



THE TENNESSEE BANKER

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FEATURE:
Mike Kramer
of FSG Bank,
Chattanooga

Credit Conference
Speaker Chris Low's
2016 Economic Forecast

PHOTO RECAPS:
Leadership Luncheons,
Bank Directors Retreat,
Independent Bankers
Convention

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An Unchecked Farm Credit System Threatens Tennesseans

By **Colin Barrett**, President, Tennessee Bankers Association

You would think that the end-of-the-year holiday season would be a time when things slow down just a bit here at TBA. After all, education programs are largely completed for the year, Congress has recessed, and the state legislature hasn't cranked up yet.

That hasn't been the case during the last several years, however. From the regulatory interpretation of the Volcker Rule to the Target data breach, TBA always seems to be busy addressing issues right until we begin singing "Auld Lang Syne."

2015 was no different. But instead of addressing regulatory concerns and unexpected challenges, we were presented with an early Christmas gift—one that we had been wanting for years—an oversight hearing for the Farm Credit Administration, the regulator for the Farm Credit System.

TBA representatives went to Washington in early December to visit with Tennessee Congressman Scott DesJarlais, who serves on the House Agriculture Committee that oversees the FCA. They provided Congressman DesJarlais and other members of our Congressional delegation with examples of FCS overreach that we collected from our members. There were the "usual" stories about FCS lending money for doctors' offices, apartment buildings, car washes, and more.

However, of all the stories we collected, the one that I keep going back to is about a Knoxville man who lost everything because of the FCS. After leaving his job of 20 years, he cashed out his retirement and began a new business. Since he had been a customer for years, his local bank financed a new home for him. He also wanted to purchase a farm and an additional piece of real estate, but knowing he was not in a financial po-



sition to assume this debt, the bank denied his application. He then turned to FCS, which made him a loan to purchase the farm and property. When he predictably was unable to keep up with his payments, FCS refinanced his properties, including his home, and overloaded him with debt. Eventually his business failed, and he lost everything—including his marriage.

With no Congressional oversight and zero accountability, the FCS played a significant role in the downfall of a fellow Tennessean. If he had followed the advice of his banker, this likely would have been avoided. As Senator Elizabeth Warren and her allies in Congress point a finger at our industry, I get frustrated at the absolute lack of awareness of the damage that can be done by a government program that does not have "checks and balances" intended to prevent situations like this.

It is easy to tell stories about "unfair competition" and lack of a "level playing field" when talking about Farm Credit. But the story above tells of a Ten-

Three Things to Do This Month

- ✓ Visit www.house.agriculture.gov to watch Congressman Scott DesJarlais question the Farm Credit Administration. His pointed questions on their mission creep and competition with Tennessee banks received national recognition.
- ✓ Check out the 2016 Credit Conference (February 25-26) agenda on pg. 20 and register today. Also, see the interview with Credit Committee Chairman Emily Gray on pg. 23. Emily and the committee have lined up another great Credit Conference—the largest gathering of Tennessee bankers each year.
- ✓ See pg. 11 and join me in congratulating Monique Jenkins, TBA's education services specialist. She recently graduated with her B.A. in management and human resources from Trevecca Nazarene University. No stranger to anyone who has participated in TBA education, Monique is an important part of your association, and we are excited for her accomplishment. Monique can be reached at mjenkins@TNBankers.org.

nessean harmed by a federal program and its risky lending practices. What would your regulator say if you were to provide the loans made by FCS?

Warren and the rest of Congress need to refocus their attention away from the over-regulated banking industry and instead on the virtually unregulated FCS that has gone well beyond its intended mission. It is up to the TBA and our industry to continue highlighting these stories for our Congressional delegation and to keep up the pressure to reign in the Farm Credit Administration and Farm Credit System.

The hearing last month was hopefully the first of many to come. ■

-Colin



**BELMOND CHARLESTON PLACE
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Tennessee Bankers Association will celebrate its 126th Annual Meeting at The Belmond Charleston Place in Charleston, SC, June 5-7, 2016

REGISTRATION AND HOTEL RESERVATIONS

Registration and hotel reservations are now open for the *126th TBA Annual Meeting*, June 5-7, 2016. TBA has reserved a block of rooms at the Belmond Charleston Place at special convention rates, plus applicable taxes. **There are a limited number of rooms for Friday, June 3, and Saturday, June 4. Hotel reservations can be made now by contacting The Belmond Charleston Place reservations department at 1-800-831-3490, via email at groupres@charlestonplace.com, or at the following link: <http://bit.do/tba126>**

Identify yourself as being with the Tennessee Bankers Association meeting. Rooms are being held at the discounted rate of \$315 per night plus tax. Rates will vary according to room type and number of people in the room. The cutoff date for making reservations at the special rate is May 4, 2016. However, the TBA room block may sell out before May 4. If you plan to arrive early or stay on after the convention, please make your reservations early as space is limited.

MEETING AGENDA

The convention will open with the Sunday evening, June 5, Chairman's Reception and will conclude with the banquet and entertainment by Jason D. Williams on Tuesday evening, June 7. The agenda will follow a similar structure as in past years including the Sunday morning devotional and the Monday morning roundtable with TDFI Commissioner Greg Gonzales. The business program will include remarks from Rebecca Wesson Darwin, president and CEO of Garden & Gun magazine, an economic update from Ed Seifried of Seifried & Brew, LLC, and a political update from Bruce Oppenheimer, Professor of Public Policy and Education at Vanderbilt University.

Please make plans now to join us in Charleston. Visit TNBankers.org for registration information, or email Penny Powlas at the TBA office at ppowlas@TNBankers.org.





The Tennessee General Assembly Returned to Nashville for the Second Session of the 109th General Assembly

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

Unlike last year with a very slow start due to the inauguration of Governor Bill Haslam and the weeks off for organization, the 2016 legislative session is expected to begin with a rocket start and a race to finish. Since 2016 is a presidential election year and a state election year for Senate and House races, legislators will be anxious to conclude their business as soon as possible so they can begin campaigning.

This quick pace is becoming the new norm for the Tennessee General Assembly. The reputation of Republican leaders is to see how quickly they can conclude their business. Some legislators have even suggested a fall legislative session to take care of the business the other nine months of the year. As you might suspect, this proposal has fallen on deaf ears.

Because of these expedited sessions, the Tennessee Bankers Association and many other interest groups have learned that developing and promoting legislation throughout the off-session is critically important. The summer/fall committee meetings and hearings now have become an important part of the legislative process.

Throughout the fall, TBA monitored a number of issues and held our annual Bank Lawyers Committee and Government Relations Committee meetings to review these issues. Among the key issues facing bankers in the 2016 Tennessee General Assembly are the impact of super priority liens, homestead exemptions, and elder financial abuse. All three of these were the subject of ongoing discussions and meetings.

