to their mission. Since then, credit unions have repeatedly implored Congress to change the rules, and lawmakers have declined to do so.

Bankers had a lot—in fact, everything—to do with frustrating credit unions' ambitions in Congress. Every time they pushed for a member business lending bill, you pushed back harder. You helped make clear to Congress that such a bill would be unacceptable to the nation's community banks.

Now we must do it again. ABA and the state associations mounted a major grassroots letter-writing campaign in August that resulted in an outpouring of banker comment letters to NCUA on the proposal. The letters may not persuade NCUA, but they will slow down the process. That gives us time to bring Congress into the debate.

If you are facing unfair and unbri-dled credit union competition, write to your lawmakers today. (And if you aren't, write anyway – because it's just a matter of time before an aggressive credit union enters your market.) Let lawmakers know how the unlevel playing field between community banks and tax-subsidized credit unions is harming your ability to serve your customers.

Unfortunately, the NCUA's business lending proposal is only the beginning. The agency has already announced that it has an expanded field-of-membership rule and a secondary capital proposal in the works as well.

This rulemaking trifecta, which could seriously undermine bank competitiveness, puts NCUA in “captive regulator” territory, and it must be answered. The agency must be reminded not only of credit unions' mission but also its own: to ensure a safe and sound credit union system. ■





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# Warren Nunn & the Nunn Family Banks

*As the saying goes, if you looked up “small-town community banker” in the dictionary, there would probably be a picture of Warren Nunn.*

**M**ake no mistake about it, however; the 74-year-old Nunn is not a small-time banker. Since coming to work with his father, D.R. Nunn, at the Bank of Halls in 1972, he has been involved in building the closely held family banking operation into a major player among independent banks in West Tennessee – an operation that includes the Security Bancorp holding company with four small banks, and two affiliated holding companies with independent banks serving Jackson and suburban Memphis. Combined, the banks have 25 branch locations with assets pushing the \$1 billion mark.

The flagship Bank of Halls, founded in 1899, has been in the Nunn family for multiple generations; but those associated with Security Bancorp and its affiliates think of the family in “family operated” in the broadest sense. Not only are Nunn’s two sons carrying on the family tradition of providing leadership at the banks, but all of the employees – from the bank presidents to the front-line tellers to the back-office support personnel – are considered members of the close-knit banking family.

And that has produced stability which Nunn attributes to the banks’ successes. “We have very little turnover,” he said. “We have people who have been working for us most of their lives, and that really makes a difference.”

Nunn started his banking career in 1964 as a teller at Union Planters after graduating from University of Memphis. In 1972, he returned to join his father at the Bank of Halls, and by 1978 he was on the board of directors. Nunn, who succeeded his father as chairman, said joining the Bank of Halls wasn’t predetermined. “I just felt like it was the best opportunity for me.”

The first step toward building what is now Security Bancorp came in 1978, when the Bank of Halls ownership acquired Security State Bank (previously Newbern State Bank) in Dyersburg and changed the name to Security Bank.

“Basically, a local attorney represented a banker who owned controlling interest in the bank and wanted to retire and he inquired whether we would be interested in buying his shares,” Nunn said. The purchase came after a single visit



**Warren Nunn, Chairman, President & CEO of Security Bancorp of Tennessee, Inc., headquartered in Halls.**

and after it was determined to be a “clean bank,” Nunn said.

Gates Banking & Trust in nearby Gates was acquired in similar fashion in 1984, and Security Bancorp of Tennessee was formed as the holding company for the three banks. A fourth bank, the Bank of Crockett in Bells, was acquired from the Lewis family in 1987.

Additional growth, however, took another route.

## No Reason to Merge

The four community banks under the Security Bancorp umbrella were healthy and serving their communities’ needs, but Nunn said there was a feeling among the holding company’s leadership that they needed to take advantage of some of the larger markets.

The first target was Jackson. In 1996 Security Bank opened a branch in Madison County which was then sold to a new holding company that included local investors. In 1997, The Bank of Jackson was chartered as a subsidiary of WestTenn Bancorp Inc.

“We got up a group of local investors in Jackson who were interested in being part of a locally owned and locally operated bank,” Nunn said, adding that at the time there were only about a half-dozen banks in Jackson and today there are 17.

In 2001, a similar plan was implemented when a branch was opened in Shelby County in Millington, just north of Memphis, and was sold to a newly created holding company, Patriot of Tennessee Corp. Patriot Bank now has branches in Millington, Collierville, Barrettsville, Covington, and Atoka.

Nunn has remained committed to maintaining separate identities for his banks, and has not seriously entertained consolidating them under a single charter and into a single brand.

“There has just not been an overwhelming reason or need to merge the banks. We look at the different cost figures, and we are fine just the way we are,” he said.

“When we acquired the banks, the customers were content. We were content with the existing employees. Everybody was in a comfort zone with having their own community bank and with the way things were being operated, so it just didn’t make any sense to make changes. When we acquired the banks, we did not have customers leave,” Nunn said.

“I have seen some instances where a larger bank comes in and acquires a smaller bank and tells everyone that nothing is going to change, but then they do,” he said with a smile.

The downside to keeping the banks separate is mainly on the regulatory side in terms of having six exams instead of one, but in Nunn’s view that does not override the advantages of maintaining the local characters of the banks.

Keeping the separate charters and the boards of directors that include local community members is not just symbolic – the local nature of the banks and their heritages make up the

backbone of the overall culture of Security Bancorp and the affiliated holding companies. And it drives the kind of attention that community banks pay to their customers.

“The big thing is, when you are banking in small communities, if you mistreat a customer the word gets around pretty fast,” Nunn said.



**Despite changes in structure at the holding company level, founded in 1899, the Bank of Halls has remained committed to remaining a true community bank serving Lauderdale County.**

### Unassuming, with Great Instincts

“Warren Nunn is one of the best people that you will ever meet,” said Donald Hogue, who is president of the Bank of Halls and secretary of the Security Bancorp holding company. Hogue started with the Bank of Halls in 1962 and worked there for five years before leaving to become a head bank examiner with the Tennessee Department of Financial Institutions. He returned to the bank in 1977, and has been among the many who contribute to the all-in-the-family culture of Security Bancorp’s operations.

Another is David Hayes, who joined Security Bancorp as chief technology officer in 1991 after spending 25 years at Union Planters and also serves as president of Security Bank. Hayes oversees a staff that provides data processing and technology support from Dyersburg to all of the affiliated banks – something that gives them an efficiency of scale found at larger banks.

“Warren Nunn is one of the most unassuming bankers I have ever known,” Hayes said. “He has great instincts and he keeps his hands and eyes on the operation, but he trusts the people who work for him and he allows them to make decisions and do their jobs. Warren instills loyalty, and

*continued on next page*





**Warren Nunn at the Bank of Halls, the flagship institution of Security Bancorp, finds success through employee loyalty, a family management style, and community trust.**

I think that is one of the reasons he has been so successful. No one wants to disappoint Warren.”

Those sentiments are echoed by Nunn’s two sons – Nick Nunn, Security Bancorp’s chief investment officer, and Chris Nunn, the chief financial officer. Nick, the oldest son, started his career at Morgan Keegan in 1993 before joining the family bank in 2005, three years after his younger brother Chris had joined the holding company after a stint at KPMG in Memphis.

“Over the years we have hired a lot of very talented people, and we have been very fortunate to have everyone on the same page,” Nick said. “My dad has done a really good job of allowing my brother and I to do what we do, and it has been a blessing to work for someone who has walked the line and has seen so much in his career as a banker.”

Keeping the banks separately chartered and locally operated has helped a lot in the recruitment of banking talent, he said. “We are able to show them that we have a track record of keeping our banks locally operated and we are going to let them run it the same way. We don’t have a lot of mandates on how many loans they have to make. We just try to be consistent with our earnings, and if you do that

over a period of time, then you stay healthy.”

Chris agrees that the benefits far outweigh any disadvantages of keeping the banks separately chartered. “The cost is primarily borne by the amount of work that the executive management has to do, but that is well worth keeping our banks as true community banks with their own identities and local management. There have been a lot of recommendations by people on how to change the company, but we have stayed the path, and don’t see any reason to try to change it.”

As for the future, both Nunn brothers say the approach of Security Bancorp and its affiliates won’t be changing. Everyone is comfortable with their roles, they say, and they will continue to stay the course that has been passed down through the generations – not just through the Nunn family but from all of those who make up the extended family of bankers that have served their communities well through the years. ■

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



## A CELEBRATION OF THE EXCEPTIONAL BANKERS WHO HAVE SERVED THEIR COMMUNITIES AND BEEN HALLMARKS OF THE BANKING INDUSTRY

Photos: Donn Jones Photography

Four Tennessee bankers were honored by the TBA at the Leaders in Banking Excellence ceremony on August 6, 2015, where commemorative plaques highlighting the careers of each of the four honorees were unveiled at the TBA's headquarters building in Nashville. The 2015 inductees are among an elite group representing Tennessee bankers past and present who have excelled in the areas of banking, community service, and civic involvement.

The ceremony featured remarks by TBA Chairman David Verble, president and CEO, Citizens National Bank, Sevierville, and two of the four honorees. Honorees were: J. Barry Cary, Farmers and Merchants Bank, Trezevant; James E. Elder, People's Bank and Trust Company of Pickett County, Byrdstown; James W. Holmes, Carter County Bank, Elizabethton; and Paul G. Willson, Citizens National Bank, Athens.

### About Leaders in Banking Excellence

"Leaders in Banking Excellence is an initiative by the TBA to recognize and celebrate exceptional bankers throughout Tennessee's history," TBA Chairman David Verble said. TBA member banks can submit nominations for the honor. The TBA board of directors reviews and approves the applications.

"One of the main missions of the Tennessee Bankers Association is to recognize our members for being involved in making our industry better and in making their communities better places to work and live," said Colin Barrett, TBA president. "The Leaders in Banking Excellence recognizes those who have made a difference, and we hope it will be an inspiration to other bankers across the state." ■



**TBA President Colin Barrett, LBE Inductee Barry Cary, and TBA Chairman David Verble**



**TBA President Colin Barrett, Charlotte Elder, Bruce Elder, and TBA Chairman David Verble**



**TBA President Colin Barrett, LBE Inductee Paul Willson, and TBA Chairman David Verble**

# INDUCTEES

A Carroll County native, J. Barry Cary began his career in 1969 as an FDIC bank examiner. Cary spent 15 years with First American National Bank, serving as executive vice president and city president in West Tennessee. In 2002, he joined Farmers and Merchants Bank, Trezevant, as president and was named vice chairman of the board of directors in 2015. A respected leader in his community and the banking industry, Cary has served on the Tennessee Bankers Association board of directors, the Independent Bankers Division board, and as a member of the Government Relations Committee. As chairman of the Madison County United Way Chapter, he spearheaded a \$1.3 million fundraising campaign. In 1995, Cary was named a distinguished member of the U.S. Army Finance Corp Regiment for lifetime achievements.



**J. BARRY CARY**  
*Farmers & Merchants Bank  
Trezevant*

A Byrdstown native, James E. Elder began his banking career in 1961 at the Production Credit Association in Springfield and later worked at Citizens Bank of Lafayette in Lafayette and First National Bank of Tennessee, both in Cookeville and in Livingston. In 1978, Elder returned to his native Byrdstown and founded People's Bank and Trust Company of Pickett County, where he served as the bank's first president and CEO. Elder was a member of the Tennessee Bankers Association board of directors and was a strong supporter of BankPac. An active leader in his community, he was also on the board of directors of the Livingston Regional Hospital and was a member of the First Methodist Church in Livingston. Accepting the award on behalf of Elder were his son, Bruce, and his wife, Charlotte.



**JAMES E. ELDER**  
*People's Bank and Trust Company  
of Pickett County, Byrdstown*

A Jonesborough native, Jim Holmes began his banking career in 1970 as a teller at First Peoples Bank in Johnson City. After serving five years as a state bank examiner, Holmes spent the majority of his career at Carter County Bank, retiring as president and CEO after 37 years. He served on the Tennessee Bankers Association board of directors and on the boards of the Bank of Tennessee and BancTenn Corp. A respected leader in the Carter County community, Holmes was a member of the board of the Elizabethton/Carter County Chamber of Commerce and the ETSU Center of Banking advisory board, and he was active in the Rotary Club, the Elizabethton/Carter County Association of Business and Industry, and the Boys and Girls Club.



**JAMES "JIM" W. HOLMES**  
*Carter County Bank  
Elizabethton*

A native of Niota, a town in McMinn County, Paul G. Willson worked at Citizens National Bank as a teller and bookkeeper as a teen, but he officially joined the banking industry in 1979. After college, serving with the U.S. Air Force service, and working with Commerce Union Bank, Willson then returned to Citizens National Bank to eventually serve as president, CEO, and chairman. With his leadership, the bank has increased its assets by almost \$500 million. Willson has served as Tennessee Bankers Association chairman, Independent Bankers Division chairman; twice on the board of the American Bankers Association; and director of the Nashville Branch of the Federal Reserve Bank of Atlanta. His community service includes The Nature Conservancy, the Athens Area Chamber of Commerce, YMCA, Cleveland State College Foundation, and Sequoyah Birthplace Museum. Willson retired as a Lieutenant Colonel after 29 years of military service.



**PAUL G. WILLSON**  
*Citizens National Bank  
Athens*



## 2015 LBE Ceremony *continued*

Photos: Donn Jones Photography



**TBA Chairman David Verble**

**The 2015 LBE Inductees joined past LBE honorees in attendance for a group photo.**



**2015 LBE Inductee Barry Cary with his family, friends, and members of his bank, Farmers and Merchants Bank, Trezevant**



**Members of James Elder's family, friends, and employees of People's Bank and Trust Company of Pickett County, Byrdstown**



**Charlotte Elder and Bruce Elder accepted the plaque for James Elder.**

**Jim Holmes was unable to attend the event due to inclement weather. Dale Fair accepted the plaque on his behalf and read a prepared speech from Holmes.**



## 2015 LBE Ceremony *continued*

Photos: Donn Jones Photography



**2015 LBE Inductee Paul Willson** entertained the crowd with his speech.



**Paul Willson with family, friends, and employees of Citizens National Bank, Athens**



**David Verble, Colin Barrett, and Rachel Barrett**



**Bruce Elder and company enjoying the ceremony.**



**The Leaders in Banking Excellence plaques line the halls of the TBA Barrett Training Center in Nashville.**



**Lee Moss, John Muse, and Bill Marsh enjoy the ceremony.**





The banking community came out in support for the LBE nominees.



LBE Ceremony attendees mingle at the post ceremony reception.



Jim Windrow and TBA Vice Chairman Lee Moss



Logan Hickman and Waymon Hickman at the reception

## Q&A



### W. Logan Hickman, Jr., Chairman, Independent Division, Tennessee Bankers Association

*Executive Vice President, Director  
Peoples Bank of the South, LaFollette, Tennessee*

**How did you get into banking?  
And what do you enjoy most  
about your career?**

After my 22-year career in the Army, I had a few folks ask me how I got hired at a bank as a VP. I told them I was a really good Army officer and had a finance degree from UT and, my father-in-law is the bank's CEO. I was told to lead with the father-in-law part. I did have a great opportunity to join the community bank my father-in-law had invested almost 50 years of his life. That number is now 62 years. After a few years in banking, I enjoy most the chance we have to help our customers create jobs. A few years ago, we made a loan for a houseboat. I visited the factory while the boat was under construction. The owner told me if the bank hadn't made the loan, his employees wouldn't have a job.

**Tell us a little bit about your  
time serving our country. Are  
there any lessons from your  
Army days that translate to  
being a banker?**

As I look back on my career, I believe one of the most important benefits I received was all the people I worked for and with at so many locations. I'm able to draw on those experiences and use the wisdom that so many people shared with me to guide my daily decision making. That education also had a big impact on my personal philosophy.

**Your father, Waymon Hickman,  
and Jack Reynolds, Chairman,  
Peoples Bank of the South, are  
known throughout the state for  
being industry leaders. What  
have they taught you about  
banking?**

I learned from my father the importance of giving back to the community. I've had the opportunity to serve several organizations and, I have often thought of my father's influence. My father has also reassured me that my time is well invested. Jack Reynolds is the perfect gentleman. I hear that throughout the community. I have also learned from Jack the importance of treating people with dignity and respect.

**The Independent Division  
commissioned a study of Tennessee  
credit unions. Were there any  
results that stood out to you?**

Last April, the average family paid \$11,492 in taxes to the federal government. The \$1 trillion credit union industry paid \$0. With that said, I think a lot of us have grown complacent with where the industry is today. We have the mentality there isn't anything that is going to change. East Tennessee has 53.8% of the credit union members. The rest are spread out across Middle and West Tennessee. The number one take away for me is that the credit union's share of the financial market is not stable. Since 2010, credit union locations have increased by 14 percent

in Tennessee and now account for 20 percent of all financial institution branches. In my home county, we had gone from one credit union location to three over the past eight years. Credit unions are growing fastest in West Tennessee. The slope of the unlevelled playing field will only get steeper, and the negative tax consequences to our Federal government will only worsen.

**You have been active in TBA's  
government relations efforts  
and a strong supporter of  
Congressman Chuck Fleis-  
chmann. Why do you think it  
is important to be politically  
engaged?**

I was never more proud of Congressman Fleischmann as I was during the days following the Chattanooga shootings. I let him know that. Our Tennessee bankers are focused on the communities we call home. Our elected officials share that love. Bankers and politicians at every level work together each day to achieve common goals. Since we are working alongside our friends in Nashville and Washington on multiple issues, it makes it easy to advance discussions regarding community banking and its importance. It is very important we make our voices heard. I'm convinced it makes a difference. Our elected officials know we are looking out for more than ourselves.



In addition to the Independent Division Convention, the Independent Board also oversees the Bank Directors Retreat. What do you find the biggest change has been for directors during your time in banking?

As a banker, we do this every day. Our directors on the other hand don't have that opportunity. With an industry in a constant state of change, it is important that we provide training opportunities for our directors to assist them with keeping abreast of those changes. As far as the biggest change, it has to be in compliance, BSA, and cybersecurity. The Bank Directors Retreat is great way to stay engaged. I recommend everyone take a look at the Retreat's itinerary on the TBA web site.

What do you consider to be an ideal way to spend a day in Campbell County?

Campbell County is truly an amazing place to live. We have the mountains and a beautiful lake. Norris Lake is the place to be. The lake was the first TVA lake and only second in size to Watts Bar Lake. A long list of recreational opportunities exists. My family maximizes the time we spend on the water. Norris Lake also is a huge part of our economy and offers several banking opportunities. I never leave home without some business cards. ■



The Hickman brothers, John, Logan, and Bill, stand with their father, Waymon Hickman.



Independent Bankers Division Chairman Logan Hickman presented an engraved clock to outgoing Chairman Ted Williams during the 2014 Independent Bankers Convention.



In addition to having a finance degree from the University of Tennessee, Hickman also had a 22-year career in the U.S. Army.

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Tennessee Bankers Association is offering holiday closing signs for the ten standard holidays observed by the Federal Reserve. The holiday signs are 5" x 7" in size and adhere to any glass or wood surface without leaving residue upon removal. Order by Thursday, October 15, 2015, to ensure delivery in mid-November.

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For more information contact **T'Lanie Luu** by phone at 800-964-5525, or 615-244-4871, or email [tluu@TNBankers.org](mailto:tluu@TNBankers.org).



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

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# Bank Directors Retreat

**November 18 & 19, Hilton Nashville Downtown, Nashville**

In conjunction with the Tennessee Department of Financial Institutions

**T**he Tennessee Bankers Association Bank Directors Retreat is the ideal way to gather your inside and outside directors and ensure they are current on the many important issues in running a bank in the present-day economic and regulatory environment. Using a program developed with the Tennessee Department of Financial Institutions, the 2015 TBA Bank Directors Retreat is scheduled for November 18 and 19 at the Nashville Hilton Downtown Hotel.

Banks are encouraged to consider hosting their fall board meeting in conjunction with the retreat. In addition to the valuable information participants will receive by attending, the 2015 Retreat includes an opening reception November 18 at the acclaimed Johnny Cash Museum just a short walk from the Hilton Hotel. During the reception, attendees are welcome to view the world's largest collection of Johnny Cash memorabilia and interactive exhibits inside the museum.

## Agenda

November 19 offers a full day of business sessions featuring three of TBA's most informative and popular educational presenters David Kemp, Geri Forehand, and Chris Hargrove. Kemp will cover the evolving role of the bank director and strategic planning in two separate sessions during the morning. In the afternoon, Forehand will discuss executive and board member succession planning followed by Hargrove's closing session offering a timely, up-to-date discussion of bank valuation in the post financial crisis era.

The program also features a session with TDFI Commissioner Greg

## Speakers



Geri  
Forehand



Greg  
Gonzales



David  
L. Kemp



Chris  
Hargrove

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CNA, Atlanta, GA—Thursday morning break



NetGain Technologies, Inc, Chattanooga—Pocket Agenda

Gonzales who will discuss some of the challenges directors are facing, from the Department's point of view, and some suggestions to help alleviate those challenges. After the session, the Commissioner and other key staff members from the TDFI will join attendees for lunch for further networking and dialogue.

## Registration Details

This year's conference returns to the renovated Hilton Nashville Downtown Hotel, located at 121 Fourth Avenue, South, conveniently located in the heart of the entertainment district adjacent to the Bridgestone Center, the new Music City Center, and the Country Music Hall of Fame and Museum. The Johnny Cash Museum is located at 119 Third

Ave South in the heart of downtown Nashville.

The deadline for making reservations at the special convention rate is Friday, October 23, 2015. When the allotted room block is sold out, rates will return to standard prices even if it is before the October 23 deadline. The deadline for early registration at the reduced rate is November 3, 2015.

For more information about this event, please visit [TNBankers.org](http://TNBankers.org) or contact Susan Taylor by email to [staylor@tnbankers.org](mailto:staylor@tnbankers.org) or by calling 615-244-4871. Attendees qualify for 5 hours of Continuing Professional Education (CPE) credit in the area of Business Management and Organization. ■

# Independent Bankers Division Convention

## November 19 & 20, Hilton Nashville Downtown, Nashville

Each fall, over 150 bankers across the state come together at the *Independent Bankers Division Convention*. The 2015 event will be held November 19 and 20 at the Hilton Nashville Downtown Hotel.

The convention will begin with a late afternoon business session on the first day followed by a reception for convention participants. The day two agenda consists of a half-day of business sessions, including the election of division officers and directors. The business sessions will cover current issues and hot topics of interest to Tennessee's community banks.

### Program

Independent Division Chairman, W. Logan Hickman, Jr., Peoples Bank of the South, LaFollette, will preside over the program. Thursday's business session will feature Larry Chimarine, Ph.D., President, Radnor International Consulting, who will discuss the current economic situation in the U.S., along with an economic outlook focusing on the appropriate priorities for banks in budgeting, strategic planning, and decision making going forward.

Business sessions for the second day of the conference will feature the most relevant topics in community banking today. Top of mind for all banking executives is cybersecurity, and Richard Cook, Elliott Davis Decosimo, will present a session that will include a framework for implementing a risk-based approach to managing cybersecurity risk. Cook will leave attendees with an increased knowledge of threats and vulnerabilities related to cybersecurity, risk assessment processes, and potential cybersecurity risk reduction examples.

Despite declining transactions, the branch remains a crucial element in the omni-channel distribution network for financial institutions. Anthony Burnett will discuss trends influencing the financial services industry. The presentation stresses the need for community banks to respond to changing demographics and service delivery channels in order to remain relevant in their markets.

Attraction and retention of talent is the key to the future success of Tennessee banks. To close the conference, Geri Forehand, Forehand Strategy Group, LLC, will lead a session on staff recruitment and retention, followed by a panel of Tennessee bankers to

allow for an exchange of ideas and experiences.

### More Information and Registration Details

Visit the TBA website at [www.TNBankers.org/calendar](http://www.TNBankers.org/calendar) to download a copy of the *Independent Bankers Division Convention* brochure containing complete information and a printable registration form, or register online.

The hotel deadline to secure a room at the Hilton Nashville Downtown Hotel at the special group rate is October 23. When the allotted room block is sold out, room rates return to

## Independent Bankers Division Board of Directors

### Officers

**Chairman:** W. Logan Hickman, Jr, Executive Vice President, Peoples Bank of the South, LaFollette

**Chairman-elect:** Phillip Renfroe, President/CEO, Community Bank, Lexington

**First Vice Chairman:** Bill Yoder, President/CEO, Southern Community Bank, Tullahoma

**Second Vice Chairman:** Kenneth V. Jones, President/CEO, Citizens Bank, New Tazewell

**Secretary/Treasurer:** Philip Calahan, President/CEO, Peoples Bank & Trust Company, Manchester



Hickman

### Directors

William E. Edwards, President/CEO, Mountain Commerce Bank, Johnson City

David W. Barnes, President, Bank of Frankewing, Frankewing

Matthew D. Daniels, President/CEO, Apex Bank, Camden

Mark Holder, Executive Vice President, TNBank, Oak Ridge

Gene Seaton, President/CEO, Franklin County United Bank, Decherd

Wayne Minton, President/CEO, The Bank of Milan, Milan

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Wright Cox, President, BankTennessee, Collierville

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Jeffrey L. Cunningham, President/CEO, Athens Federal Community Bank, Athens

Michael W. Hagan, President/CEO, Reelfoot Bank, Union City

Ted Williams, President/CEO, TriStar Bank, Dickson



## Speakers



John  
Barker



Anthony  
Burnett



Larry  
Chimierine, PhD



Geri  
Forehand



David  
Lieske



Gordon  
Majors



Andy  
Nash



Richard  
Cook

standard prices on a space-available basis, even if it is before the October 23 deadline. November 5 is the deadline to save \$30 by registering at early registration fees.

Attendees qualify for 5 hours of Continuing Professional Education (CPE) credit in the area of Business Management and Organization. If you have questions about the program please contact Susan Taylor, CMP, via email to [staylor@TN-Bankers.org](mailto:staylor@TN-Bankers.org) or call 615-244-4871. ■

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# Converting New Accounts to More Profitable Ones



Like personal relationships, financial marriages don't always work. For multiple reasons, some 15 million Americans consider shifting \$627 billion in assets each year from one financial institution to another.<sup>1</sup>

Whether a customer is relocating to a different part of the country or shopping for more attractive rates and services, the enduring quest for a suitable financial "mate" presents growth opportunities for banks prepared to welcome and actively engage these free agents.

**Don't leave money on the table.** Acquiring new customers is one thing. Keeping them active is another. Dormant accounts can cost financial institutions dearly. Every 10,000 new account holders that don't activate their accounts costs banks \$33.7 million in lost balances, income, and wasted marketing expenditures annually.<sup>2</sup>

So what's the problem?

## Switching is a Hassle for Consumers

In a highly integrated technical environment where accounts are often linked, switching financial institutions can be complex, time-consuming and costly. Many consumers deposit paychecks and other benefits directly into accounts to automatically pay monthly expenses like mortgages, car loans and utilities. Shutting the spigot off at one location and turning it on at another without losing a drop can be tricky.

Typically, consumers start the tedious manual switching process by contacting each third party — employ-

ers, government agencies and investment firms, among others — involved in some recurring transaction and filling out appropriate forms. Once those automatic fund transfers are reauthorized, a customer must then close their old account and move any balance to their new institution.

## Why Few Budge

A delay in transferring funds may inadvertently cause missed payments that could, in turn, trigger late penalties, overdraft fees, and maintenance costs for falling below some minimum balance. Insufficient funds also could harm consumer credit scores. For most people on a budget, keeping adequate funding in both old and new accounts during the transition period is simply not practical.

Depending on the number of transactions involved, the entire transfer operation could span weeks to months to complete. It's no surprise that nearly six of every 10 consumers criticize the switching process as "too much of a hassle."<sup>3</sup> As a result, most opt to stay put.

An account holder with only a single regular bill payment is 76 percent less likely to switch banks than those with none, while an account holder with five automatic bill payments is 95 percent less likely to move.<sup>4</sup>

To compound the challenge, although financial institutions spend a great deal of time and money trying to lure business, fewer than half of all new checking accounts are actually activated after 90 days of acquisition.<sup>5</sup> So how can banks better support customers who want to switch their business to your institution?

## New Technology Makes Switching Easier

In recent years, innovative high-tech applications have revolutionized the asset-transfer process, cutting the time required for back-office operations significantly and reducing the actual transmission of data to mere minutes. With minimal upfront costs and little IT support generally required, automated bank-switching technology has the potential to grow account activation rates among new and existing customers by easing the cumbersome transfer process and lowering the threat of mistakes along the way.

**Get account holders active early.** The evolution of electronic data transfer technology also offers banks a marketing tool to attract prospects and promote brand loyalty like never before. A word of caution: Expediting the transfer of assets from one institution to yours is just the first step in a customer's journey. Your organization's engagement program must work hand-in-hand to encourage account holders to activate their checking accounts within the critical first few days.

### Here's why:

- "Active" account holders are four times more likely than "inactive" customers to identify their new bank as their primary financial institution (PFI).<sup>6</sup> Proper onboarding practices can help boost checking account profitability an average of \$212 per customer annually and expand cross-sell opportunities.<sup>7</sup>
- For financial institutions with onboarding support in place, first-year attrition rates drop to 16.5%.<sup>8</sup>

• A change of only 1% in retention can more than fund a comprehensive onboarding program.<sup>9</sup>

### Increase Bank Revenue through Cross-Selling

An efficient, automated bank-switch portal — via web or mobile device — is likely to provide a more positive experience for your customers and, hopefully, earn you their trust. Obtaining PFI status alone will put your company in a more advantageous position to develop long-term revenue streams using cross-sell strategies.

**Targeting Millennials.** Active checking-account customers are more apt to purchase financial products like mortgages, credit cards, auto loans, and home equity lines of credit, which help expand profit potential.<sup>10</sup> In particular, Generation Y consumers in their late 20s and early 30s present a natural market for the speed and convenience

that bank-switching technology provides. One study suggests that one in three millennials “are open to switching banks in the next 90 days.”<sup>11</sup>

Online asset-transfer technology may help banks:

- Acquire more active and profitable accounts
- Reduce first-year attrition rates by engaging account holders early
- Enhance their status and business potential as primary financial institutions ■

<sup>1</sup> consumersunion.org, Trapped at the Bank: Removing Obstacles to Consumer Choice in Banking, May 30, 2012

<sup>2</sup> Harland Clarke Marketing Services Industry Database

<sup>3</sup> consumersunion.org, Trapped at the Bank: Removing Obstacles to Consumer Choice in Banking, May 30, 2012

<sup>4</sup> Aspen Marketing Services, Online Bill Pay Longevity and Lifetime Value Study, 2009

<sup>5</sup> BAI, With Onboarding, Cash Management Rules, October 31, 2014

<sup>6</sup> Javelin Strategy & Research, Convert “Silent Attrition” into Banking Engagement and Profits, February 2015

<sup>7</sup> ibid


<sup>8</sup> Harland Clarke, Marketing Services Industry Database, 2011

<sup>9</sup> ibid

<sup>10</sup> Javelin Strategy & Research, Convert “Silent Attrition” into Banking Engagement and Profits, February 2015

<sup>11</sup> Viacom Media Networks, The Millennial Disruption Index, 2013


Article provided courtesy of Harland Clarke. To learn how Harland Clarke can help account holders quickly and securely switch recurring payments and deposits to your financial institution, call 1.800.351.3843, email Keith Potts [keith.potts@harlandclarke.com](mailto:keith.potts@harlandclarke.com), or visit [harlandclarke.com/ClickSWITCH](http://harlandclarke.com/ClickSWITCH). © 2015



## SNL 2014 Bank RANKINGS

Banks with \$500M to \$5B in assets	Banks with less than \$500M in assets
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #0056b3; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">1</div> <div style="background-color: #0056b3; color: white; padding: 5px; flex-grow: 1;">State Bank of Texas - Dallas, TX</div> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #c00000; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">2</div> <div style="background-color: #c00000; color: white; padding: 5px; flex-grow: 1;">Biscayne Bank - Coconut Grove, FL</div> </div> <div style="display: flex; align-items: center;"> <div style="background-color: #008080; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">3</div> <div style="background-color: #008080; color: white; padding: 5px; flex-grow: 1;">St. Martin Bank and Trust Company - Saint Martinville, LA</div> </div>	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #0056b3; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">1</div> <div style="background-color: #0056b3; color: white; padding: 5px; flex-grow: 1;">Farmers Exchange Bank - Cherokee, OK</div> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #c00000; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">2</div> <div style="background-color: #c00000; color: white; padding: 5px; flex-grow: 1;">Grand Ridge National Bank - Grand Ridge, IL</div> </div> <div style="display: flex; align-items: center;"> <div style="background-color: #008080; color: white; padding: 5px; margin-right: 10px; font-weight: bold;">3</div> <div style="background-color: #008080; color: white; padding: 5px; flex-grow: 1;">Bank 7 - Oklahoma City, OK</div> </div>

For the full rankings, contact Julie Jones:  
[jjones@snl.com](mailto:jjones@snl.com), 434-951-4419





# Roundtable Discussion



For this issue's Hot Topic Roundtable, *The Tennessee Banker* caught up with several members of the TBA's Retail Banking Officer Forum when they gathered in Nashville this month.