Super Priority Liens

The Federal Housing Finance Administration (FHFA) alerted lenders in 2014 to the potential problems of super priority liens, which take priority over pre-existing first mortgage liens. These occur where homeowners associations have statutory liens for homeowner dues and also in states that permit a property-assessed clean energy program (PACE) to have priority status. Both of these issues will be considered in Tennessee this year.

The HOA priority lien will be addressed in more comprehensive legislation reforming the laws governing HOAs generally. This has been a two-year project of the Tennessee Bar Association that includes revising Tennessee's current six-month super priority lien for homeowners' dues. The proposed legislation provides a payment priority for six months of homeowners' dues without the ability for the HOA to foreclose.

The issue arose when an HOA in Nevada foreclosed on a \$6,000 HOA lien and extinguished a more than \$800,000 Fannie Mae first mortgage. The Tennessee Bar Association and other interested groups understand the need for bankers to make this much needed reform.

The FHFA guidance and more recent HUD guidance focused on problems with PACE loans, which permit homeowners to finance energy efficient improvements such as windows, heating systems, or solar panels through loans that are funded by local government revenue bonds. Homeowners repay the loans through voluntary tax assessments. Because tax assessments generally have super lien priority, PACE loans take priority over first mortgages. As you can imagine, FHFA and HUD expressed significant concern over these programs, although recent guidance acknowledges that federal agencies will permit PACE

programs but only if they do not carry lien priority.

TBA opposed legislation in 2015 promoted by the Sierra Club that would have authorized a PACE program, including a super lien priority, in Tennessee. More recently, TBA was approached by a second group, Renovate America, which is the administrative organization for PACE programs in a number of states. While Renovate America acknowledges that their proposed program must come without a super lien priority, it still relies on local government financing and use of county trustees as collection agents. Both of these features raise significant questions aside from the super lien priority issue. Should local governments use their revenue bonding authority to finance what is essentially a third-party lending program? Should county trustees be the collection agent for an outside lender?

Homestead Exemptions

For many years, the amount of Tennessee's homestead exemptions has been a topic of discussion and of suggestions for increase. The current base exemption is \$5,000 for an individual and \$7,500 for a couple. However, legislation over the years increased exemptions for individuals age 62 or older (\$12,500) and married couples or individuals with minor children (\$25,000). Other industry groups, including homebuilders, have advocated for significant increases in the homestead exemption up to as much as \$1 million or even unlimited amounts.

This year, legislation was passed to have the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) conduct a study on whether the homestead exemption should be increased.

TACIR's draft report, "Finding a Balance," highlights the fact that the exemption amount generally has not been increased since 1974. Had the exemptions for individuals (\$5,000) and joint filers (\$7,500) kept pace with inflation since their adoption 35 years ago, they would currently be \$16,304 and \$21,645, respectively.

While the TACIR report does not make any specific recommendations on increases for the homestead exemption, it likely could serve as a basis for legislators or other interest groups to advocate for increases in 2016.

Elder Financial Abuse

A study conducted this year by the Elder Abuse Task Force could also result in legislation. This group, created in 2014, held several meetings and heard testimony on the state processes and approaches to addressing elder abuse, including financial exploitation.

Under current Tennessee law, all individuals and businesses, including banks, are obligated to report instances of "abuse, neglect or exploitation" to the Department of Human Services. Because exploitation is limited to conversion or theft of state or federal government benefits by a caregiver, general theft is not normally reported to DHS. Instead, reports of theft or conversion are made to the local prosecutor. Task force discussions included suggestions for the best method for financial institutions to report instances of financial exploitation of an elder person, including expanding the definition of exploitation to include all financial crimes against the elderly, mandating training for employees, and requiring mandatory hold periods on certain financial transactions to allow for investigation of potential abuse. Each of these suggestions, if enacted, could have significant impact on Tennessee banks.

Tennessee bankers have acknowledged this is a significant challenge for the industry. The problem is balancing the obligation to report financial crimes against the restrictions of the Financial Records Privacy Act. Bankers are often in the difficult position of conducting transactions for the elderly when they would like to get law enforcement or social services involved to protect the elderly.

But it is important that banks don't assume new liabilities for reporting, or not reporting, specific instances of suspected abuse.

Conclusion

When the legislature convenes in January, these are only a few of the many issues addressed by bankers and TBA, and bills will be filed and begin to flow quickly through the process. It is important for bankers to read TBA's weekly newsletter,

This Week, participate on the bi-weekly legislative update calls beginning on January 8, and respond to TBA staff with any comments or concerns.

TBA's continued success at the legislature is dependent upon strong communication and support from our membership, as well as bankers' involvement and advocacy at the local level with their elected officials. Your part in this process is both essential and appreciated. ■



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Standing Together for a Strong Industry

By Rob Nichols, President and CEO, American Bankers Association

As I assume my responsibilities as ABA's new president and CEO and look ahead to all the challenges and opportunities facing our industry, there's one thing that I'm especially grateful for: the alliance that ABA has forged over the years with our 53 state association partners.

I have worked in Washington long enough to know how critically important—and sometimes rare—such effective, nationwide alliances are. And there is no doubt that they provide a strategic and tactical advantage for any lobbying organization lucky enough to boast one.

That's why the day I was named ABA's next CEO last spring, the first thing I did was pick up the phone and personally call each state association executive. In these conversations, I had the opportunity to listen to the priorities, concerns, and aspirations of the people that I will have the privilege of working closely with in the coming days, months, and years. My message to them, and to you, is simple: as we fight for the common goals of regulatory relief for our industry and a fair playing field for banks in the face of growing nonbank competition, we must all—community banks and large institutions alike—stand together as one.

A unified industry is essential for success in Washington. We've all witnessed the difficult realities of getting meaningful legislation through Congress. Lawmakers face too many demands from too many different areas to worry about bankers if we all disagree. The responsibility lies with us to focus on the things we have in common and the ways that we can work together to elevate our industry and strengthen our economy—and our partnership with the state associations is indispensable

to finding that unified focus.

With such a diverse industry, building consensus can sometimes be a challenge, but it is both doable and worth doing. ABA and the state associations together represent the full range of banks—institutions of different asset sizes, business models and charters—that help American businesses, consumers and communities succeed. Each member of our diverse industry plays a critically important role in the financial ecosystem, making our economy stronger and our country's banking sector the envy of the world. That impresses policymakers. It makes them want to know where we stand, and it helps them understand the implications of their policy decisions.

Our partnership with the state associations is not only critical to creating unity, it also produces a muscular response when grassroots action is needed. Effective advocacy organizations need both strong fundraising and boots on the ground in every congressional district. State associations deliver that. They have been the key to making BankPac a top-10 PAC, and between our joint Washington Visit program and the annual Government Relations Summit, they bring more than 2,000 bankers to the nation's capital every year for face-to-face meetings with policymakers.