The needs of the retail bank customer are constantly evolving, and competition continues to increase in the financial services marketplace. What change(s) in product offering or customer service has your bank made recently in an effort to keep up with consumer demands and maintain loyalty?



## Paula DeBerry

EVP, Sumner County Market President,  
Chief Retail Officer  
Commerce Union Bank, Gallatin

Two of the latest changes we are making at Commerce Union are to offer commercial online bill pay and commercial mobile deposit features to stay competitive, especially with large commercial banks. While we have offered this to our consumer customers, we were constantly being asked by our commercial customers to offer both of these, and we listened.

Another change we are getting ready to implement is "instant issue" debit cards. We feel our customers almost demand this so they have no down time and can access their monies immediately. Also, with all of the debit card fraud and breaches, this makes our bank stand out with our immediate issue. Again, we listen to our customers and are fortunate we can respond and be on the leading edge. ■



## Doug Haehl

AVP & Marketing Coordinator  
Citizens Bank, Lafayette

We have found that the key to customer loyalty and demand is "usability". Our products and services have to be fast, convenient, and easy to use for our customers. Our society has been groomed to want instant gratification, and we are challenged as an industry to meet these expectations. The "new" banking technologies of a few years ago are now becoming standards. Products such as mobile apps, mobile deposits, real-time debit processing, contactless payment, etc. are now common expectations of many customers. People want to bank and do business on their time, not the bank's time. The banking hours we have been accustomed to are

becoming a thing of the past. Just look back at how business was done 15, 10, even 5 years ago. Our landscape and tools have changed so drastically with the advancements in technology. Most people today carry a smart-phone with enough technology capable of piloting a rocket to the moon back in 1969. We think of our website/mobile app as our largest branch and a wonderful resource to use.

This resource has also enabled us to stay connected and socially active with our customers. Social media tools have been a huge help with customer interaction, community involvement, and an all-around public awareness of our industry. It all comes back around to our connection and relationship with our customers. If we get that right, then our products should speak for themselves. ■



### Carol K. McConkey

Senior Vice-President  
Paragon Bank, Memphis

With so much fraud occurring these days, we have focused on making customers aware of the feature of text alerts on their mobile devices. Giving the customer more control and options to protect and control their finances without having to be in contact with the bank is a service

that can save time and money for the customer. These types of features and services allow customers to bank on their watch. It is a great way to meet the demands of our customer base that prefer technology tools at their fingertips, but still want preferred customer service benefits. ■



### Martin Schrodt

EVP Head of Retail  
and Consumer Banking  
FSG Bank, NA, Chattanooga

FSG Bank is trying to lead the way in providing the technology for our clients, so they can bank how they want, when they want. An example of that is our new FSG Bank branch in Cleveland, Tennessee. It is a new concept design and has a mix of high touch and high tech. With the ever evolving client base and the change in how people want to bank with you, we have built a branch that is designed to be a sales center first and foremost – not a branch designed to run transactions. Clients can use one of two ILT machines that will take deposits, do withdrawals or make transfers between their accounts and

are able to do it in denominations down to \$1. If a client wants high touch we have built universal banker pods in the branch where a universal banker can make a traditional deposit or invite them into an office to open an account, do a loan or have a private financial conversation.

Products have become a commodity for the most part. My products aren't a whole lot different than the products offered down the road. FSG is focused on how a customer wants to bank and whom we bank. Consumers are becoming more self-service minded while businesses want partners to grow with. We have focused more on people, process, and then product - in that order. Product changes and innovations are always short lived when you find something that works... others copy it. ■

**SOUTHEAST BANK HOSTS ANNUAL TBA TAILGATE**

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Tennessee Bankers, join the YB Division and SouthEast Bank for a tailgate at the Tennessee versus Arkansas game. It will begin 3-4 hours prior to kick off in the Circle Park Drive grassy area behind the torch bearer. Look for the SouthEast Bank tent and signage.

**TENNESSEE VS ARKANSAS**  
**OCTOBER 3 AT NEYLAND STADIUM**  
Game time TBA

RSVP by September 28 to Stacey Langford, [slangford@mbankers.org](mailto:slangford@mbankers.org).



## PHOTO RECAP

This August, TBA Chairman David Verble and senior staff members of the Tennessee Bankers Association traveled across the state for seven Membership Meetings. The 350 TBA members and associate members in attendance heard about association initiatives in the areas of government relations, easing of regulatory burden, talent development, and professional education, along with enjoying the opportunity to reconnect and network with friends and colleagues from their region.

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Robert Verble and David Verble at the Cookeville Membership Meeting



Steve Shelton and Paul Willson in Chattanooga



Keith Sanford and Mike Kramer in Chattanooga



Joe Waters, Frank Perez, and Patti Steele of First Volunteer Bank, Chattanooga





**Attendees at the Chattanooga Membership Meeting**



**Joe Waters and Keith Sanford**



**Steve Shelton, Justin Cary, and Sam Short**



**Mitzi Loveless of Title Center of the South and Jon Goodson of Financial PSI**



**TBA's Amy Heaslet and Chris Schluter**



**John Morrow, John Goodman, and Alex Dowdy**



**Robby Moore and TBA's Stacey Langford**



**Keith Potts, John McDearman, and Scott Jasper**



**Derek Church, TBA President Colin Barrett and Robin Satyshur**



**TBA members enjoy lunch at the Nashville Membership Meeting.**





**David Verble catches up with members at the Nashville meeting.**



**Lee Moss, Jim Rieniets, and Steve Eisen**



**Linda Radley, TBA's Susan Taylor, and James Taylor**



**Josh Gibson, Brian Winston, and Bryan Rainey in Jackson**



**Justin Nipper and TBA's Susan Taylor**



**Wanda Elmore and Sherrell Armstrong in Jackson**



**Jeff Agee and McCall Wilson in Jackson**



**Phillip Renfro, Whitney McCullar, and Jennifer Marcus in Jackson**



**Andrea Browning and Keith Potts of Harland Clarke in Jackson**





**Billy Hicks of Harland Clarke and Stacey Langford of TBA**



**Patrick Wredling and Phil Stevenson in Memphis**



**John Smith and Barbara Canady of First Citizens National Bank**



**Mike Edwards and David Shoemaker in Memphis**



**Lee Houston and Paul Taylor in Memphis**



**Financial PSI's Brian Mobley, Clark Province, and Kevin Boes**



**Tyler Clinch and Andrew Barrett in Kingsport**



**Bill Dudney and Vince Hickman in Kingsport**



**David Arnold of Farmers State Bank, Financial PSI's Ted Frizen, and TBA's Stacey Langford**





**Harvey Mitchell and Larry Estepp in Kingsport**



**It was a full house for the Kingsport Membership Meeting.**



**Tim Amos, John Muse, and David Verble**



**Josh Lane and Gregory Byrd in Knoxville**



**Paul Arab and Travis Lowe in Knoxville**



**David Reynolds, David Verble, and Matthew Converse**



**Mark Kline, Devin Ralston, Bo Blanken, and Josh Lane**



**Rodney Rushing and Roy Harmon in Kingsport**



**Paul Willson entertains the table in Knoxville.**



**TBA past chairman Mark Swain and former TBA president Brad Barrett**



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**FIRST  
TENNESSEE**



# Growing Our Next Generation of Great Community Bank Business Lenders

By Roy Haisley, Executive Vice President/Lending Manager,  
First National Bank of Tennessee, Crossville

**L**enders? Yes, lenders. Not relationship managers who are primarily sales-focused and who rely on centralized credit underwriters to manage the risk. You cannot afford to staff adequately for that in most community banks. Not enough scale. Plus, most customers really do prefer to deal with someone who looks at the total picture and can provide sound advice.

We are talking about lenders here. Professional bankers who understand their customers' growth aspirations, their financing needs to accomplish those aspirations, understand and prudently manage their bank's risk, and know how to grow a book of good, solid, and profitable loan business with customers they know and truly care about.

These are well-rounded, relationship builders, rather than relationship managers. Not quite as specialized as much of the training has created over the past several years. Not just a sales person, not just a credit person, a true blend of both skill sets. If you have tried to find qualified talent lately to fill a vacant lending position or grow your market presence, you know exactly how hard it is to find that great fit in today's market.

If you are in a community bank you still generate a very large percentage of your earnings from lending. And this will continue for the foreseeable future despite the efforts we all make to diversify sources of revenue. We have to figure out how to build bench strength at this position or we will lose ground. It is a very competitive world and losing ground is absolutely unacceptable.

We must be at the top of our game.

If you are hiring a new recruit or growing an internal candidate, what do you look for or what do you coach if you want to build that next generation of truly qualified lenders? These traits are high on the list.

## Ability to actively listen, comprehend, and learn

Someone who is naturally curious has a leg up on the competition. That person consistently tries to learn more about nearly everything. That involves asking a lot of questions. Understanding how and why things work the way they do is a very valuable trait when you are attempting to understand a borrower's business. Every business has numerous moving pieces. Dive in and find what drives the growth in the value of their enterprise. After all, that is why they are in business - to grow their personal wealth. That's really why they are coming to the bank. Find out all you can. Use what you have learned to add value. Help them be successful in their endeavors. Competitive opportunities and threats, supplier pricing and terms, customer preferences, distribution channels, product quality, personnel needs—where are they now and where do they want to go? The more opportunities one has to see different situations, the greater will that person's library of experience become. That is, the greater potential to create value for the customer adds to the lender's value to the bank. Intellectual curiosity, a need to know, an ability to connect the dots, the ability to relate prior lessons learned to new experiences, and the ability to close on the solution are very valuable traits for lenders.

## Ability to understand and assess a borrower's motives, strengths, and weaknesses objectively

All businesses have some basic needs. They must create a product buyers want; they must sell it to customers who will pay for it; and they must manage it administratively. During the questions and answers you begin to get a feel for the picture. All businesses are run by people and we are investing in those people. We have to be able to trust those people to act responsibly. We are dependent on those people's abilities to execute their business plans. Do we really think they can? Does the borrower's outlook stay within a realm that he or she can personally handle either individually or in concert with other individuals who are emotionally committed to the enterprise? Do we need to close personal or financial gaps to create a viable situation?

There are strengths and weaknesses in every lending opportunity. Can the lender objectively identify the strengths and weaknesses of the enterprise group that will influence their ability to succeed and repay the debt? The ability to more fully understand the risks associated with the management and ownership group, and then determine how to mitigate those risks, will show a growing maturity in a developing lender.

## Balance

In every lending decision, cash flow, collateral coverage, and guarantor support must be evaluated. The strength that each one adds to the total package will likely change over time. Your goal is to be repaid



## About the Author

Roy Haisley is Executive Vice President and Lending Manager for First National Bank of Tennessee, Crossville. Haisley serves on the Executive Committee and chairs the Loan Administration Committee at First National. As a banker in Middle and East Tennessee since 1976, he has worked with community banks in nonmetro markets and holding companies in Nashville and Knoxville.

In his entire career, Haisley was involved in commercial, community, and commercial real estate banking. He was active with TBA serving as director of the bank simulation program for The Southeastern School of Banking, a trustee for the commercial lending schools, and is a regular participant in the Senior Lender Forum. ■

in future dollars so adaptation to these changes will matter. The farther you project into the future, the less certain you can be about the level of support each provides. The more complex the business or guarantor, the greater the variability of what support they may each lend. The more specialized the collateral, the more challenging it will be to realize value if it is ever needed.

Every incentive plan for lenders has to have an opportunity for revenue generation which can be offset if credit quality is threatened. If it does not, the resulting portfolio will either grow too aggressively or will miss too many quality opportunities. Every bank has its own tolerance for risk. Every bank has its own level of intensity for trying to project a borrower's future ability to repay. Reinforcement of the importance of your bank's risk/reward balance needs to be coached continuously. A lender who really understands his or her bank's risk preferences can be successful. A lender who does not will be frustrated personally and will frustrate those involved in the management or decision process. Taking a common sense approach to balancing risk and reward in conjunction with the bank's priorities is a key trait.

### Get behind the numbers and understand their implications

All numbers are not created equally. Some businesses have very accurate internal accounting. Unfortunately,

many do not. Some smaller businesses may see financials only once per year after their accountant completes the tax return. In all cases, even though they are not the whole story the numbers add significant color to the story. Even if they are not pristine, the numbers will indicate challenges and opportunities that face the business. Quality of equity, quality of earnings, quality of assets, and quality of administrative depth of management all start to take shape here. The company's debt structure will suggest how they came to this point. And review of the receivables and payables agings every time provide a better feel for how the money flows through the business.

Acknowledging concentration risks is important in forecasting future challenges. Some strengths and weaknesses will emerge here that will influence ability to repay. Really understanding strengths and being able to both understand and mitigate weaknesses indicated in the numbers are the traits that make lenders successful over the long term.

### Create an environment that will allow the lender to develop and includes detailed feedback on experiences

Pre-call planning, discussing meeting agendas, anticipating challenges, and planning responses in a safe environment before the call will help build confidence going in. But, the real development comes in debriefing after the call is concluded. What worked and what did not go well? What could have been done differently to improve the outcome?

This can be done after the fact if you are not there during the encounter, but the experience that is relayed to you may not exactly mirror the situation you would have seen if you had been present. Joint calls are absolutely critical to the most effective development of lenders. Some lenders are lone wolves who do not want anyone involved with "their" customers. In most cases, people with that attitude are not a true long term asset to your organization.

Communicate. Collaborate. Talk openly. Run ideas by other members of your team. Celebrate successes. The ability to work well within teams is absolutely necessary to develop the bank's book of business on a positive and sustainable basis. And any lender who cannot work well within teams will be severely limited in career opportunities.

All executive management teams are all looking ahead for the next generation of leadership. Where will we find the senior lending leadership that can move the bank forward 5, 10, or 15 years into the future? Even though the journey does not always produce immediate gratification, we must shift a greater percentage of time on developing our people to insure that the next generation is ready and able. Be very engaged in the process of personnel development and stay focused on developing our next generation of truly GREAT lenders. ■

***Note from the Editor:** The Tennessee Banker welcomes guest columns from Tennessee member bankers. As the official trade publication of the Tennessee Bankers Association, The Tennessee Banker strives to make readers aware of the many changes and trends taking place in the financial services industry, on the local, state and national levels. There is no better way to accomplish this goal than by featuring the voices of Tennessee's bankers. To submit an article for publication, email Stacey Langford, slangford@TNBankers.org.*



# The Southeastern School of Banking

## 46 Bankers Graduate

**T**he Southeastern School of Banking (TSSB) conducted another strong session in July. TSSB classes were held for the third year at Belmont University, and the Alumni Reception was continued from its introduction in 2014 to establish an annual tradition.

The first- and second-year sessions met concurrently July 19-24, with 44 students enrolled in the first-year class and 46 graduating as the class of 2015 at the end of their second year.

TSSB continues to pull students in from the region, and the 2015 second-year student population had representation from Tennessee, California, Mississippi, and Texas.

TSSB is an intensive, intermediate-level banking school dedicated to developing the analytical skills and management techniques of higher-ranking staff or junior- to mid-management bankers.

### Honors and Scholarship Recipients

Each year, the school recognizes graduates ranking in the top 10 percent of their class. Honors this year went to:

- **Tina Zwiefelhofer**, Federal Deposit Insurance Corporation, San Francisco, CA
- **Stacey Langford**, Tennessee Bankers Association, Nashville
- **Curt Baker**, Wilson Bank & Trust, Lebanon
- **Thomas Knight**, Reliant Bank, Franklin

Class rankings are based on student performance in several areas – final exams for years I and II, an exam on the Stanford Bank Management Game, four home study problems, bank projects, SIM performance, and faculty evaluations.

### 2015-16 Board of Trustees

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**Samuel L. Short**, Vice President, Southern Bank of Tennessee, Mount Juliet

**Johnathan West**, Assistant Vice President/Mortgage Originator, Macon Bank and Trust Company, Lafayette

**Andy Collins**, Chief Credit Officer, Security Bank & Trust Company, Paris

**Danielle Williams**, Financial Center President, First Citizens National Bank, Newbern

**Melanie Luckey**, Assistant Vice President & Controller, First South Bank, Jackson



Bo Blanken

In addition to TSSB's honors recognition, each year one outstanding student is selected based on multiple criteria as the recipient of a scholarship covering first-year tuition at the Graduate School of Banking at LSU. This year's scholarship recipient is Brandon Will, First National Bank of Tennessee, Livingston. The recipient is selected based on school performance, instructor evaluations, and committee interviews. See more about Graduate School of Banking at LSU on page 54.

### TSSB Curriculum

Bankers attending TSSB receive 80 hours of classroom instruction over the two years. In addition to traditional banking classes, students participate in The Stanford Bank Management Game, a computer bank-simulation game. The

game's model reflects current banking trends including capital adequacy, cost of funds, valuation of equity, fee income, and increased lending risk, providing students a real-world bank management experience.

### 2016 TSSB Enrollment

Invest in the future of your bank and enroll qualified candidates in *The Southeastern School of Banking*.

The 2016 concurrent year I and year II sessions are scheduled for July 17 to 22. If you would like more information on TSSB or any of TBA's three Southeastern Schools of lending, please visit [www.TNBankers.org/schools](http://www.TNBankers.org/schools) or contact Susan Taylor, CMP, via email at [staylor@TNBankers.org](mailto:staylor@TNBankers.org), or by phone at 615-244-4871. ■



## The Southeastern School of Banking 2015, Year One Students

Brandon Adair.....	Community First Bank & Trust .....	Columbia
Melinda Boudreau.....	Citizens Bank of Blount County .....	Maryville
Brittany Brewer .....	Civis Bank.....	Rogersville
Beth Brown.....	Civic Bank & Trust.....	Nashville
Amelia Carrigan.....	Citizens National Bank .....	Sevierville
Seth Clark.....	Sumner Bank & Trust .....	Gallatin
Shantell Coleman.....	Union Bank & Trust Company .....	Livingston
Cara Diccio .....	Southern Bank of Tennessee .....	Mount Juliet
William Driver .....	Wilson Bank & Trust .....	Lebanon
Aaron Duke.....	Wilson Bank & Trust .....	Smyrna
James Fuller .....	Southern Community Bank .....	Tullahoma
Mary Jane Garrott .....	Sumner Bank & Trust .....	Gallatin
Robby Harmon .....	TriStar Bank .....	Dickson
Kelli Harris.....	First Century Bank .....	Tazewell
Jacob Hawk .....	Cornerstone Community Bank.....	Chattanooga
Kayla Hawkins.....	Wilson Bank & Trust .....	Lebanon
Jacob Henderson .....	FirstBank .....	Lexington
Darrell Hughes.....	Citizens First Bank .....	Wartburg
Jessica Justice.....	Wilson Bank & Trust .....	Murfreesboro
Kellie Kimble .....	Farmers and Merchants Bank .....	Trezevant
Melissa Krasnow.....	The Farmers Bank .....	Portland
Dillon Lamberth .....	The Farmers Bank .....	Portland
Tim Land.....	Citizens Tri-County Bank.....	Dunlap
Matt Layton .....	First Vision Bank of Tennessee .....	Tullahoma
Heather McKinney.....	Pinnacle Bank.....	Knoxville
Cassandra Miles .....	Citizens National Bank .....	Oak Ridge
David Miller .....	Citizens Bank .....	Sparta
Julie Miller .....	Citizens Bank of Blount County .....	Maryville
Scott Oliver .....	Citizens Bank .....	Carthage
Kendall Polk .....	Citizens National Bank .....	Sevierville
Brooke Regen .....	First Citizens National Bank .....	Dyersburg

*continued on next page*



## The Southeastern School of Banking 2015, Year One Students

Debbie Reid	Citizens Tri-County Bank	Dunlap
Lucas Risner	Wayne County Bank	Waynesboro
Misty Rogers	The Bank of Waynesboro	Waynesboro
John Ross	Citizens Bank	Gallatin
Crystal Rosson	FirstBank	Linden
Stacie Smith	Decatur County Bank	Decaturville
Patsy Sorrell	The Hardin County Bank	Savannah
Brett Stoots	HORNE LLP	Jackson
Joni Thomas	Citizens City & County Bank, branch of Farmers and Merchants Bank	Trenton
Grant Thurman	First National Bank of Tennessee	Crossville
Taylor Walker	Wilson Bank & Trust	Gallatin
Jamie Williams	The Hardin County Bank	Savannah
Race Wilson	First Farmers and Merchants Bank	Columbia

### 2015 TSSB Year One Student Profile

#### General Profile Data

Tennessee Students	44
Out of State Students	0
Female Students	22
Male Students	22

#### Education (Highest Level Achieved)

High School	3
Some College	7
Associate Degree	4
Bachelors	26
Graduate	4

#### Years of Bank Experience

Less Than 1 Year	1
1 to 5 Years	18
6 to 10 Years	12
11 to 20 Years	12
20+ Years	1

#### Size of Bank's Assets

Under 50 Million	0
51 to 100 Million	2
101 to 500 Million	21
501 Million to 1 Billion	20
Over 1 Billion	0
Other	1

#### Size of Bank's Loan Portfolio

Under 1 Million	0
1 to 5 Million	0
6 to 10 Million	0
11 to 50 Million	0
51 to 100 Million	6
Over 100 Million	37
Other	1

### 2015 TSSB Year Two Student Profile

#### General Profile Data

Tennessee Students	43
Out of State Students	3
California	1
Mississippi	1
Texas	1

Female Students	18
Male Students	28

#### Education (Highest Level Achieved)

High School	1
Some College	9
Associate Degree	4
Bachelors	26
Graduate	6

#### Years of Bank Experience

Less Than 1 Year	4
1 to 5 Years	16
6 to 10 Years	14
11 to 20 Years	11
20+ Years	1

#### Size of Bank's Assets

Under 50 Million	0
51 to 100 Million	2
101 to 500 Million	23
501 Million to 1 Billion	15
Over 1 Billion	0
Other	3

#### Size of Bank's Loan Portfolio

Under 1 Million	0
1 to 5 Million	0
6 to 10 Million	0
11 to 50 Million	1
51 to 100 Million	6
Over 100 Million	33
Other	3



## The Southeastern School of Banking 2015, Year Two Students

Dustin Atkins .....	Peoples Bank of East Tennessee .....	Madisonville
Dewayne Baird .....	Peoples Bank of the South .....	La Follette
<b>*Curt Baker .....</b>	<b>Wilson Bank &amp; Trust .....</b>	<b>Lebanon</b>
Jim Bass .....	First Commerce Bank .....	Lewisburg
Jake Brewer .....	Bank of Collinwood .....	Collinwood
Alesha Brown .....	Community Bank .....	Jackson
Brent Canady .....	First Community Bank of Bedford County .....	Shelbyville
Donald Chesnut .....	Commercial Bank .....	Harrogate
Kim Davis .....	Heritage Bank .....	Clarksville
Dustin Dillehay .....	Citizens Bank .....	Hartsville
Valleri Donaghey .....	Heritage Bank .....	Erin
Thomas Fitzhugh .....	Bank of Ripley .....	Ripley
Nick Frazier .....	First Bank of Tennessee .....	Spring City
Laura Galbraith .....	The Hardin County Bank .....	Savannah
Josh Gibson .....	Carroll Bank and Trust .....	Bradford
Crystal Giles .....	First Bank of Tennessee .....	Spring City
Daniel Greer .....	Citizens Bank of Lafayette .....	Westmoreland
Doug Haehl .....	Citizens Bank of Lafayette .....	Lafayette
Trina Harris .....	Decatur County Bank .....	Decaturville
Ryan Henn .....	Tennessee Small Business Development .....	Chatanooga
Mary Hickerson .....	The Bank of Waynesboro .....	Waynesboro
Andrew Holbrook .....	Citizens National Bank .....	Athens
Amanda Joyner .....	Reelfoot Bank .....	Union City
<b>*Thomas Knight .....</b>	<b>Reliant Bank .....</b>	<b>Franklin</b>
<b>*Stacey Langford .....</b>	<b>Tennessee Bankers Association .....</b>	<b>Nashville</b>
Vanessa Lewis .....	Citizens National Bank .....	Athens
Braden Maddox .....	FirstBank .....	Huntingdon
Sam McDaniel .....	Commercial Bank & Trust .....	Paris
Andrea McNally Cupurdija .....	Reliant Bank .....	Franklin
Adam Milligan .....	The Hardin County Bank .....	Savannah
Kevin Mitchell .....	Home Banking Company .....	Corinth, MS
Justin Oliver .....	Carroll Bank and Trust .....	Huntingdon
Jennifer Pennell-Aslinger .....	Andrew Johnson Bank .....	Cleveland
Keely Ritchie .....	Pinnacle Bank .....	Knoxville

**\*Denotes Honor Graduate**

*continued on next page*

## The Southeastern School of Banking 2015, Year Two Students

Sarah Russell	Civis Bank	Rogersville
Lisa Sallee	Reliant Bank	Nashville
Esteban Santana	Federal Deposit Insurance Corporation	Dallas, TX
Chris Schlueter	FirstBank	Nashville
Paul Shearer	Wilson Bank & Trust	Lebanon
Nathan Smith	Community Bank	Jackson
Justin Stokes	First State Bank	Union City
Jennie Szilveszter	First National Bank of Tennessee	Livingston
Judy West	First National Bank of Tennessee	Crossville
Cody Wilhite	Bank of Putnam County	Cookeville

**\*\*Brandon Will** ..... **First National Bank of Tennessee** ..... **Livingston**

**\*Tina Zwiefelhofer** ..... **Federal Deposit Insurance Corporation** ..... **San Francisco, CA**

**\*Denotes Honor Graduate, \*\*Denotes GSB at LSU Scholarship Recipient**

### 2015 TSSB Year One

#### Faculty

**Tim Amos**, Executive Vice President and General Counsel, Tennessee Bankers Association, Nashville, TN – *Government Relations*

**T. Brian Bennett**, Senior Vice President/Investments, D. A. Davidson & Company, Collierville, TN – *Investments*

**Ronnie L. Boling**, Financial Services Consultant, Brentwood, TN – *Lending*

**Steven A. Goodman**, Owner and President, TrainWorks, Nashville, TN – *Sales in Financial Services*

**Sandra Lee**, Consultant, Goodlettsville, TN – *Human Resources Management*

**Sarah L. Meyerrose**, President & CEO, Civic Bank, Nashville, TN – *Business Planning*

**Karl Nelson**, CEO, KPN Consulting, Roswell, GA – *Managing Liquidity/Capital Planning*

**Thomas H. Payne, Ph.D.**, Dean, College of Business, Tennessee Technological University, Cookeville, TN – *Macroeconomics*

**James W. Wansley, Ph.D., CFA**, Head of the Finance Department, The University of Tennessee, Knoxville, TN – *Bank Financial Analysis/Asset & Liability Management*

#### Simulation Team

**Director of School Simulation: Tammy Flanagan**, Chief Lending Officer, Citizens National Bank, Athens, TN

**Sherrie King**, Former Banker/Bank Consultant, Ringgold, GA – *Simulation Team Administrator*

**Wes Farragut**, Vice President/Commercial Lender, Citizens National Bank, Sevierville, TN – *Simulation Instructor, Year I*

**Tracie Lomax**, Vice President, CB&S Bank, Hohenwald, TN – *Simulation Instructor, Year I*

**Michelle Bing**, Senior Vice President, Reelfoot Bank, Union City, TN – *Simulation Assistant*

### 2015 TSSB Year Two Faculty

#### Faculty

**Thomas Bates, Jr.**, President/Chief Operating Officer, Legends Bank, Clarksville, TN – *CEO Panel*

**Ernie Froedge-Simms**, Owner/Consultant, C & T Seminars, Nashville, TN – *Management Styles*

**Steven A. Goodman**, Owner and President, TrainWorks, Nashville, TN – *Ethics in Banking; Trust Services*

**Christopher Holmes** – CEO, FirstBank, Nashville, TN – *CEO Panel*

**David L. Kemp**, President, Bankers Management, Inc., McDonough, GA – *Credit/Credit Scoring*

**Ray O. Powell, Jr.** – President, Consultraining Associates, Spanish Fort, AL – *Bank Fraud Overview*

**Kerry Sauley, Ph.D.**, Faculty, Management Department, Louisiana State University, Baton Rouge, LA – *Employee Skills: Managing Up Strategies*

**Jimmy Sawyers** – Member of the LLC, Sawyers & Jacobs LLC, Collierville, TN – *Technology in Banking*

**Debbie Small**, President & CEO, Community Bank & Trust, Ashland City, TN – *CEO Panel*

**Barry S. Thompson**, Managing Partner, Thompson Consulting Group, LLC, Oswego, NY – *Bank Security*

**Tom D. Vance**, Senior Vice President, Senior Lending Officer, Pinnacle Financial Partners, Murfreesboro, TN – *Changing Bank Environment*

#### Simulation Team

**Director of School Simulation: Tammy Flanagan**, Chief Lending Officer, Citizens National Bank, Athens, TN

**Marvin L. Price**, Senior Vice President/Chief Financial Officer, Mountain Valley Bank, Dunlap, TN – *Simulation Team Administrator, Year II*

**Michael Griffith**, Vice President/Business Banking and Development, Security Federal Savings Bank of McMinnville, McMinnville TN – *Simulation Instructor, Year II*

**Larry Roberts**, Vice President, Pinnacle Bank, Ashland City, TN – *Simulation Instructor, Year II*

**Sandy Wilson**, Assistant Vice President Loan Administration, FirstBank, Lexington, TN – *Simulation Assistant, Year II*





**Lisa Arnold of Alumni Night sponsor Horne LLP, visits with first year student Brooke Regan.**

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**Luke Buckley and Barry Buckley at the Alumni Night Reception**



**Young Bankers Division directors Mark Kline, Johnathan West, Josh Lane, and Bo Blanken with Dean of Belmont University College of Business, Pat Raines at the Alumni Night Reception**



**Thomas Knight and Chris Schlueter**



**Stacie Smith, Robby Moore, Jessica Justice, Paul Shearer, and Kayla Hawkins**



**First year students enjoy the students and faculty reception.**





Students enjoy a break between classes.



Thomas Knight and Sarah Russell



Second year student Doug Haehl delivers a shareholder report.



Second Year students Justin Stokes and Josh Gibson



Second Year students, executives of simulation bank, Dynasty Bank, work on their input.



Laura Galbraith, The Hardin County Bank



Tim Land and Debbie Reid of Citizens Tri-County Bank, Dunlap



Chris Schlueter, Nick Frazier, Trina Harris, Dewayne Baird, and Justin Stokes





**Paul Shearer, Tina Zwiefelhofer, and Tom Fitzhugh**



**First Year Simulation Instructor team**



**Second Year instructor Dr. Kerry Sauley**



**Trina Harris, Jennifer Aslinger, and Nick Frazier**



**Second Year instructor Ray Powell**



**Second year students celebrate bank simulation success.**



**Second Year student Thomas Knight juggles during his shareholder report.**



**Second Year instructor Barry Thompson**



**Second Year CEO Panel: Chris Holmes, Debbie Small, and Tommy Bates**



**Second Year students in the Management Class**





# The Southeastern School of Commercial Lending

## 42 Bankers Graduate

In May, 42 banker students graduated from The *Southeastern School of Commercial Lending* (TSSCL). Established in 1984, the intensive, one-week school concentrates on all aspects of commercial lending. Students receive over 45 hours of classroom instruction, discussion, and case studies.

The TBA conducts the annual school in cooperation with the Georgia, Louisiana, and Mississippi bankers associations. The 2015 graduating class included 27 students from Tennessee, as well as bankers from Kentucky (1), Alabama (2), Georgia (3), and Mississippi (9).