So as we roll up our sleeves and get to work on our priorities for 2016, I'm thankful for many things. I'm thankful for the opportunity to lead ABA as we navigate through whatever challenges the future has in store. I'm thankful for the strong alliance with our state associations that will help us remain unified as an industry and achieve our common goals. And most of all, I am thankful for all of you—for everything you have done and continue to do to help us succeed. ■



TBA's Monique Jenkins Earns her Bachelor of Arts Degree

We at the Tennessee Bankers Association take great pride in providing our members the tools to continue their education. It allows for personal and professional development that is crucial to an individual's growth and success.

Now we'd like to congratulate one of our own for her educational accomplishments—Monique Jenkins, TBA's education services specialist.

In September 2015, Jenkins graduated with her B.A. degree in management and human relations from Nashville's Trevecca Nazarene University.

Jenkins, who has worked at TBA for 17 years, understood the significance of earning her degree not only for herself, but for her five children, as well.

"I didn't think it was right for me to push the importance of college to my kids when I didn't do it myself," said Jenkins. "They're very happy for me. It took time away from them, but they respected the meaning of it."

Jenkins is excited to walk during Trevecca's commencement in May. "It will feel amazing to get my diploma," she said. "I look forward to hanging it on my wall and saying 'I did that.'"

Please join TBA in congratulating Monique Jenkins on her accomplishment. ■



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2016 Outlook: The Fed Takes the Wheel

By Chris Low, Chief Economist, FTN Financial

For the first time in five years, the Federal Reserve is poised to have a bigger impact on the economy than anything else. Sure, as Kansas City Fed President Esther George likes to say, the economy won't even notice December's quarter-point hike. But stack quarter point on quarter point and pretty soon it's going to leave a mark.

In the first half of 2016, the economy is likely to pretty much do what it was doing before the Fed started to tighten. It's only once the cumulative weight of several increases is felt, probably in the second half of the year, that behavior will change and the Fed will have to decide how aggressive it wants to be.

A tightening Fed

Now that the Fed has hiked, it's time to do what Janet Yellen, chair of the Federal Reserve, has implored us to do for the past year: Stop obsessing about liftoff and think about the path of rate increases. With that in mind, we offer three scenarios.

Scenario 1: You call that gradual?!

As Yellen explained in her press conference, the Fed intends to raise rates gradually to 3.5 percent in three years. The market expects 125-150bp in 18 months. *The upper bound of possible fed funds scenarios is the Fed's base case.*

Scenario 2: Typical tightening.

As a rule of thumb, the rate at the end of a tightening round is about

where the 10-year note was at the start of the tightening round, with the yield curve slightly inverted. (Long rates fall because Fed tightening undermines the expansion.) That implies a peak fed funds rate of 2.25 percent, with the yield curve tailing to a 2.0 percent 10-year. *The lowest dots in the FOMC's dot plots are consistent with this scenario. At the moment, then, it is the Fed's most dovish case.*

Scenario 3: We don't need this after all.

The Fed is likely to start 2016 brimming with confidence, but low inflation and a sharp slowdown in rate-sensitive sectors could stop it in its tracks by year-end, leaving fed funds at 1.0-1.25 percent and the curve positively sloped to a 2.25 percent 10-year. *The lower bound of possible fed funds paths is the market's base case.*

The economy is in good shape despite slow manufacturing growth and a mining recession. How it unfolds next depends on how the Fed handles this tightening round. The Fed's dot plot, which shows year-end fed funds forecasts from the 17 FOMC members, suggests the group is leaning toward Scenario 1. The Treasury curve and fed funds futures suggest it understands Yellen's remark that dots are by no means binding. The FOMC will continue making data-dependent decisions. For now, traders are quite comfortable the data will support neither Scenario 1, nor Scenario 2.

Credit Conference Speaker

Chris Low will address the 2016 Credit Conference with his 2016 economic update. Low will walk you through the economy, the inflation outlook, and the outlook for interest rates in what promises to be an exciting and challenging couple of years for bankers.

Please visit www.TNBankers.org/calendar and go to the Credit Conference link to register online or download a copy of the program brochure containing complete information and a printable registration form.

Secular Stagnation or Transitory Headwinds

The heart of the market/Fed split on rates is a disagreement over the nature of the Great Recession and subsequent sluggish recovery. Is this secular stagnation, a view supported by Larry Summers, Carmen Reinhart, Ken Rogoff and many titans of the investment world, or is it temporary headwinds, the view championed by Yellen, the Fed's economics staff and most Wall Street economists (many of whom are the Fed's former economic staff).

Yellen thinks the headwinds are already abating. When they do, she says

strong sectors will stay strong while weak ones recover. Recent history suggests two objections to this logic:

1. New headwinds have sprung up every time old ones abate.

2. One sector's headwinds are often another sector's tailwinds. For example: Two years ago, high gasoline prices were holding back consumption while drillers thrived. Now, low oil prices are crushing the oil and gas sector while consumers benefit from cheap gas.

The Fed expects one hike per quarter, a pace consistent with tightening at every other meeting, until fed funds reach 3.25 percent. We figure occasional slowdowns will result in an occasional missed quarter. The true

test will be how the Fed reacts when 1) long-term rates fail to rise and 2) the curve approaches inversion. Does Yellen pull a Bernanke and insist that the curve is inverted due to a global savings glut, or will she be the first Fed Chair since Greenspan in 1996 to recognize the market's signaling ability?

For now, investors should work with strategies built around Scenario 2, a compromise between the market view and the Fed view. Based on this, we expect GDP will slow by late 2017 to a rate consistent with a stable unemployment rate. Hopefully, the Fed will back off 50bp or so in response to allow the yield curve some slope. If they do not and the curve remains flat or inverts, recession is likely within a year or two. ■

About the Author

Chris Low, Chief Economist, FTN Financial, has more than 25 years' experience tracking U.S. and global economies, financial markets, central banks, and fiscal policy, as well as six years' experience as a money manager, giving him a unique ability to distill economic events into information useful to investors.

He is a member of SIFMA's Economic Committee and the American Bankers Association's Economic Advisory Committee to the Federal Reserve Board of Governors, where he served as the 2014 Committee Chair. ■



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Meeting Community Development Needs Through Bank-CDFI Partnership

By **Donna Gambrell**, Visiting Scholar, Federal Reserve Bank of Atlanta

Someone once asked me what is the recipe for effective community development. Put another way, they wondered, why are some community and economic development projects related to affordable housing, small business financing, health care, education, and job creation successful and others are not? While there could be many answers to this question, two “ingredients” that immediately come to mind are community development financial institutions, also known as CDFIs, and their collaboration with community partners, particularly banks.