### Honors

Five 2015 students graduated with honors, ranking in the top 10 percent of the class based on mid-term and final examination scores and faculty and board evaluations. These outstanding students were:

- **H.A. "Tripp" Becker** - Exchange Bank, Milledgeville, GA
- **Brian Bishop** - Cleveland State Bank, Cleveland, MS
- **Tammy Clevinger** - First Community Bank of East Tennessee, Rogersville, TN
- **Matthew Keaney** - Clayton Bank and Trust, Knoxville, TN
- **Jeffrey Strunk** - Trustmark National Bank, Memphis, TN

### Curriculum

TSSCL instructors use a combination of traditional classroom lectures and interactive case studies to cover basic and advanced analytical techniques and how to apply them when pricing and structuring loans. The curriculum also addresses commercial real estate lending, how problem loans develop, and the appropriate techniques for managing them. The

## 2015 TSSCL Student Profile

### Years of Bank Experience

Less Than 1 Year.....	0
1 to 5 Years.....	10
6 to 10 Years.....	13
11 to 20 Years.....	14
20+ Years.....	5

### Commercial Lending Experience

Less Than 1 Year.....	2
1 to 5 Years.....	25
6 to 10 Years.....	11
11 to 20 Years.....	4
20+ Years.....	0

### Size of Bank's Assets

Under 50 Million.....	11
51 to 100 Million.....	2
101 to 500 Million.....	12
501 Million to 1 Billion.....	14
Over 1 Billion.....	1
Other.....	2



## 2014-15 Board of Trustees The Southeastern School of Commercial Lending & The Southeastern School of Advanced Commercial Lending

### Officers:

Chairman: **Truitt Ottinger**, Senior Vice President, Tennessee State Bank, Newport

Vice Chairman: **Terry Eastwood**, CEO, First Bank of Tennessee, Dayton



Truitt Ottinger

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**David Miesner**, Executive Vice President/Chief Lending Officer, Reelfoot Bank, Union City

**William M. Forbes**, Market President/Commercial Team Leader, U.S. Bank, N.A., Knoxville

**Kirk Goehring**, Chief Lending Officer/Senior Vice President, First South Bank, Jackson

school concludes with an overview of key elements of a bank's credit process.

### Attend 2016 TSSCL

The 2016 session of TSSCL is tentatively scheduled for May 22-27 in Nashville. Brochures containing complete information and application forms will

be available in February of next year.

If you have questions about TSSCL or any of the three lending schools, please visit [TNBankers.org/calendar/southeastern\\_schools](http://TNBankers.org/calendar/southeastern_schools) or contact Susan Taylor, CMP, in the TBA office at 615-244-4871 or 800-964-5525 or via email to [staylor@TNBankers.org](mailto:staylor@TNBankers.org). ■



## The Southeastern School of Commercial Lending 2015 Graduates

Jamie Ary .....	Volunteer State Bank .....	Portland
Taylor "Levi" Bailey .....	Newton Federal Bank .....	Covington, GA
<b>*H.A. "Tripp" Becker .....</b>	<b>Exchange Bank .....</b>	<b>Milledgeville, GA</b>
<b>*Brian Bishop .....</b>	<b>The Cleveland State Bank .....</b>	<b>Cleveland, MS</b>
Gant Boone .....	Oxford University Bank .....	Oxford, MS
Stephen Cambron .....	Home Federal Bank Corporation .....	Middlesboro, KY
Daisy Casey .....	First Tennessee Bank, NA .....	Gallatin
Dawn Chaffin .....	First National Bank of Tennessee .....	Cookeville
<b>*Tammy Clevinger .....</b>	<b>First Community Bank of East Tennessee .....</b>	<b>Rogersville</b>
Travis Dumke .....	Franklin Synergy Bank .....	Franklin
Sam Fant .....	Citizens National Bank of Meridian .....	Flowood, MS
Susan "Micki" Ganzert .....	Citizens First Bank .....	Harriman
Jason Giachelli .....	Southern Bancorp Bank .....	Greenville, MS
Jason Golden .....	First National Bank of Pulaski .....	Fayetteville
Michael Goodpasture .....	Citizens First Bank .....	Oliver Springs
Jonathan Gwinn .....	Clayton Bank and Trust .....	Knoxville
Angela Holifield .....	Marion Bank and Trust Company .....	Marion, AL
Van Hose .....	First National Bank of Pulaski .....	Pulaski
Amy Hughes .....	Volunteer State Bank .....	Portland
James "Dob" Johnson .....	First Citizens National Bank .....	Dyersburg
Brad Jones .....	Renasant Bank .....	Starkville, MS
<b>*Matthew Keaney .....</b>	<b>Clayton Bank and Trust .....</b>	<b>Knoxville</b>
Stephen Key .....	BankTennessee .....	Lebanon
Alex Laine .....	First Freedom Bank .....	Lebanon
Lance Markham .....	American Trust Bank of East Tennessee .....	Knoxville
William Marlar .....	Mississippi Land Bank .....	Corinth, MS
Ryan Massie .....	Home Federal Bank of Tennessee .....	Knoxville
Jamie McCune .....	Home Federal Bank Corporation .....	Harrogate
David Moore .....	Citizens National Bank .....	Sevierville
William Moore .....	First Community Bank of Bedford County .....	Shelbyville
Lorenzo Moore .....	Robertson Banking Company .....	Demopolis, AL
Christopher Osborn .....	TNBANK .....	Knoxville

**\*Denotes Honor Graduate**

*continued on next page*

## The Southeastern School of Commercial Lending 2015 Graduates

Michael Panesi .....	Franklin Synergy Bank.....	Murfreesboro
Harry Patton.....	Planters Bank & Trust Company .....	Leland, MS
John Sergent .....	First Tennessee Bank, NA.....	Mount Juliet
Jeremy Shoemaker .....	First National Bank of Tennessee.....	Crossville
Chelsi Smith .....	Mississippi Land Bank .....	Senatobia, MS
Cindy Sowers .....	SmartBank .....	Pigeon Forge
Debbie Stepp.....	FSGBank, NA .....	Jefferson City
<b>*Jeffrey Strunk .....</b>	<b>Trustmark National Bank .....</b>	<b>Memphis</b>
Dustin Sullivan.....	Planters Bank & Trust Company .....	Greenwood, MS
Patrick Thames.....	Bank of Dudley.....	Dublin, GA

**\*Denotes Honor Graduate**



**2015-2016 Board of Trustees**

### 2015 TSSCL Faculty

**John Barrickman**, President, New Horizons Financial Group, LLC, Fernandina Beach, FL

**Gary Maples**, Retired Banker/Consultant, River Edge Consulting, Sheboygan Falls, WI



**Instructor John Barrickman**



**Incoming chairman Terry Eastwood presents an engraved clock to outgoing chairman Truitt Ottinger.**



**Chairman Truitt Ottinger presents an engraved plaque to outgoing trustee Mitch Higdon.**



**2015-2016 Officers: Incoming vice chairman Mitch Higdon, outgoing chairman Truitt Ottinger, chairman Terry Eastwood.**





# Graduate School of Banking at LSU

## 20 TBA Member Students Graduate



**The Tennessee Bankers Association hosts its annual State Night reception for students at the Graduate School of Banking at LSU attending from Tennessee.**

**T**his summer, 168 bankers from 15 states and Mexico received graduation diplomas from the President of the Graduate School of Banking at Louisiana State University: Watts Steger, Chairman, Bank of Botetourt, Buchanan, VA.

TBA members receiving diplomas were:

- Donald Greg Benjamin, First Citizens National Bank, Atoka
- Bo A. Blanken, Citizens Bank & Trust Company of Grainger County, Rutledge
- Luke T. Buckley, First Commerce Bank, Lewisburg
- Stephen R. Dixon, Bank of Tennessee, Johnson City
- Scott Hatcher, Pinnacle Bank, Nashville
- Kelly Louis Johnson, Regions Bank, Nashville
- Jason N. Livingston, Decatur County Bank, Parsons
- Christopher D. Loyd, Crowell & Crowell, PLLC, Franklin
- Sandra Moore, First National Bank of Tennessee, Crossville
- Paul Newbill, First Citizens National Bank, Dyersburg
- Fred D. Redding Jr., National Bank of Tennessee, Newport
- Matthew Craig Robertson, Commercial Bank, Harrogate

- Stephanie Smith, Citizens National Bank, Sevierville
- James R. Snyder, Bank of Dickson, Dickson
- Tracie Jean Travis, Security Federal Savings Bank of McMinnville, McMinnville
- Amelia C. Vance, Wilson Bank & Trust, Lebanon
- Amanda Watkins Webb, Wilson Bank & Trust, Lebanon
- Johnathan G. West, Macon Bank and Trust Company, Lafayette
- Alysyn L. Williams, Citizens National Bank, Sevierville
- Brandon D. Woodard, Macon Bank and Trust Company, Lafayette

Sponsored by the Tennessee Bankers Association and 14 other southern state bankers associations in cooperation with the Division of Continuing Education at LSU, the banking school requires attendance on campus for three years, with extensive bank study assignments between sessions. The faculty consists of bankers, business and professional leaders, and educators from all parts of the U.S.

During their three years at the Graduate School of Banking, students receive 180 hours of classroom instruction, thirty hours of reviews, planned evening study, and written final examinations at the end of each session. ■





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# What do you need to know about the FFIEC Cybersecurity Assessment Tool?

By Jon Waldman, Vice President, SBS Institute



As promised in the 2014 cybersecurity *Observations* publication, the FFIEC released new guidance in the form of a Cybersecurity Assessment Tool. As one would expect, it has a heavy focus on CEO and board-level involvement and pulls heavily from other FFIEC and NIST resources in order to assemble a set of expectations for financial institutions based on their size and complexity.

This new assessment tool not only provides institutions with a method to evaluate the maturity of their Information Security Program (ISP) to address cyber threats, but it also gives examiners a method to create a risk-based cyber examination process. If you think about the old FFIEC handbooks, they do not adequately delineate between institutions of different size and complexity. This new guidance provides a mechanism to determine size and complexity. Also, this tool is very prescriptive in that inherent risk and maturity expectations are outlined in specific detail. It's essentially providing institutions with examination procedures that point exactly where an institution falls in the realm of cybersecurity, and exactly where one needs to be regarding the implementation of security controls. For those who have completed the FDIC IT officers questionnaire in the past, this tool resembles that process very closely with two significant differences: the FDIC officer's questionnaire has a signature line for accountability, and

Risk/Maturity Relationship		Inherent Risk Levels				
		Least	Minimal	Moderate	Significant	Most
Cybersecurity Maturity Level for Each Domain	Innovative					
	Advanced					
	Intermediate					
	Evolving	X				
	Baseline					

**Figure 1**  
Risk/Maturity Relationship Matrix from FFIEC Cybersecurity Assessment Tool

this tool is a risk-based process to vary expectations on institutions based on size and complexity.

Another significant question that needs to be addressed is how this new assessment affects what institutions are currently doing regarding a documented ISP. This new FFIEC Tool is not a replacement for any current risk management process; it's an addition to current ISP processes that ensures institutions have adequate controls in place to mitigate the risk of cyber-specific threats. This does not replace anything from a standard or traditional ISP, including an asset-based IT risk assessment. It's a different vantage point that should allow senior management and the board to better understand the institution's maturity when it comes to preparing for and mitigating risk around the increasing cybersecurity attacks that are affecting networks and organizations on a much more regular basis.

## What are the major components and takeaways?

First, the assessment tool identifies and creates a baseline of cybersecurity risk (Inherent Risk Profile) for the institution based on the size and complexity of your institution by reviewing products, services, and technology used. It then compares the current maturity level of the institution (cybersecurity maturity) against risk-based expectations and identifies gaps in the cybersecurity controls needed to meet the maturity expectations. If the institution does not meet the identified cybersecurity maturity levels, then the assessment suggests improvements to existing risk management and ISP components, see Figure 1.

## Interpreting the Results

Once you have completed and understand your Inherent Risk Level and begin comparing it against the

Maturity Level of your controls, you might start wondering when to consider controls adequate. Let's assume your Inherent Risk results indicates the "Least" category. In that case, the FFIEC Risk Maturity Relationship chart suggests having Baseline and Evolving controls. The guidance does not prioritize the two areas; it simply suggests you have all those controls contained those categories.

One potential value to your regulators is that they can vary the intensity of findings in the exam; for example - if deficiencies are noted in the Baseline control set, they might give more emphasis on the recommendation (matters requiring immediate attention) vs a deficiency in Evolving control set that could be toned down to a lesser level (matter requiring attention). This is assuming the regulator will site you for any deficiencies, which currently varies by regulatory agency and specific region of the country. We anticipate more consistency in early 2016.

Also, just because controls are outside the blue range on the Risk/Maturity Relationship table doesn't mean the examiner will not make any recommendations; it simply suggests such recommendations would not have the support of the risk-based FFIEC Tool to support the recommendation. Landing above the blue range suggests you have expected expectations, and falling below indicates less than expected controls. Historically, the exam process has been subjective, and it's important to note controls can be recommended regardless of clear regulatory expectations.

### **Is the Cybersecurity Assessment Tool Required?**

This is a question that has been discussed in detail by examiners, bankers, and experts around the country. Based on the history of regulation, any published guidance is applicable for use in any examination by a regulator or auditor. As we also know, there are many security prac-

tices that we must ensure are performed in our institutions that are not specifically required in an FDIC FIL, OCC Bulletin, or Fed SR letter. (Example – Is a firewall required by regulation?)

In reviewing supplement guidance from all three regulatory agencies, it's clear that the FFIEC tool will be used in examinations by the end of 2015. There are no guarantees that you will get written up for not completing this new cybersecurity assessment at this time, but it WILL be part of your exam, and examiners WILL be measuring how well you manage your ISP based on whether or not you have completed the assessment.

---

***This tool is the most significant resource published by the FFIEC in many years, and the first-ever framework for cybersecurity threats. This alone should be a significant motivator to complete the FFIEC Cybersecurity Assessment Tool, if for no other reason than it is part of "good security."***

---

The results of your IT examinations are scored under the "M" in the CAM-ELS rating, which stands for Management. The primary goal of the regulator is to ensure you are "M"anaging risk. If you don't complete a cybersecurity assessment, do you think that will communicate a positive message about "M"anaging risk? This tool is the most significant resource published by

the FFIEC in many years, and the first-ever framework for cybersecurity threats. This alone should be a significant motivator to complete the FFIEC Cybersecurity Assessment Tool, if for no other reason than it is part of "good security." Completing a cybersecurity assessment, or at least beginning to work through the process, will help address the increasing volume and sophistication of cyber threats, as well as give your institution an understanding of how prepared you are to handle potential cyber incidents. Capture the requirement to perform a cybersecurity assessment in a board-approved policy, and include cybersecurity in your next round of IT audits to ensure you have implemented the assessment requirement.

### **Next Steps**

If you have not started working through the cybersecurity assessment process, get started. Ensuring you know the guidance and have started the process will position you for an educated conversation during your next examination. Be proactive, rather than reactive. Don't wait for the examiner to require it, that's not managing risk.

Next, govern cybersecurity with a board-approved policy and integrate it into your audits.

Lastly, continue to expand your understanding of cybersecurity threats and controls to ensure your institution is making effective decisions when mitigating identified risks. Improvements to your information security program to address cyber-related risks are critical and knowing the best approach is key. The Tennessee Bankers Association promotes a series of online certification programs designed for bankers to strengthen cybersecurity knowledge in many areas. Please visit the following link for more information: <http://www.tnbankers.org/education/securitycertifications> ■



Every community bank in the country will be required to revise how it accounts for loan-loss reserves and securities under proposed accounting reforms due to be finalized as soon as this year. The Financial Accounting Standards Board has proposed an accounting standards update that would compel banks to recognize credit losses much earlier in the credit cycle than currently required. The standards are expected to be released in the fourth quarter.

*Independent Banker* talked with ICBA accounting expert James Kendrick, the association's vice president of accounting and capital policy, about what community banks can expect.

### What is being proposed by FASB?

**Kendrick:** The FASB has proposed a single approach for recognizing credit losses on all types of loans and trade receivables. The plan would change the current incurred loss model, in which banks record a credit loss due to a triggering event or probable impairment, to an expected-loss model based on statistical projections and detailed forecasts.

Currently, community banks that follow Generally Accepted Accounting Principles normally don't record a provision for credit losses unless they have evidence that they'll incur a default. Under the FASB plan, banks would instead take a hit the moment they make a loan. Basically, banks would be required to estimate expected credit losses for the life of a financial instrument and recognize the net present value of those losses at origination.

### How would this affect community banks?

**Kendrick:** For one, it would re-

## Accounting Liabilities

### *New accounting standards expected this year pose another hurdle for lenders*

quire all banks to institute and maintain complex and expensive modeling systems; a Magic 8 Ball isn't going to cut it. Obviously this takes away a great deal of discretion from community banks to make localized financial decisions, which is of course a big part of what community banking is all about. But pushing up loan losses in the credit-loss cycle to the point of origination also effectively penalizes community banks for investing in their communities.

### IB: And obviously that has an effect on consumers.

**Kendrick:** Absolutely. It's going to mean more capital tied up in the allowance, which means lower regulatory capital and fewer loans to consumers and yet another ding to local economic growth. The Office of the Comptroller of the Currency estimates that the proposal will increase loan-loss reserves by an average of 30 to 50 percent.

### IB: What does this mean for regulatory scrutiny?

**Kendrick:** This is one of our biggest concerns. For all the complex systems banks will have to employ to project multiple outcomes and cash flows, I just don't know that banks will ever be able to get the equation right from the regulators' perspective. There's always another rock to look under, right?

So it's going to be expensive, burdensome and time consuming, and never enough to satisfy the examiners.

### IB: How long has this plan been in the works?

**Kendrick:** The FASB issued its proposal in December 2012 in direct response to the financial crisis of 2008-09. The idea is that loan-loss provisioning was too little, too late in the run-up and response to the crisis. The board at one time said it would finalize

the changes by the first quarter of 2014, but I think a lot of the negative industry feedback is responsible for the delays.

My best guess is we'll see a final standard by the end of this year.

### IB: Do you think the industry's response has made headway?

**Kendrick:** We certainly haven't left anything to chance. ICBA came up with an alternative proposal for institutions with less than \$10 billion in assets that bases loan-loss provisions on historical losses for similar assets. We've had numerous meetings with FASB board members and staff, prudential regulators, examiners, and the chief accountants of all three banking regulators. We've taken community bankers up to FASB's headquarters in Connecticut on three separate occasions. And we've submitted formal comments and banker letters as part of a letter-writing campaign and a petition with nearly 5,000 signatures.

### IB: What's left in the tank?

**Kendrick:** We're going to keep lobbying the FASB and the banking regulators to make our point that this plan is bad news for community banks and local economies. Last year we had a FASB staffer come down to Florida for ICBA's fall committee meetings, and we're planning to do that again this fall so they can keep hearing directly from community bankers.

We're also working to take part in the FASB's transition task force, so we can do everything we can on this project as the final standard approaches. We just have to keep harping on the negative impact this plan would have on local communities and encouraging the FASB to take up our alternative proposal. ■



# Compliance Conference

October 6 & 7, Nashville Airport Marriott, Nashville

As the tidal wave of new regulations begins to slow, the regulatory focus turns to proper implementation and compliance. Regulators will heighten their expectations for strategic planning, corporate governance, and risk management. A strong institution has a strong risk management culture ensuring operational risk is controlled through personnel training, review practices, accountability, consistency, and strategic alignment.

The *TBA Compliance Conference* is TBA's largest annual gathering of compliance officers from around the state with over 150 attending each year. The business sessions are packed with two days of current topics presented by widely known experts and senior representatives from banking supervisory agencies who will address the most current compliance issues facing the banking community. This conference offers an educational and shared knowledge experience that can only be gained by peer interaction. Attending this event will bring value to the bank and increase the effectiveness of any sized compliance operation.

## Conference Highlights

Offering a complete two-day business session program, the fifth annual *Compliance Conference* features general session presentations as well as multiple repeating break-out sessions to allow attendees to customize their event experience and receive the maximum amount of value.

The conference will cover the latest in TRID compliance, the hottest topic of 2015, by Rod Alba, a returning highly-rated presenter from the American Bankers Association. It will also feature two luncheon speakers, Blair Rugh, Director of Compliance at TriNovus, and Commissioner Greg Gonzales, Tennessee Department of Fi-

## 2015 Compliance Committee

**Chairman: Tina Stalion**, Vice President/Chief Compliance Officer/BSA Officer, Carroll Bank and Trust, Huntingdon

**Alecia Mathis**, Manager, CIA, CCBIA, Alexander Thompson Arnold, PLLC, Jackson

**Amy Greene**, Supervisor, Assurance Services, KraftCPAs PLLC, Nashville

**Connie Edwards**, President, Banc Compliance Group, LLC, Franklin

**David Barnes**, Executive Vice President/Chief Operations Officer, Civic Bank & Trust, Nashville

**Jill Allison**, Compliance Officer, First Bank of Tennessee, Dayton

**June Crowell**, Member, Crowell & Crowell, PLLC, Franklin

**Kathy Hoskins**, Enterprise Risk Officer, Citizens Bank, New Tazewell

**Linda Scholl**, Senior Vice President, CRA & Compliance Officer, Triumph Bank, Memphis

**Lynn Riddle**, Partner, Scott-Riddle Consulting PLLC, Jackson

**Mark McDowell**, Executive Vice President/Chief Compliance Officer, Commerce Union Bank, Springfield

**Nina Gourley**, Audit Manager, Watkins Uiberall, PLLC, Memphis

**Scott Williams**, Partner, Attorney, Farris Bobango, PLC, Nashville

**Tina Cline**, First Vice President/Chief Compliance & CRA Officer/Audit Manager, First Century Bank, Tazewell



Stalion

ancial Institutions. The 2015 program also features a general session regulatory panel where attendees can hear from and ask questions of each of the four regulatory agencies for Tennessee banks.

Breakout sessions over the two days include critical topics such as:

- Fair Lending
- Foreclosure Rules
- Integrated Disclosures
- CRA
- HMDA
- UDAAP and Overdrafts
- Deposit Hot Topics

The first day of the program will conclude with a reception sponsored by Bank Compliance Group, LLC, of Franklin, TN.

New to the 2015 program will be tabletop exhibits for industry partners to display the resources that they have

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—Tuesday Continental Breakfast

available for Tennessee compliance officers. For more information about exhibit or sponsorship opportunities, please contact Stacey Langford, [slangford@TNBankers.org](mailto:slangford@TNBankers.org).

If you have questions about the program, please contact Debbie Brickles, [dbrickles@TNBankers.org](mailto:dbrickles@TNBankers.org) or call 615-244-4871. ■

# Trust & Wealth Management Conference

## October 15 & 16, TBA Barrett Training Center, Nashville

**T**BA's annual *Trust and Wealth Management Conference* is scheduled for October 15 and 16 at the TBA Barrett Training Center in Nashville. It will feature information on current issues, legislation, and regulations of importance to those working in the trust and wealth management area.

The conference begins with afternoon business sessions on October 15, followed that evening by a reception and dinner with entertainment featuring Nashville songwriters. Day two offers another half-day of business sessions concluding at 12:15 pm on October 16.

The 2015 program will open with a Washington update by Timothy Keehan, Senior Counsel with the American Bankers Association.

Keehan will provide an analysis of the regulatory policy landscape and an overview of the most significant developments in the trust and wealth business area and insight for advocacy and compliance.

Day one sessions will also include a look at recent trends and cases of fiduciary liability, investment portfolio management, and evolving issues related to digital and intellectual property assets, including a review of the proposed Uniform Fiduciary Access to Digital Assets Act.

The second day will open with a report from Commissioner Greg Gonzales, Tennessee Department of Financial Institutions, followed by a session on the recent changes in taxation of trust and estates and a presentation covering ethical issues and recent cases in administration

of trusts and estates. The conference concludes with an economic outlook from Richard R. Moody, Chief Economist, Regions Bank.

### Registration

Visit the TBA webpage, [www.TNBankers.org/calendar](http://www.TNBankers.org/calendar), to register online or to download a copy of the Trust & Wealth Management Conference brochure containing complete conference information and a printable registration form. The early registration deadline for a discounted conference fee is October 1, 2015.

If you have questions about the conference, please contact Penny Powlas, [ppowlas@TNBankers.org](mailto:ppowlas@TNBankers.org) or 800-964-5525 or 615-244-4871. ■

### Speakers

#### In Order of Appearance

**Timothy Keehan**, Senior Counsel, American Bankers Association, Washington, DC

**Paul A. Gontarek**, Howard Mobley Hayes & Gontarek, PLLC, Nashville, TN

**Jeff Wallace, Sr., JD, CPA, CFP**, Director of Operations, Office of Investments, Baylor University, Waco, TX

**Colin Korzec**, Managing Director, US Trust, Bank of America Private Wealth Management, Boston, MA

**Greg Gonzales**, Tennessee Department of Financial Institutions, Nashville, TN

**Bate Parsons**, Attorney, Baker, Campbell & Parsons, Nashville, TN

**Richard R. Moody**, Chief Economist, Regions Bank, Birmingham, AL

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## 2014-2015 Trust Committee

### Officers

Chairman: Brandon Brewer, CTFA, Vice President/Trust Officer, First Citizens National Bank, Dyersburg  
 Chairman-elect: Derrick Jones, Wealth Management Services Managing Director, Truxton Trust, Nashville  
 Vice Chairman: Scott Lindsey, Senior Vice President/Trust Advisor, Pinnacle Bank, Nashville  
 Immediate Past Chair: Kim Boone, Senior Vice President/Trust Officer, Pinnacle Bank, Murfreesboro



Brewer

### Committee Members

#### East Division

Mike Bevins, Executive Vice President, Citizens National Bank, Athens  
 David Long, Vice President/Trust Officer, First Tennessee Bank, N.A., Knoxville  
 Stacy Roettger, Senior Vice President, The Trust Company, Knoxville

#### Middle Division

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 Charlotte Csabi, Senior Vice President/Trust Officer, Pinnacle Bank, Murfreesboro  
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 Rob Lineberger, Senior Fiduciary Officer, Diversified Trust, Nashville  
 Derek Church, Chief Fiduciary Officer, Pendleton Square Trust, LLC (in org), Nashville

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Harold Fletcher, Attorney, Memphis  
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 Frank Davis, Senior Vice President/Trust Manager, First Tennessee Bank, N.A., Memphis



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# Bank Security & Risk Management Conference

## November 5 & 6, Nashville Airport Marriott, Nashville

**T**he TBA Bank Security & Risk Management Conference is scheduled for November 5 and 6 at the Nashville Airport Marriott Hotel. This program helps bankers from various areas of the bank keep up with the latest developments in the security and risk management areas.

The program will cover current issues in security and risk management with presentations by industry experts. Day one opens with two sessions featuring former Secret Service agent Branch Walton.

First, Walton will help attendees improve their ability to absorb and interpret what is going on around them. Walton next will cover tips to use in the assessment process of employees, former employees, or customers who you may feel might become perpetrators of acts of violence, including pre-incident indicators and investigative tips.

Day two of the program will focus on cybersecurity concerns and regulatory compliance as it pertains to the security function of the bank.

This conference is developed for security officers, security assistants, compliance officers, human resource managers, training managers, board of directors, auditors, retail operations managers, facilities managers, or any bank personnel dealing with security or risk issues.

### Registration

The reservation deadline for TBA's special group rate is Wednesday, October 14.

Visit the TBA website, [TNBankers.org/calendar](http://TNBankers.org/calendar), to download a copy of the Bank Security & Risk Management Conference brochure containing complete program details and a printable registration form or to register online. The

deadline for early registration at the discounted rate is October 22. For more information please contact Susan R. Taylor, CMP, at [staylor@TNBankers.org](mailto:staylor@TNBankers.org), 615-244-4871. ■

### Speakers



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# Bank Notes

## Crocker Retires from Carroll Bank and Trust

In Huntingdon, Carroll Bank and Trust's Joyce Crocker, senior vice president/chief operations and trust officer, has retired from a banking career that spanned just over 51 years at the Bank of McMoresville and Carroll Bank and Trust.

## Home Banking Company Celebrates 100 Years

Home Banking Company, Selmer, held a 100th anniversary celebration day in Selmer in May. During the day, the bank's staff, along with members of the board of directors: Chairman W. Jay Reynolds, Jim Reynolds, Kay Harbin, Tommy Hurst, W. Justin Reynolds, and Lawrence "Nick" Nicola welcomed Tennessee Department of Financial Institutions Commissioner Greg Gonzales and the president of TBA Colin Barrett to the celebration.

## Goad Retires from United Cumberland Bank

United Cumberland Bank, Oneida, Huntsville branch manager Mabel Goad has retired from a banking career spanning 41 years, serving as teller, bookkeeper to loan officer to concluding as vice president, Huntsville branch manager, and mortgage lender.

## Harris Retires from BancorpSouth Bank

Scott Harris, executive vice president of BancorpSouth Bank, Jackson, has retired after 38 years in the banking industry. Many of Harris' friends and friendly competitors in the community attended a reception honoring him.

## West Retires from the First National Bank of Oneida

Brenda West, vice president and branch manager of The First National Bank of Oneida, Winfield, has retired from her 40-plus years' career in banking included many roles, from teller, branch manager, bank officer and vice president, and concluded as the go-to lender at the Winfield branch office.

## TriStar Bank Opens New Branch in Columbia

TriStar Bank, Dickson, has opened its new Columbia branch office after a year of planning and construction. The bank moved about a half mile from its old location at 1909 Shady Brook St, Columbia to the new site at 601 South James Campbell Blvd.

## Triumph Bank Opens Branch of the Future in Germantown

Memphis-based Triumph Bank celebrated the opening of an ultramodern, high-tech branch office in Germantown at 7550 West Farmington Blvd. in June with a ribbon-cutting ceremony.

## Pugh Recognized as CPA of the Year by TSCPA Knoxville

Will Pugh, founder of Pugh CPAs, Knoxville, was awarded *CPA of the Year* by the Knoxville Chapter of the Tennessee Society of the Certified Public Accountants.

## Eisen Elected Chair of Economic Club of Nashville

Steven (Steve) J. Eisen, an attorney and shareholder with Baker, Donelson, Bearman, Caldwell & Berkowitz, Nashville, was elected president of the Economic Club of Nashville (ECON), for 2015-2016. ECON is a local civic and service organization working to make

the Nashville area a better place to live. In addition, Kay Hamner, senior vice president at SunTrust Bank, Nashville, was elected secretary and John Moore, Eisen senior vice president at Avenue Bank, Nashville, was elected to ECON's board of directors.



Eisen

## Jones Retires from Gates Banking and Trust Company

Elton Jones of Gates Banking and Trust Company, Gates, retired as president and CEO on June 30. Jones was honored with a reception after 25 years of service and will continue to serve on the board of directors.

## Harmon Joins Junior Achievement Business Hall of Fame

Roy L. Harmon, Jr, chairman and CEO of Bank of Tennessee, Kingsport, is one of two Junior Achievement Business Hall of Fame 2015 Laureates from the Tri-Cities area. Harmon was recognized and honored as a champion of free enterprise during JA's Business Hall of Fame event in late spring.



Harmon

## Hagerty Joins Pinnacle Board

Pinnacle Financial Partners, Inc., Nashville, has elected Bill Hagerty to its board of directors, cofounder and managing director of private equity investment firm, Hagerty Peterson & Company. A native Tennessean, Hagerty has worked for the Clinton, Bush, and Obama administrations, as well as in Governor Bill Haslam's cabinet as Commissioner of Economic Development.

## Carroll Bank and Trust Opens Paris Branch



Carroll Bank and Trust, Huntingdon, had a ribbon-cutting to open their newest branch office located at the intersection of U.S. 79 and Mineral Wells in Paris attended by members of the Paris-Henry County Chamber of Commerce, bank officials and associates of Carroll Bank, and Stacey Langford from TBA. Mike Cary, president and CEO of Carroll Bank announced that **Justin Oliver** is the city president of the Paris branch.

## van Vuuren Named to THDA Board

Pieter van Vuuren, CEO/president of First National Bank of Middle Tennessee, McMinnville, was named recently to serve on the THDA board of directors, as announced by Lieutenant Governor Ron Ramsey.



van Vuuren

## SmartFinancial and Cornerstone Bancshares Announce Merger Completion

SmartFinancial, Inc., parent company of SmartBank, and Cornerstone Bancshares, Inc., parent company of Cornerstone Community Bank, announced the closing of the merger of their two holding companies, with the combined company to carry the name of "SmartFinancial, Inc." The company has relocated its corporate headquarters to Knoxville, Tennessee. The surviving company's board includes the current seven members of the legacy SmartFinancial board and four legacy members of the previous Cornerstone Bancshares board. ■

# Promotions

Regions Bank, Memphis, has named **Travis LeMonte** as its new area wealth executive for its private wealth management in West Tennessee. Before coming to Regions, LeMonte worked for First Tennessee Bank, N.A., serving for three years as vice president and relationship manager of private client services, and for SunTrust Bank for seven years as a vice president, client advisor, and portfolio specialist.