Even though CDFIs have been around for decades, many people outside of the CDFI industry still scratch their heads when they hear the term “CDFI.” In case you are, too, here’s a brief explanation of what CDFIs are and what they do.

CDFIs are mission-driven financial institutions that have been certified by the U.S. Department of the Treasury’s Community Development Financial Institutions Fund. They include credit unions, banks, loan funds, and venture capital funds that operate with a primary mission of serving low-income communities. Twenty years ago, there were fewer than 200 certified CDFIs in the United States. As of August 31, 2015, there were 951, including 17 in Tennessee.

In 1994, a bipartisan Congress enacted legislation that created the CDFI Fund to specifically help build the capacity of CDFIs through several competitive awards programs. Since its creation, the CDFI Fund has awarded more than \$2 billion to community development organizations and fi-

nancial institutions. Through the New Markets Tax Credit (NMTC) Program, which helps communities and CDFIs attract private-sector investments, the CDFI Fund has awarded \$43.5 billion in tax credit authority. Included in the \$43.5 billion is \$1 billion of special allocation authority used for the recovery and redevelopment of the Gulf Opportunity Zone after the devastation of Hurricane Katrina.

“CDFIs receive funding not only from the government but also from banks. Banks play a huge role in providing capital to these organizations and, just as importantly, in collaborating on projects that can transform communities.”

CDFIs receive funding not only from the government but also from banks. Banks play a huge role in providing capital to these organizations and, just as importantly, in collaborating on projects that can transform communities.

The NMTC Program helped finance one of the largest historic adaptive reuse projects in Tennessee’s history: the Crosstown Concourse in Memphis. When it opens in 2017, the site, which had been a Sears and Roebuck distribution center that had sat vacant for decades, will be a mixed-use redevelopment dedicated to the cultivation of health and well-being. Tenants will include restaurants and retail stores, a small grocery, a fitness center, health clinics, a charter high school, commercial offices, and affordable housing.

Sun Trust Bank’s Commercial Real Estate led an \$80.5 million bank syndication in the \$200 million transformation of the site. More than 20 public- and private-sector entities are involved in the project overall. In addition, the bank’s community development subsidiary, SunTrust Community Capital, and five other community development organizations, including the Low Income Investment Fund—a CDFI—participated in the \$56 million New Markets Tax Credit transaction.

The NMTC Program is a popular and effective investment vehicle: on average, one dollar of tax credits generates eight dollars in private investment, which significantly enhances the impact on low-income communities.

Pathway Lending, a 15-year-old CDFI located in Nashville, is another example of the power of collaboration. More than 30 financial institutions, as well as a host of private foundations and state and local government agencies, partner with Pathway Lending. This CDFI has helped create or retain more than 7,500 jobs in Tennessee. It has also provided more than \$140

million in loans—more than half of them under \$50,000—to more than 450 Tennessee companies. Pathway Lending focuses on a significantly underserved segment of the market. Because Pathway Lending establishes revolving loan funds, even one-time investments generate significant job creation and support access to capital for decades to come.

Pathway Lending and the Tennessee Bankers Association (TBA) have worked together on various community development projects for many years. For example, in 2013, Pathway Lending partnered with TBA and its member banks to provide developers a uniquely designed long-term fixed rate financing option for new construction and the rehabilitation of affordable multifamily housing communities throughout the state.

The U.S. Small Business Admin-

istration chose Nashville as one of six locations across the country to open a Women's Business Center across the country. Pathway Lending, which specializes in providing resources for women- and minority-owned businesses, received a grant to operate and create programs for the center. In 2015, Regions Bank provided \$50,000 in financial support, and the Regions Foundation, as an educational partner, contributed \$25,000 to the center. This additional funding will help the center fulfill its mission to meet the needs of women entrepreneurs at all stages of business by providing counseling, education, and mentoring services.

"Our organization wants to be the type of partner that helps low-income communities achieve their goals, whether it's in affordable housing, small business development and financing, or other critical areas," said Clint Gwin,

president and CEO of Pathway Lending.

So what's the recipe to effective community development? The answer is there is no one recipe. But it does take some combination of commitment, patience, and expertise. And as the examples demonstrate, it also takes good CDFIs and banks who understand and know their way around their communities, and who are eager to work together to support those areas most in need. ■

For more information about CDFIs and the CDFI Fund, visit: www.cdfifund.gov.

Donna Gambrell is the immediate past director of the CDFI Fund and currently serves as a visiting scholar for the Federal Reserve Bank of Atlanta.



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After Atlantic Capital Merger, Mike Kramer Sees Tennessee as Last Stop

Mike Kramer was first introduced to Chattanooga-based FSG Bank in 2010 while he was a managing director of Ridley Capital Group, a boutique financial services firm based in Louisville that focuses on matching private investment funds with banks needing capital.

At Ridley Capital, the Pittsburgh native was responsible for finding and making presentations to potential clients in the Southeast, focusing on banks in the \$1 billion-to-\$3 billion asset size space. And with FSG, like many other banks at the time was struggling to reverse its asset management problems following the 2008 economic collapse—and was under a formal order from the OCC to turn its balance sheet around, Kramer saw a great opportunity for the firm.

A friend introduced him to a Knoxville attorney, who in turn introduced him to two members of the FSG board. Soon afterward, a meeting with the board and management team was set.

“Part of our value proposition to them was that we will raise the capital to fix the bank, but we will have to bring in a new management team,” Kramer said. “We weren’t being greedy. We said we would honor contracts and not make any negative comments about anyone who was leaving. We certainly were not going to play bait-and-switch, so we were very clear up front about the cost of the capital.”

The FSG Bank board said, “no thanks.”



Five Questions

What's your favorite book, and what are you reading now?

"How Now Shall We Live?" by Charles Colson. Right now I am re-reading "The Federalist Papers" by Hamilton, Madison and Jay.

Favorite quote?

"Your reputation and your integrity are built over decades, but can be destroyed in a moment. Measure the action you take in a moment against the balance of what you have worked decades to build." – Barney Frisch, WWII B-24 navigator

Favorite movie?

"The Natural." If you don't get choked up at the end, there is something terribly wrong.

Favorite spare-time activities?

I play a little golf, and I really enjoy quail and pheasant hunting, although I only get to go one or two times a year anymore. I also enjoy being active in the community through nonprofit and community boards.

Perfect buddy trip?

My wife, Meg, is my best friend, and we just got back from traveling to Seattle to see the Steelers play the Seahawks ... great city, great stadium, great fans, great game—a great trip.



About a year later, Kramer received a phone call from Carol Jackson, an FSG legacy board member who had sponsored his earlier meeting, and she had a straightforward question. Would he be interested in joining FSG Bank as chief executive officer?

Kramer said yes, and got to work on changing the direction of the bank. Fast-forward four years and Kramer was helping guide First Security Group, FSG's parent company, through a merger with Atlanta-based Atlantic Capital, creating a new publicly held bank holding company, Atlantic Capital Bancshares, Inc., with assets of \$2.7 billion. The deal closed Oct. 30, 2015.

For the next three years, at least, the banks will continue to operate in their respective market footprints under their existing names—FSG Bank in the Chattanooga market and East Tennessee, and Atlantic Capital Bank in Atlanta. As president and COO of the new bank company, Kramer will be responsible for all of the revenue-producing business, as well as marketing, operations, technology, and CRA. He will split his time between Chattanooga and the Atlanta headquarters.

After participating in his third bank turnaround in the past 15 years, Kramer says that FSG will be his last, and he is looking forward, not only to helping Atlantic Capital grow, but also to establishing roots in Tennessee, which he has come to love.

'Guess What?'

Kramer had a clear idea of his career path when he headed off to college in the mid-1970s and, like many other successful bankers, it was not to become a banker.

"I always thought I would be a lawyer, or perhaps a teacher at the small-college level, maybe do a little (football) coaching," said Kramer, who majored in religion and economics at Grove City College, a small school north of Pittsburgh that holds the distinction of being one of only two colleges in the nation that has never accepted a nickel of federal money. (The school was founded by Presbyterian ministers and the fiercely pro-free-market Pew family, which made their fortune in the oil business.)

Was the school's no-federal-aid philosophy what attracted him to it? "Not at all," Kramer said with a laugh. "I wish I could say that."

Actually it was Kramer's desire for his father to be able to see him play college football that led him to Grove City. "I played center for a really good high school football team, and I had some opportunities to go to a Division I school. But my dad was dying of cancer, and I knew I wasn't good enough to play that much at a major college, so I thought if I went to a Division III school close to home, he would have a chance to see me play."

After graduating, Kramer returned to his high school alma mater, Upper St. Clair High School, where he coached linebackers for a year while deciding what he wanted to do. Law school was still in his plans, so he applied and was accepted to the University of Pittsburgh.

In the meantime, an old friend of his late father's who worked at Pittsburgh National Bank asked him whether he had ever considered working for a bank. "Not for a minute," Kramer told him, adding he would give it a try. So he started in the bank's training program, which allowed college graduates to rotate through every department in the bank.

continued on next page

Mike Kramer, continued

Around the same time, Kramer's wife, Meg, delivered some news that changed his career trajectory—"Guess what? I'm pregnant."—and law school suddenly didn't appear to be a good idea.

"At Pittsburgh National I got a chance to see what banking was about, and I thought it was really interesting; but I wasn't sure I wanted to do it in Pittsburgh," Kramer said. "By the time I got out of training and into a full-time position, the steel industry was hitting the skids and the economy was going to hell in a handbasket. So I wasn't sure if I really didn't want to be a banker, or just didn't want to be a banker in Pittsburgh."

Kramer decided it was the latter, and found a job at the storied First National Bank of Cincinnati, where he came on as a vice president on the project management side working on a variety of projects, including mergers and conversions. He was later promoted to run the bank's correspondent operations. "Only about six people knew what I did, but they were the right six people," he said.

The positions in project management and correspondent banking at the bank, which changed its name to Star Bank, turned out to be a great career path for Kramer, giving him a broad and deep understanding of all the operational aspects of banking. When Star Bank did a "reverse merger" with Milwaukee-based First Star Bank and the headquarters moved to Milwaukee, Kramer's position was safe; but after several M&A transactions, Star Bank became much more of a northern-focused bank, with primary operations in Wisconsin, Illinois and Minnesota, and Kramer had "little to no desire to move any farther north."

That's when he got a call from one of his best correspondent bank-



"Getting involved with a private equity group was very instructive; it actually helped me understand how banks got recapitalized, how to deal with the Fed and the OCC, how to deal with legal issues and the process of bringing in new investors."

ing clients, who had sold his bank to National City Bank of Evansville (Ind.) into a roll-up and had become chairman of what became Integra Bank. One of Kramer's colleagues was hired as CEO, and Kramer was recruited to join him in 1999 as COO to do what he termed an "operational turnaround—the balance sheet was in good shape."

Kramer's next stop on his way to Tennessee was Ohio Legacy Bank in Wooster, Ohio, where he became CEO of a bank that was facing a serious credit problem just as "the world was starting to melt down" in 2007. The bank's problems had started before the

recession with management that had concentrated too much on commercial real estate, and the economic collapse just exacerbated the situation. Eventually, Kramer says, the bank was sold to a private equity group which was looking for a national charter on which to bolt a trust department.

"Getting involved with a private equity group was very instructive; it actually helped me understand how banks got recapitalized, how to deal with the Fed and the OCC, how to deal with legal issues and the process of bringing in new investors," Kramer said.



Kramer participating in a Habitat for Humanity mud run with his FSG Bank team.

It also introduced Kramer to Ridley Capital, which he joined as a managing director in 2010 – about 18 months before he received the phone call from FSG’s Carol Jackson, whom Kramer called a “very committed and courageous leader.”

Changing Focus

By 2011, much of the executive management team had left FSG and several directors had resigned; but Jackson was “bound and determined” to hire a team to turn around the bank, which by then had about \$150 million in criticized and classified loans.

Kramer’s charge was to fix the asset problems, raise capital, get the consent order lifted, and return the bank to profitability. Under the situation, Kramer says, selling the bank was not an option because possible buyers would sit on the sideline waiting for an opportunity to buy it from the FDIC.

Most of 2012 was spent disposing of problem assets, and early 2013 was spent closing on \$97 million in new capital. Key to those asset quality remediation efforts and the capital initiative, he says, was the hiring of John Haddock as CFO and Chris Tietz as chief credit officer. Kramer and

his team were also busy transforming the old FSG franchise into much more of a business-focused bank, cutting and consolidating branches down from 37 to 25, focusing on new products such as treasury management, and installing a new operating system and new Internet- and mobile-banking products.

At the June 2014 board meeting, Kramer made a presentation to the board updating where the bank was versus the original projections. “To provide the greatest value for shareholders and live up to the promises we had made to investors, we needed to find a partner. We weren’t going to get there on our own.”

As Kramer put it with a smile, “When we raised the \$97 million in 2013, we didn’t do it on my good looks alone. The investors expected and deserved a fair return on their investment.” So with the board’s permission, Kramer began talking with different banks. As a public company, he said, they owed it to shareholders to find the best deal possible.

Interestingly, Kramer’s first meeting was with Doug Williams, CEO of the privately held Atlantic Capital Corp., which was about the same asset size as FSG. “We saw right out of the gate that we were a really good match. We had very similar values, and while on the surface our cultures seemed different, their model of business banking is what we had been moving toward. We both had service gaps that the other filled. They didn’t have a trust or mortgage product, and we did. We had worked to upgrade our treasury management, but they were world-class.”