Evolve Bank & Trust, Memphis, has added **Mark Mosteller** as the new executive vice president of accounting and finance. Mosteller brings a career spanning more than 25 years in directing and managing finance, accounting, tax, treasury, and risk management.

Fifth Third Bank, Nashville, has added **Heather Boyet** as vice president and senior trust officer in the private banking team. Previously, Boyet served as trust adviser for Regions Bank's private wealth management division.

SmartBank, Pigeon Forge, has named **Joel Beavers** as vice president, regional credit officer. Previously, Beavers was credit administrator for First National Bank.

The Planters Bank, Hopkinsville, KY, board of directors announced several title changes and promotions for key staff in Tennessee: **Suzanne Langford**, a Planters employee since 2003, was named Middle Tennessee market executive; **Randy Fletcher** was promoted to senior vice president; **Mike Selfe** was promoted to senior vice president; and **Jessica Shaw** was named assistant vice president.

Reelfoot Bank, Union City, has promoted four staff members: **John Horner** to senior vice president; **Jennifer Slack** to vice president; **Christie Beeler** to assistant vice president; and **Jennifer Eason** to senior loan processor.

First Advantage Bank, Clarksville, has named **Kyle Luther** as senior vice president of commercial lending. Previously, Luther served 12 years as vice president of commercial banking at Planters Bank. Before Planters, Luther was a credit analyst with Heritage Bank.

Pinnacle Financial Partners, Knoxville, has named **Tony Thompson** as senior vice president and area manager of client services to open its planned Blount County office. Thompson has served as First Tennessee's market president for Middle and East Tennessee and community president in Maryville.

Stefanie Crowe, a 20-year banking veteran, has joined **Cornerstone Community Bank, Chattanooga**, as executive vice president and chief experience and strategy officer. Cornerstone Bancshares, Inc, has merged with SmartFinancial, Inc in Knoxville.

First Community Bank of Bedford County, in Rutherford County, has named **Ronnie H. Martin** as president. With 23 years' banking experience in the Murfreesboro and Rutherford County markets, Martin has worked for MidSouth Bank as senior vice president, head of real estate lending and at FirstBank, he served as senior vice president and commercial



## Promotions continued

relationship manager. **Janet Pickering** has joined him as loan processor; and **Dan Alexander** has completed the team as portfolio manager.

**Legends Bank, Clarksville**, has named **Cheryl Lankford** as vice president and commercial lender. With 25-plus years' experience in financial services, Lankford has many years of community service involvement, such as the Rotary Club, American Red Cross, and Junior Achievement.

**CapitalMark Bank & Trust, Chattanooga**, has named **Sandy Chambers** as executive vice president and director of wealth and trust services. Chambers, a 20-year trust veteran, was most recently serving as a financial adviser for Raymond James & Associates, Inc. She started and managed FSG Bank's wealth management group in 2004 after beginning her trust career with AmSouth Bank.

**First State Bank, Nashville**, has promoted **Andy Culbreath** to community executive of its commercial division in Nashville. Previously, Culbreath served as a community bank president for First State in Jackson.

**Tennessee State Bank, Pigeon Forge**, has added two new commercial lenders to the staff at the Turkey Creek office, 11470 Parkside Drive, Knoxville: **Bryan Hair** as vice president of commercial lending, and **Paul White** as vice president of commercial lending. Hair brings eight years' experience



**Hair**

in the banking industry with an emphasis in commercial and consumer lending. White has 15 years' experience in banking with an emphasis in commercial lending.



**White**

**Pinnacle Financial Partners, Memphis**, has added **Rick Neal** as senior vice president and financial advisor; **Richard Harris** as senior vice president and credit advisor, and **Nicole Pickens** as financial advisor assistant.



**Neal**



**Harris**

**First Advantage Bank, Clarksville**, has welcomed **Meredith Futhey** as senior vice president, director of treasury management. Previously Futhey served as a financial advisor and senior vice president for Pinnacle Financial Partners in Knoxville.

**Landmark Community Bank, Collierville**, has named **Randal Harrell** as vice president and commercial lender for the downtown Franklin branch office. Previously, Harrell served as vice president of Homeland Community Bank.

**CapStar Bank, Nashville**, has added the following staff: **Beth Bennett** as a mortgage compliance officer with Farmington Mortgage; **Kate Ferguson** as a wealth associate; **Austin Jones** as a senior financial services representative

on the consumer team; **Maggie King** as a banking relationship specialist; **Amanda Kolesaric** as a credit underwriter; **Melissa Outten** as a document preparation specialist; and **Gabrielle Todd** as a noncredit support specialist.

**Pinnacle Financial Partners, Nashville**, has named **Sherry Clem** to serve as a client services advisor who will work at the Goodlettsville office, and **Robin Sistad** to serve as a financial advisor assistant, who will work at the Hendersonville office. Clem brings a 35-year career from SunTrust Bank, where she served a personal banker, assistant branch manager, and financial sales consultant. With 27 years' experience, Sistad comes from First Tennessee Bank, N.A., where she served as a client specialist for the company's community and private client area, credit loan analyst, and consumer loan assistant.

**Keith Priestley** has rejoined the **McKenzie Banking Company, McKenzie**, as community president. Priestley is a 20-year board member of MBC and has worked in the bank in other capacities over the years, but now he will fulfill a position of relationship development for current and future clients.

**First State Bank, Goodlettsville**, has named **Chad Coley** community executive. Most recently Coley served as a vice president and commercial loan officer First State Bank in Jackson. Bringing more than 10 years' experience in the financial services industry, Coley has worked previously for Regions Bank and Sumner Bank and Trust.

**Pinnacle Financial Partners, Knoxville**, has named **Wanda Edmondson**, **Janine Stinnett**, and **Mike Zorio** each as senior vice presidents for the bank's Blount County team. Edmondson is office leader, while Stinnett and Zorio are financial advisers. They are working in Knoxville until a temporary office is launched in Blount County.

**Trustmark National Bank, Memphis**, has promoted **Matt Cox** to assistant vice president. With 11 years' banking experience, Cox continues to serve as branch manager II at the Germantown office.

**Mountain Commerce Bank, Knoxville**, has added six staff members: **Stephanie Barnes** was named relationship manager vice president, bringing 19 years' experience in retail service, branch management, and lending. **Tony Johnson** was added as a portfolio manager and vice president, and with 16-plus years' experience in lending, loan review, special assets, retail, commercial, and government-guaranteed lending. **Stacy Connatser** was named the Mountain Commerce team as client services coordinator and assistant vice president, and she is bringing 11 years' experience in finance and banking and has served as a loan assistant, credit manager, and worked in retail branch sales. **Kimberly Keiter**, **Allie Mayo**, and **Helene Rodzevicius**, were named as customer service representatives.



**Barnes**



**Johnson**

**Fifth Third Bank, Nashville**, has named **Mickey McKay** senior vice president and commercial executive for Tennessee. As a veteran, with over 35 years' experience in commercial credit, leveraged finance, global corporate and investment banking, and 12 years in the Nashville market, McKay was lately with Bank of America, where he served as SVP and enterprise commercial credit risk executive in Charlotte, NC providing leadership and managing a global team of over 70 associates working with multiple lines of business.



**McKay**

**Wilson Bank & Trust, Lebanon**, has promoted **Amanda Webb** to vice president. Webb, who has worked for WB&T for the majority of her 18 years in banking, has served the bank as assistant branch manager at the main office since 2013. Previously, other positions she worked for the bank as an executive administrative assistant and a customer service representative.



**Webb**

**First Tennessee Bank, N. A., Nashville**, has named two vice presidents for the Middle Tennessee market. **Ben Altom** joins the retail leadership team as vice president and workplace banking director. Previously, Altom spent the previous five years with Fifth Third bank running a similar program. **Andy Fisher** was named vice president of business banking. Previously, Fisher served as director of business development for BDO in their Nashville practice. Before BDO, he spent 12 years with First Tennessee.

**Regions Bank, Lebanon**, has named two staff members: **Mark Mason** as vice president and branch manager; **Erin Grasham** as assistant branch man-

ager and priority banking specialist. As 14-year banking veteran, Mason moves to Regions after stints at Bank of America and Capital Bank. Lebanon resident Grasham transfers to the Lebanon branch after five years with Regions Bank in Nashville, where she was the top priority banker in Middle Tennessee.

**Pinnacle Financial Partners, Nashville**, has named **Bruce Von Almen** senior vice president and commercial card services adviser. Previously, Almen served as a treasury management officer at CapStar Bank.

**United Community Bank, Cleveland**, has named **Ryan Hulton** to Tennessee area mortgage sales manager for its mortgage team. Hulton joined the mortgage industry from the finance and mortgage broker field, and transferred over to the banking industry in 2009, where he has worked ever since. Hulton joined United Community Bank in May 2015 following the merger with First National Bank where he has worked since January 2010.

**Tennessee State Bank, Pigeon Forge**, has named **Jean Lowery** senior vice president, loan operations manager at the bank's corporate office, at 2210 Parkway.



**Jones**



**Chapman**



**Wilson**

**Mountain Commerce Bank, Erwin**, has announced promotions of key staff members: **Tracy Jones** was promoted to senior vice president; **Brice Chapman** to client services manager and vice president; **Erik Wilson** to

# Promotions continued

relationship manager, vice president; **Victoria McKinsey** to assistant vice president; **Melissa Haines** to assistant vice president. With 14 years' banking experience, **Sean Short** was promoted to electronic banking services officer; **Kristie Gross** was promoted to senior loan coordinator banking officer; **Ben Berglund** was promoted to administrative officer, network administrator II.

**Franklin Synergy Bank, Franklin**, has promoted **Phillip Feemster** to senior vice president and community executive.

**First Tennessee Bank, N. A., Cleveland**, has promoted **Lynne Walker** as executive vice president of affinity banking strategy.

**Professional Bank Services, Inc., Louisville, KY**, has welcomed **Mary Neil Price** as a senior consultant and vice president based in Brentwood, TN. Price has practiced banking and transactional law for 30 years.



**Price**

**Citizens Bank of Blount County, Maryville**, has named **Mike Baker** as senior executive vice president and chief banking officer. With over 35 years' experience in commercial banking, Baker recently was on the East Tennessee commercial team for SunTrust Bank. Baker served as BB&T's Maryville/Blount County president for eight years.



**Baker**

**First Freedom Bank, Lebanon**, has named **Matt Pillow** assistant vice president and manager of the bank's Providence office. Pillow brings over 12 years' experience in banking, most recently as a branch manager with Wilson Bank & Trust. While he worked at WB&T, Pillow led two different branches to "Branch of the Year" status in their respective regions.

**Cornerstone Community Bank**, a subsidiary of **SmartFinancial, Inc., Chattanooga**, has named two staff members: **C. Perry Beckett**, Senior Vice President & Chief Credit Officer, and **William Todd Byrum**, Senior Vice President & Relationship Manager. Beckett, a Chattanooga native, has nearly 30 years' banking experience and most recently was Vice President and Portfolio Risk Officer of another financial institution in the Chattanooga market. Byrum also brings 30 years' financial services industry experience, 20 of which have been in commercial lending. ■

## Community Corner

### Citizens National Bank Donates \$100,000 to Tennessee Wesleyan College Fund

Citizens National Bank, Athens, along with Paul Willson and the Willson family donated \$100,000 to the Tennessee Wesleyan College Proud Heritage, Strong Future Capital Campaign to help fund the Colloms Campus Center. The donation was made in memory of Hugh Willson, Paul Willson's father. The Colloms Campus Center will provide students with additional



**Willson**

resources and make the campus more accessible to the Athens community, as well as provide several meeting spaces for students' organizations and for local businesses and clubs. With this donation, the Proud Heritage, Strong Future Capital Campaign has raised 68 percent of its \$7 million goal for the Colloms Campus Center.

### Apex Bank Donates Highway Property to Bruceton

**Apex Bank, Bruceton**, has donated 1.34 acres of property on Highway 70 to the town of Bruceton for the construction of a new fire station. Since an accidental fire gutted the fire station last year, the Bruceton Fire Department has used borrowed space from the police department for a place to keep their vehicles and equipment. The donated property is next to the site where Apex Bank is planning to construct their new branch building. "We're very pleased that the bank is donating this property to us," said Bruceton Mayor Robert Keeton. "This shows really good community involvement . . . that they are committed to growth here in town."

### The Bank of Fayette County Donates \$5,000 to Fayette Academy Band

**The Bank of Fayette County, Somerville**, presented a check of \$5,000 to Daniel Hinson, director of Fayette Academy Band at the conclusion of the Fayette Academy Viking Band's 5th annual "Sounds Delicious" Concert. The Bank graciously donated the money to the award winning Viking Band for new uniforms, which the band hopes to wear for their 2015 fall marching show.

### Citizens National Bank Supports Local High Schools with \$5,000 Donation

**Citizens National Bank, Sevierville**, was one of the top supporters when parents, teachers, and staff



## Community Corner continued

from Northview and Gatlinburg communities partnered with business and community leaders to host a golf tournament at Sevierville Golf Club to benefit Northview Academy High School and Gatlinburg Pittman High School. The funds generated from the tournament will go toward the purchase or replacement of technology devices needed in the classrooms at both area high schools. "We understand the importance for the students to have access to modern technology to be prepared for life in the future," said David C. Verble, president and CEO, Citizens National Bank. "We are proud to support both area schools with a recent donation of \$5,000 that will enhance learning in the classroom."

### Bank of Ripley, Gates Banking and Trust Present Donation to Town of Gates

Craig Fitzhugh, CEO and chairman of the board at **Bank of Ripley**, **Ripley**, and Rita Gillon, executive vice president at **Gates Banking and Trust Company**, **Gates**, presented a donation to Dwayne Dixon, Mayor, Town of Gates for the new shelter and center of the Town of Gates. A new refrigerator was purchased with the funds received.

### Tennessee State Bank Awards Frances Childress Special Friends Scholarships

**Tennessee State Bank**, **Pigeon Forge**, has awarded four local students with scholarships in honor of Frances Childress, a special education professional with Sevier County Schools for 17 years. The *Frances Childress Special Friends Scholarship* awards a scholarship to one student from each of the four high schools in

Sevier County, who has shown compassion to fellow students with special needs, to develop relationships with those students, and to recognize those students with a heart similar to that of Childress. The recipients for 2015 are: James Beal, a graduate of Pigeon Forge High School; Jordan Jeffers, a graduate of Sevier County High School; Shelby Rooney, a graduate of Seymour High School; and Jessica Thompson, a graduate of Gatlinburg-Pittman High School.

### Citizens National Bank Donates for Track Improvements at Sevier County High School

**Citizens National Bank**, **Sevierville**, made a donation of \$4,000 to Tony Ward, Sevier County High School principal, with Nancy Hewitt, executive director of Sevier County High School Foundation for renovations to the track at SCHS. Two extra track lanes were added, and the track was resurfaced. In addition, a long jump, a triple jump, a pole vault, and a steeplechase pit will allow the school to host invitational and college meets that will bring new visitors to the area said Nancy Hewitt. "We thank Citizens National Bank, David Verble and all of the donors for contributing to this endeavor."

### FSG Bank Coin Drive Raises \$1,000 for Youth Organization

**FSG Bank**, **N.A.**, **Cleveland**, presented On Point with a check of \$1,000 from funds raised during the organization's "Change for Change" coin drive. Supporters made donations in coin canisters at FSG Bank locations in the region this spring. On Point is a youth development organization founded in 1991 in Chattanooga. On Point partners with area schools and communities to educate youths and guide them in making healthy life choices.

### Bank of Ripley Donates \$10,000 in Matching Funds to New Life Union Mission

In **Ripley**, Representative Craig Fitzhugh, **Bank of Ripley** CEO and Chairman, and Leslie Sigman, bank president and CFO, presented a \$10,000 check to Neal Chatham of the New Life Union Mission, as part of the bank's "Community Challenge", the campaign that encouraged other individuals and businesses beginning from April 2014 to support the mission and its efforts in the community. The local businesses and individuals in the community rose to the challenge and raised \$10,000 and the bank matched. This expansion will allow New Life Union Mission to serve most of the three counties along the Mississippi River corridor. The mission operates a thrift selling items reasonably, and sales income is used to help families in financial need, while trained staff and volunteers work with the families to find long-term solutions to break the cycle of repetitive needs.