Kramer felt that it was the match FSG Bank was looking for, but due diligence required that he talk to other banks. “During that process, we began to see that the potential with Atlantic Capital was much bigger than with other banks we talked with.”

The two banks announced their merger plans in March 2015—technically Atlantic Capital Bancshares was acquiring First Security Group for \$160 million in stock and cash. Under the agreement, FSG Bank will operate un-

der its brand for at least three years. “We worked really hard to build equity in the brand in our market footprint—spending a lot of time and no small amount of money turning it into something positive. We just didn’t think it made sense to blow it up with this merger.”

Good, Smart Competition

Kramer, who is a member of the Tennessee Bankers Association board of directors, is now looking forward, not only to helping build a new bank, but also being an active member and advocate for the Tennessee banking industry.

“The quality of bankers in Tennessee is absolutely remarkable,” Kramer said. “Some of the best bankers I have ever worked with and competed against are right here in Tennessee. As a member of the TBA board, I have gotten to rub elbows with some outstanding bankers, and I’m especially impressed with the quality of bankers at the small community banks.

“The banking market in Tennessee is strong, with its best years ahead of it. Good markets attract good, talented people, and that’s borne out by the fact that only three banks in the state were closed in the wake of the economic collapse,” he said.

“The competition here in Tennessee is serious and robust, but it isn’t cutthroat and it is rarely stupid,” Kramer said. “I don’t see a lot of questionable decisions being made. And good, smart competition makes us all better.”

He is equally impressed with his new life in Tennessee. “I constantly admire the beauty of the land, but my favorite thing about living in Tennessee is the people. We’ve been welcomed as though we grew up and lived our whole lives here. I can’t think of anywhere I would rather be.” ■

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

Credit Conference

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The Credit Conference is one of the Tennessee Bankers Association's most anticipated events.

Taking place February 25 and 26 at the Omni Hotel Nashville, this conference annually attracts more than 500 commercial loan officers, loan support personnel, and both senior and executive-level management.

The Credit Conference attendees will gain the latest insight about the credit industry from notable speakers, including Chris Low, Chief Economist, FTN Financial; Randy Boyd, Commissioner, Tennessee Department of Economic and Community Development, Nashville; and Greg Gonzales, Commissioner, Tennessee Department of Financial Institutions.

The conference also will feature multiple breakout sessions to dive deeper into current hot topics in lending.

Kevin Brown, Vice President of Marketing, SERVPRO, will provide the keynote address. Brown will share his unconventional path to business and personal success and how it taught him that winning in business and in life requires anything but conventional thinking.

2015-16 Credit Committee



Gray

Chairman: Emily B. Gray, Senior Vice President/Senior Credit Officer, The Hardin County Bank, Savannah

Scott Bagwell, Robertson County President, Reliant Bank, Springfield

Joel Beavers, Regional Credit Officer, SmartBank, Knoxville

Robert Bradley, Executive Vice President/Chief Risk Officer, Bank of Tennessee, Johnson City

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

Larry Estepp, Executive Vice President, Citizens Bank, Kingsport

Philip Fons, Chief Credit Officer, InsBank, Nashville

Billy Harvel, Vice President, First Farmers and Merchants Bank, Columbia

Charles Hooks, Executive Vice President/Chief Credit Officer, Sumner Bank & Trust, Gallatin

Kevin W. Horne, Executive Vice President/Chief Credit Officer/Chief Operating Officer & Area President, Mountain Commerce Bank, Johnson City

Beverly L. Horner, CPA, Member, KraftCPAs PLLC, Columbia

John C. McDearman, III, Executive Vice President, Wilson Bank & Trust, Lebanon

Monte Jones, Community President, Commercial Bank & Trust Co, Jackson

Jason Price, CPA, Manager, Elliott Davis Decosimo, Franklin

Ricky Sample, City President, Home Banking Company, Savannah

Elizabeth W. Sims, Attorney, Butler Snow LLP, Nashville

Scott Uselton, Executive Vice President/Chief Credit Officer, First National Bank of Middle Tennessee, McMinnville

Steve Weaver, Regional Bank President, Simmons Bank, Collierville

Timothy E. Wilson, Executive Vice President, The Bank of Jackson, Jackson

Full conference fees of \$450 include instructional materials, continental breakfasts both days, and a luncheon and reception on Thursday. The early registration deadline is February 11.

A discount of \$25 per person is available for multiple registrations from the same institution, after the first registration. To be eligible for the team discount, you must register all your attendants at the same time in advance.

Please visit www.TNBankers.org/calendar and go to the Credit Conference link to register online or download a copy of the program brochure containing complete information and a printable registration form.

If you have question about the 2016 Credit Conference, please contact Susan Taylor, CMP at staylor@TNBankers.org or call 615-244-4871 or 800-964-5525.

continued on next page

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Q&A



Emily Gray, Chairman TBA Credit Committee

*Senior Vice President/Senior Credit Officer
The Hardin County Bank, Savannah, Tennessee*

What led you into the banking industry?

I never considered banking as a career. I was exposed to a very limited view of the industry when I interned for a local bank in high school. I completely dismissed it as a career by the time I graduated college. I enjoyed getting my business degree and going to law school seemed like a natural fit for me. But like most college graduates, I needed a job when I got out, and I was lucky that Gordon (Majors) gave me an opportunity at Hardin County Bank.

Timing is everything, and I think I came into banking at a really great time. Hardin County Bank was in a transition phase; both within management and with growth of the bank in general. Gordon had just taken over as the interim president. I was actually the first person he hired. He sent to me the note department, and I was able to take advantage of a lot of opportunities. The more I learned, the more I loved it. I have to say that even today, 15 years later, I am still challenged. I may have gotten into banking because I needed a job, but I stayed in banking because I absolutely love it.

What do you find to be the most rewarding part of your role at the bank?

When you work in a small community bank you get to wear a lot of different hats. My favorite hat by far is loan officer; I love helping my customers. A loan officer's job is different every day. I get to use my business degree, and I am able to apply it to so many

different types of businesses; each one a different challenge and opportunity.

I love workouts...when they actually work out. It is very rewarding to help someone through a difficult time. There is no better feeling than being a part of your customer's success. At HCB, we believe that when our customers are successful, the bank will be successful, too.

In your years as a lender, what do you see as the biggest change or challenge in how the bank meets the credit needs of the community?

Instead of "urban legends" we joke in our bank of "banking legends." Ideas and practices that were so absolute in our way of doing business that you would never think they would change...have changed. It can create an opportunity of a lifetime if a bank is able to adapt and embrace change. We transitioned from a volume-based bank to a trusted advisor that pursues relationships with customers that are as committed to their financial success as we are to ours. This means we always do what is best for the customer even when it might cost the bank money in the short run. Adapting to this new ideology has driven our bank's recent growth and ultimately changed our credit culture and the way we operate.

When I first became a loan officer, all we had to do to get a customer in our office is to unlock the doors in the morning. Customers would be stacked in the lobby waiting on the next available loan officer all day long. Today, most of our applications are done by email, text,

or by cell through customers that we have already built a relationship with. Very rarely do we get customers that come into the bank and ask for the next available loan officer.

Our regulatory environment has made us up our game too. The processes and procedures we have to document and the mountains of analytical data we have to perform forced us to escalate the level of efficiency in which we operate. When I started at the bank 15 years ago, we were a \$150 million dollar bank with 100 employees. Today we are a \$440 million dollar bank with 100 employees. We have to be more efficient and educated than ever before. We have CPAs and attorneys on staff. Some of our tellers have their master's in business.

As chair of the Credit Committee, you oversee the Credit Conference, which over the years has become the most attended event by Tennessee bankers. What do you attribute to its popularity?

Lending is the driving force of bank profitability so topics relating to lending generally extend to positions beyond loan officers. The topics are current, and the breakout sessions are diverse and relevant. The networking opportunities are ideal. I think the timing of the event is also a beneficial factor. Credit Conference kicks off a new year and the topics covered help you plan for upcoming issues.

I always take a practical suggestion or two back to my bank.



Emily and Brandon Gray with their son at TBA's 125th Annual Meeting.

During the Credit Conference luncheon, speaker Kevin Brown will share his story of starting at the bottom of an organization, with no college degree, and working his way up to the executive boardroom of a company that is ranked in the top ten of all franchisors and No. 1 one in their industry. He uses the story of his unconventional path to business success to help people expand their vision and develop their potential. What drives you to achieve success or overcome challenges?

Having a strong personal commitment to success from the beginning should be ingrained within you and prevalent in everything you do. I think it's important to be goal oriented and self-motivated. It doesn't hurt to have a strong work ethic either. I also believe a lot of being successful is just being in the right place at the right time, and being prepared to take advantage of the opportunities as they present themselves.

You have to commit your entire



Emily with TBA's group in Washington where they attended the ABA Government Relations Summit in March.

career to learning and evolving. Having a solid educational foundation and committing yourself to a lifetime of learning helps you understand the big picture and helps you direct change within your institution. In our current regulatory environment, you not only have to be accepting of change, to be successful you need to be the driver behind it.

The Credit Conference will also feature an update on Tennessee economic development initiatives by Commissioner Randy Boyd. What are the largest drivers or impediments to economic development that you see in your part of the state?

We operate in a rural community that has limited industry. We are fortunate to have the Tennessee River and Pickwick Lake in our county. Retirees and tourism drive our predominantly strong service sector. Our periods of economic growth were fueled by an influx of retirees who migrated to take advantage of our low tax base, low cost of living, and lack of a state income tax. Due to this, our key driver

has historically been our housing and construction market. Before the Great Recession, we would average 40 construction loans at any given time. Today we are very optimistic that we have 10. The number of families moving to the area has slowed and until this trend picks up again, our economy will remain relatively stagnant.

Some people may not know that during college you worked at Walt Disney World, which is known for their exceptional service. Is there anything you learned from that experience that influences you professionally today?

The summer between my freshman and sophomore year at Samford I had an opportunity to participate in the Walt Disney World College Program. The program was designed as a work/study opportunity. You went to class for four hours in the morning to learn about leadership, communication, and organizational cultural, and then you worked until

continued on next page

Emily Gray Q&A, continued

midnight in your preassigned job at one of the parks. I fell short of my “Ducktorate,” but I am proud to say that I successfully earned my “Mous-ters” degree. Looking back it was a wonderful experience, but at the time it made me realize how important getting my real degree was! I can still hear the music for It’s a Small World in my dreams, and 18 years later I can recite the spiel for Dumbo the Flying Elephant without skipping a beat.

Joking aside, there is no denying that Disney understands how to exceed customer expectations. I learned from Disney that “Preserving the Magic,” or creating a culture like

they have isn’t an afterthought that just happens. Disney knows exactly what they stand for. They train their cast members to behave precisely as they expect. Their culture is nourished and preserved through a very meticulous and well-communicated plan. Every employee from a janitor to the CEO lives the “Disney Way.” Banking is no different. Nothing is more important in our industry than customer service. Great customer service starts with your employees, and your bank’s culture is what governs how your employees interact with your customers. Knowing what you stand for and communicating your bank’s vision with clarity is key. ■



Emily was the Honorary Duckmaster at The Peabody Hotel in Memphis during the Leadership Convention.

2016 Leadership Convention

April 24–26 | Hilton Knoxville Hotel, Knoxville



This convention is sponsored by the Young Bankers Division and will include the election of officers and directors, recognition of bankers working with the Personal Economics Program (PEP), educational sessions, peer-to-peer roundtables, and opportunities for networking. Bankers of all ages are encouraged to attend.

For more information, contact Stacey Langford
at slangford@TNBankers.org



BANK DIRECTORS RETREAT

Photo Recap

Hilton Nashville Downtown
November 18 & 19, 2015

Bank executives and inside and outside directors from across Tennessee convened for the annual Bank Directors Retreat at the Hilton Nashville Downtown on November 18 and 19, 2015.

The event kicked off with an opening reception at The Johnny Cash Museum. Guests caught up with old friends and learned more about the country music icon's rich history.

The next day was filled with actionable tips and insights from a variety of speakers. David L. Kemp, Bankers Management, Inc, discussed the evolving role of the bank director and how strategic planning can be a game-changer if correctly implemented.

Commissioner Greg Gonzales focused on challenges facing directors from the Tennessee Department of Financial Institutions' point of view and suggestions to help alleviate them.

Geri R. Forehand, Forehand Strategy Group, LLC, and Chris Hargrove, Professional Bank Services, Inc, examined executive and board succession planning and shareholder value enhancement, respectively. ■



Mark Kline and Don Stansberry



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Guests explored the Johnny Cash Museum during the opening night reception.



David Arnold, John Muse, and Dale Gleghorn



Representatives of Sevier County Bank



John Liddy and Gay Dempsey



Jack Allen, Bill Yoder, and Theresa Devlin



Barry Cary and TBA chairman David Verble



The Johnny Cash Museum was a hit with guests. Attendees were able to network and catch up with friends during the reception.



Bishop Jerry Maynard and Deborah Cole



Independent Bankers Division president Logan Hickman opened the conference by welcoming attendees.



Theresa Devlin and Bill Yoder



The retreat was an excellent opportunity to network.