### Baker Donelson Donates to Reviving Baseball in Inner Cities

**Baker, Donelson, Bearman, Caldwell & Berkowitz**, **Nashville**, has contributed over \$2,500 to Reviving Baseball in Inner Cities (RBI), a program of the Boys & Girls Club of Middle Tennessee, to sponsor boys and girls baseball teams in underserved inner city and metro leagues in the Nashville area. RBI is a youth outreach program designed to promote interest in baseball and softball while increasing the self-esteem of disadvantaged children and encouraging academic participation and achievement of these kids through afterschool programs, teamwork,



and personal responsibility. Nashville RBI began in 1996 with a grant from Major League Baseball. For almost 20 years, sponsors of the local RBI program in Nashville have funded leagues, uniforms, and equipment, and provided motivation for approximately 1,000 children each year in the Nashville area. Thanks to RBI board of directors, including the two mentioned here: Steve Eisen, a shareholder of Baker Donelson, Nashville, and John Murfee, senior vice president, U. S. Trust/Bank of America, Nashville, who made it possible for some of the kids to attend and participate in activities at the 2015 MLB All Star Game in Cincinnati, OH, including those who were allowed to shag baseballs during the Home Run Derby.

### Tennessee State Bank Donates \$15,860 to Friends of the Smokies

In Pigeon Forge, Tennessee State Bank's vice president of marketing, Lisa Radmore and local artist Robert A. Tino presented Friends of the Smokies with a \$15,860 check at WBIR-TV *Friends across the Smokies Telethon* in Knoxville. The donation was generated by the annual contribution of TSB customers who carry the Smoky Mountain debit and credit charity cards. "We are honored to support this organization that does so much for the beautiful mountains we call home. I am grateful for our customers who chose to contribute and for Robert (A. Tino) who shared his talent to make this all possible," said Todd Proffitt, president and CEO of Tennessee State Bank. ■

# Employment Opportunities

## POSITIONS AVAILABLE

### 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](mailto: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](mailto: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](mailto:human.resources@insouth.com) with "Last Name, First Name > Loan Officer 20150806" in subject line. EOE. M/F/D/V

### 1508-3 IT AUDIT ASSOCIATE

IT Audit Associate responsibilities will include: Plan and conduct IT engagements of various clients, including SEC registrants; Supervise the IT staff assigned to engagements; Assist in development of hourly budgets and fee analysis; Identify and communicate accounting and auditing matters to Managers and Partners; Prepare written reports for submission to audit committees, including findings, recommended actions and management's responses for corrective actions; Oversee and provide consulting services for assigned clients; Develop new client relationships and maintain existing client relations. **Qualifications include:** Mature professional, with strong written and verbal communication skills; Minimum Bachelor's degree in information systems, accounting or both; CISA certification or candidate required. CPA, CIA, CISSP or CITP a plus but not required; Minimum two year's experience in IT audit; Proficiency in Word, Excel, Adobe and Outlook as needed to prepare reports, audit work papers etc.; Possess strong organization, supervisory and time management skills; Strong work ethic and self motivated; Willingness to be challenged; Adaptability to provide new services as needs arise for clients; Strong human relation skills to maintain satisfactory relationship with auditees. We are looking for candidates with excellent organization and time management skills, who like to be challenged and have a great customer service mindset! Competitive salary based on experience. Financial institutions experience a plus! Great Salary & Benefits + Growth Opportunities are available! Qualified candidates please send resume, references and salary history to [hr@crowellandcrowell.com](mailto:hr@crowellandcrowell.com). We are an EOE!

### 1508-2 BANK REGULATORY COMPLIANCE CONSULTANT

As a growing CPA firm specializing in financial institutions, Crowell & Crowell, PLLC is searching for a regulatory compliance consultant to serve clients in Tennessee. Compliance consultant's responsibilities will include: Assessing clients for compliance with laws and regulations; Providing value added feedback to senior management; Report preparation and communication of findings and recommendations; Participation in meetings with management; Timely research and resolution of detailed client questions; and Maintaining knowledge of new and ever-changing laws and regulations. **Qualifications include:** Bachelor's degree; Certified Regulatory Compliance Manager (CRCM) certification a plus but not required; Knowledge and experience working with federal banking regulations a plus but not required; Detail oriented, analytical and ability to work on multiple projects a must; Ability and willingness to travel;

*continued on next page*

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](mailto: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](http://TNBankers.org/products/jobbank).

# Employment Opportunities continued

Excellent written and verbal communication skills; Strong interpersonal skills, and Proficient in Microsoft Office. We are looking for candidates with excellent organization and time management skills, who like to be challenged and have a great customer service mindset! Crowell & Crowell, PLLC offers competitive compensation based on experience, benefits package, and paid time off. For more information on Crowell & Crowell, PLLC, please visit our website at [www.crowellandcrowell.com](http://www.crowellandcrowell.com). Qualified candidates please send resume, references and salary history to [hr@crowellandcrowell.com](mailto:hr@crowellandcrowell.com). We are an EOE!

## 1508-1 SENIOR AND STAFF AUDIT ASSOCIATES

Crowell & Crowell, PLLC, a growing CPA firm in Franklin, TN, is currently seeking qualified candidates to fulfill senior audit associate and staff associate positions. Senior Associate responsibilities will include: Plan and supervise the execution of internal and external audit engagements of various clients, including SEC registrants; Assist in development of hourly budgets and fee analysis; Identify and communicate accounting and auditing matters to Managers and Partners; Prepare written reports for submission to audit committees, including findings, recommended actions and management's responses for corrective actions; Oversee and provide various other consulting services for clients; Maintain existing client relationships as well as foster new client relationships. Staff Associate responsibilities will include: Conducting internal and external audit engagements of various clients, including SEC registrants, within established hourly budgets; Identify and communicate accounting and auditing matters to Seniors, Managers and Partners; Prepare written findings, recommended actions and management's responses for corrective actions; Provide consulting services for various other clients; Maintain existing client relationships as well as foster new client relationships. Qualifications for both positions include: BS/BA degree in Accounting; CPA or CPA candidate; Self-motivated individual with strong work ethic; Excellent communication, interpersonal, analytical and research skills; Proficient with Microsoft Office products; Willing and able to travel. Additional qualifications for Senior Associate include: At least 3 years of audit experience with a public accounting firm or an internal audit department; Supervisory experience in leading a team through successful audits. We are looking for candidates with excellent organization and time management skills, who like to be challenged and have a great customer service mindset! Competitive salary based on experience. Financial institutions experience a plus! Great Salary & Benefits + Growth Opportunities are available! Qualified candidates please send resume, references and salary history to [hr@crowellandcrowell.com](mailto:hr@crowellandcrowell.com). We are an EOE!

## 1507-10 CREDIT ANALYST

Tennessee State Bank has an immediate opening for a Credit Analyst at its Pigeon Forge location. We are a locally owned and operated community bank committed to meeting the needs and requirements of the customers and communities we serve. Bachelor's Degree in accounting, business, finance or related field, or equivalent experience preferred; Completion of Principles of Accounting or other related accounting courses a must; banking background preferred; Ability to effectively use a computer and software programs, including all MS Office applications. The Credit Analyst is responsible for gathering and analyzing credit

information on current and potential borrowers; credit analysis will be based on available sources of credit and financial information including company financial statements, regulatory filings, credit rating agency reports and payment history. The Credit Analyst determines the advisability of granting credit for diversified types of loans, assists loan officers in writing loan requests, and promotes business for the Bank by maintaining good customer relations and referring customers to appropriate staff for new services. The position demands a strong combination of interpersonal, analytical and decision-making skills as well as an ability to understand and communicate potential credit risks. Tennessee State Bank offers an excellent benefits package (employee only medical, vision, dental, group life and disability paid at 100%), on-site fitness center and much more. Qualified candidates only please submit resume to [pphilips@tnstatebank.com](mailto:pphilips@tnstatebank.com) or fax them to 865-908-5728. Tennessee State Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities.

## 1507-4 CLIENT PROGRAM ANALYST

Affinion Group is seeking a Client Program Analyst. This position will be focused on supporting the ongoing needs of our clients due diligence requests and questions for Affinion Benefits Group. Additionally, this role will work with the Director across all Affinion Benefits Group internal departments to further enhance and improve our infrastructure and ongoing management of our due diligence/vendor management approach with clients. To find out more about Affinion Group, please feel free to visit our website at: <http://www.affiniongroup.com/>. All applicants can apply directly at <https://xjobs.brassring.com/TGWebHost/jobdetails.aspx?partnerid=26027&siteid=5343&AREq=497BR>.

## 1507-3 BANK SECRECY/SECURITY ANALYST

Tennessee State Bank has an immediate opening for a Bank Secrecy/Security Analyst at its Corporate location in Pigeon Forge. Successful candidates will have a Bachelor's degree; advanced banking degree preferred. Minimum of five years banking experience, knowledge of JHA core banking systems and Yellow Hammer BSA, minimum 3 years' experience with BSA, OFAC, AML, and USA Patriot Act. CAMS and CFE preferred. Candidate responsible for independent SAR investigations, evaluation of multiple systems for functionality and assisting in audit exams/preparations. Must possess strong communication, analytical, problem-solving and organizational skills; proficiency in Microsoft Office, be able to work independently and able to commute to offices within a 50-mile radius and continuing education locations. Excellent benefits package (employee only medical, dental, vision, group life, disability paid at 100%) and much more. Qualified candidates only please submit resume to [khouk@tnstatebank.com](mailto:khouk@tnstatebank.com). Tennessee State Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities.

## 1506-1 COMPLIANCE ANALYST

Responsible for assisting BCG's president in maintaining BCG's client banks' compliance monitoring/audit calendars, which includes but is not limited to: conducting quarterly compliance audits to ensure compliance with federal and state laws, etc; determining the adequacy of internal controls and, generating audit/management reports; assistance with scheduling of compliance audits w/BCG's client banks; responsible for researching, analyzing, and drawing conclusions related to all significant federal and state legal and regulatory requirements—

Regulations B, C, D, E, AA, BB, CC, DD, O, X, Z, HOEPA, Fair Housing Act, Fair Credit Reporting Act, FACT Act, MDIA and HPML provisions of Regulation Z—and their applicability to BCG's client banks' products, services, and systems; serve as a compliance resource to BCG's client banks and assist BCG's president with maintaining a cutting-edge awareness of regulatory compliance and legislative developments and industry trends; provide training in compliance matters and regulations to client bank personnel as assigned and directed by BCG's president; provide consulting assistance to BCG's client banks regarding updating policies and procedures, as necessary; and other duties that may be assigned by BCG's president. Must be knowledgeable of all federal and state banking laws and regulatory requirements with respect to compliance management, including risk assessment, monitoring, and training. Must effectively communicate, verbally and in writing, to all levels of client bank management the status of compliance with various laws and regulations related to specific quarterly compliance audits and any special projects performed by BCG personnel. Minimum of 5 years' experience that includes any of the following areas: regulatory compliance, audit, deposit operations, legal or risk management. College degree preferably in the legal/public administration areas, strong computer skills, self-starter, conscientious spirit, and strong communication and interpersonal skills are necessary. Travel required on a quarterly basis to BCG's client bank locations within Tennessee area. Compliance analyst would be required to attend a week-long ABA Compliance School within 1 year of employment with BCG, if attendance has not been accomplished prior to employment. CRCM certification preferred, but not required. Benefits include paid vacation; paid sick time; some flexibility of schedule; paid educational opportunities, including the opportunity to attend compliance seminars or webinars, ABA Regulatory Compliance Conference, and other opportunities available to further compliance knowledge. Please send responses to [ppowlas@TNBankers.org](mailto:ppowlas@TNBankers.org) with "Employment 1506-1" in subject line or mail to #1506-1, c/o Penny Powlas, Tennessee Bankers Association, 211 Athens Way, Suite 100, Nashville, TN 37228-1381.

## 1505-2 CHIEF EXECUTIVE OFFICER

Trust Company Bank, based in Memphis, TN, is recruiting a chief executive officer. The duties and responsibilities of this position include, but are not limited to, overall direction and administration of programs and services provided by the bank. CEO will ensure that all aspects of the bank's activities are commensurate with the best interests of the shareholders, customers, employees, and the public. The CEO will report to the board of directors and the executive committee. The CEO will aspire to provide the highest level of relations and service to the directors, officers, employees, and customers of the bank and will ensure compliance with bank policies and procedures. The CEO is directly responsible for aspiring to attain all established employer operational and financial goals. The precise services of the CEO may be extended or curtailed by the bank from time to time. Please send responses to: Thomas Jackson (Jock) Weaver, III, Chairman, Trust Company Bank, 766 South White Station, Suite 5, Memphis, TN 38117; e-mail [jweaver@trustcompanybank.com](mailto:jweaver@trustcompanybank.com). ■



# Professional Development Calendar

September 21 & 22, 23 & 24,  
29 & 30

## **Compliance with Federal Lending Regulations**

Nashville, Knoxville, Jackson

September 22, 23, 24

## **CEO Forums – Session 3 of 3**

TBA Gilliam Board Room, Nashville

September 22 & 23

## **The Southeastern Institute for IRA Training**

Franklin Marriott Cool Springs, Franklin

September 25, October 1 & 2  
**2015-2016 Senior Lender Forums**

– Session 1 of 3

TBA Gilliam Board Room, Nashville

September 29

## **Branch Management Series – Session 3 of 4**

TBA Barrett Training Center, Nashville

October 6 & 7

## **Compliance Conference**

Nashville Airport Marriott, Nashville

October 15 & 16

## **Trust & Wealth Management Conference**

TBA Barrett Training Center, Nashville

October 19, 20, 21, 22

## **NEW Fiduciary and Business Accounts in Tennessee**

Jackson, Nashville, Kingsport, Knoxville

October 21, 22, 23

## **CFO/Controller Forums – Session 3 of 3**

TBA Gilliam Board Room, Nashville

October 28

## **NEW Key Ratio Analysis: Calculating the Numbers Correctly**

TBA Barrett Training Center, Nashville

October 29

## **NEW Commercial and Industrial (C&I) Lending in Today's Competitive Market**

TBA Barrett Training Center, Nashville

October 30

## **NEW Advanced Tax Return Analysis**

TBA Barrett Training Center, Nashville

November 3 & 4, 5 & 6

## **NEW Compliance for Loans Secured by Real Property or a Dwelling**

Nashville, Knoxville

November 5

## **Enterprise Risk Management**

TBA Barrett Training Center

November 5 & 6

## **Bank Security and Risk Management Conference**

Nashville Airport Marriott, Nashville

November 12

## **2015-2016 Senior Compliance Officer Forums – Session 1 of 4**

TBA Barrett Training Center, Nashville

November 13

## **IT/Operations/Information Security Officer Forums – Session 3 of 3**

TBA Barrett Training Center, Nashville

November 17

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

TBA Barrett Training Center, 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 Barrett Training Center, 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

**NOTE:** While this calendar represents current programs for 2015 scheduled by TBA at print time, occasionally other “hot topics” are added to the calendar throughout the year. We encourage you to look at the monthly calendar in *The Tennessee Banker* magazine and visit [www.TNBankers.org](http://www.TNBankers.org) for the most current information about TBA events and programs.



# FNBB

First National Bankers Bank

First National Bankers Bank  
PROVIDING A SAFE, NON-COMPETITIVE  
ENVIRONMENT FOR COMMUNITY BANKS

— FOR MORE THAN —  
**30 YEARS**

For more than 30 years, community banks have found FNBB to be a non-competitive ally that they can rely on year after year. First National Bankers Bank has been a consistent, trusted partner providing correspondent banking services to our shareholders and customers. With service beyond comparison, we have proudly supported the banks we serve and will continue to help them achieve their goals well into the future.

## SERVICES INCLUDE

Cash Management Services  
Image Exchange Network  
Fed Funds  
International Services  
Investment Sales  
Asset Liability Management

Bond Accounting  
Safekeeping  
Broker Dealer / 401K Services  
Bank Owned Life Insurance  
Loan Participations  
Holding Company Loans

Loan Review  
Compliance Audit Services  
Internal Audits  
IS Audits  
Insurance Products and Services

800.318.6272

[www.bankers-bank.com](http://www.bankers-bank.com)