Scott Cocanougher and Mike Swain



Speaker David Kemp



TBA chairman-elect Gordon Majors and speaker Geri Forehand



Phillip Renfroe and Don Moore



The Bank Directors Retreat drew a record crowd of 160 attendees.



Logan Hickman and speaker Chris Hargrove

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Roundtable Discussion



We caught up with outside directors during the Bank Directors Retreat to ask about their involvement in Tennessee banks and serving on the board. Following are the questions and their responses.



Theresa Devlin
Chairman
Southern Community Bank
Tullahoma, TN



Tony Patton
Director
Wilson Bank & Trust
Lebanon, TN



Tim Roberts
Chairman
Community Bank
Lexington, TN

What do you find to be the most rewarding part about being involved in a Tennessee bank?

Theresa Devlin

Being involved in a Tennessee bank, especially from its inception, has been a fabulous journey. It has been interesting for me to get a feel for how other board members think and make decisions in their respective businesses, and then how we can come together and agree on decisions for the bank that will benefit its shareholders. I am proud that our bank serves as a pillar of the community and that it is an enjoyable place to bank, work, or invest.

Tony Patton

As I reflect on the opening of Wilson Bank & Trust in May 1987, it would be difficult to list all the things that would be considered rewarding to me. I consider it an honor and a privilege to serve as a director for the bank. The tremendous relationships that have been developed over the past 28 years with other directors, the management team, employees, customers, and shareholders has been and continues to be very rewarding. The efficient work ethic, dedication, and shared vision of the Wilson Bank & Trust family has proven to be a successful formula that we feel has brought value and enhancement to the quality of life to all of the communities and regions we serve.

I also find it rewarding that we are providing not only job opportunities, but career opportunities for more than 400 team members and their families. Along with that reward is the responsibility to continue to provide a desirable working environment that maintains a culture of the highest level of integrity and professionalism. Making a difference in each county and community that we are privileged to serve

has to be the ultimate reward. That occurs in a number of ways: providing career opportunities, providing funds for homes and business development, involvement in civic and church activities, being a leader in charitable events, and increasing shareholder value. At the end of the day, it's all about making a difference. I realize that I am blessed to be a part of an organization that continues to strive to make a difference. I am humbled and thankful for the opportunity.

Tim Roberts

Being on the board at Community Bank has given me the unique opportunity to be somewhat involved in decisions that directly affect my investment. I own an insurance agency and we are involved in the community, but I have enjoyed gaining a different perspective on the benefits a bank brings to the table for places like Lexington.

Theresa Devlin

My biggest challenge in serving on the board has been my recent shift from board member to chairman of the board. This change, accompanied by the decrease in the board's number and the realization that the bank was almost 10 years old, encouraged me to reexamine the board's structure, committees and responsibilities, and recommend some changes for efficiency. As chairman, I have spent more time planning and strategizing with management and the board, studying the budget and actual results, and broadening my knowledge of the business of banking.

Tony Patton

Having been involved with Wilson Bank & Trust since its inception in 1987, we all have seen many changes and challenges in our industry. One of the current challenges that we all face is locating the type of talent that is a good fit for our particular organizations. We have been very fortunate to train and grow associates from within our bank. This provides depth and expertise as we continue to meet our goals for the future. Change is inevitable but a challenge offers an opportunity for continuous improvement.

We have all experienced numerous regulatory changes since 1987. We all adapt to those changes and move forward in an effort to bring more safety and soundness to our industry. I think the most apparent changes have been related to technology. There are so many products that we offer today that were not even thought of 28 years ago and are now the norm. Technology has become paramount relative to the operational side of the bank. It allows us to be so much more efficient, which translates to better service to our customer base.

We must all continue to have an open mind and be forward thinking as we look to the future and growth of our industry. We adapt to change and accept the challenges.

Tim Roberts

Our biggest current challenge is the economy of scale issue created by over-reaching regulation. We didn't help create the issues in the economy that eventually led to Dodd Frank and the CFPB, yet here we are spending money on regulatory compliance that we could be reinvesting in our communities.

I started on the board at Community Bank in April 2000. Since then, the most remarkable change in banking has been the advancement in technology. We went from a time of accepting counter checks to now accepting smart phone pictures of checks. It has been an exciting 15 years, and I look forward to meeting the challenges of the next decade and beyond. ■

What stands out to you as the biggest current challenge in serving on the board or the biggest change in the time you've served on the board?

INDEPENDENT BANKERS DIVISION CONVENTION PHOTO RECAP

November 19 & 20, 2015

Hilton Nashville Downtown, Nashville, TN



The Tennessee Bankers Association welcomed more than 150 bankers for the annual Independent Bankers Division Convention. Taking place at the Hilton Nashville Downtown on November 19 and 20, 2015, the convention covered current issues of interest to community banks, including cybersecurity, the future of banking, and staff recruitment and retention.

Dave Lieske, Military Warriors Support Foundation, spoke to attendees about the importance of helping wounded heroes' transition back to ordinary life. Through the Military Warriors Support Foundation, partnering banks provide wounded heroes 100 percent mortgage-free homes.

The convention also marked the end of Logan Hickman's term as chairman of the division. Hickman, Peoples Bank of the South, La Follette, turned the gavel over to Phillip Renfro, Community Bank, Lexington. ■



Jeff Pratt, Patrick Wredling, John Muse, and Jack Allen



Tom Tuck, Jim Vaughn, and Brent Heiskell



Economist and guest speaker Larry Chimerene

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Michael Davis and Jim Robinson



Jay England and Luke Buckley



Tom Molteni, Eddie Wiles, and Charlie Hicks



Tommy Bates and John Halliburton



Larry Higgins, Steve Shelton, Gordon Majors, and Hubert Moore



TBA president Colin Barrett and Jay Knight of sponsor NetGain Technologies



Speaker Anthony Burnett and Susan Taylor



Bryant Johnson, June Crowell, and Philip Calahan



Lee Moss and John Muse



Matt Graves, Jed Ravenholt, and Matt Daniels



Radford West and Paul Hackett



Michael Hagan and Jim England



Jack Allen and speaker Geri Forehand



Speaker Geri Forehand



Speaker David Leiske



Speaker Anthony Burnett



Speaker Richard Cook



Panel on staff recruitment and retention: John Barker, Gordon Majors, and Andy Nash

2015-2016 Independent Bankers Division Board of Directors

During the Independent Bankers Division Convention, delegates elected new officers and directors.

Completing their director terms were William Edwards, Mountain Commerce Bank, Knoxville; David Barnes, Bank of Frankewing, Frankewing; and Matt Daniels, Apex Bank, Camden. The Tennessee Bankers Association thanks them for their volunteer leadership.

Officers

- ***Chairman:** Phillip Renfroe, President/CEO, Community Bank, Lexington
- ***Chairman-elect:** Bill Yoder, President/CEO, Southern Community Bank, Tullahoma
- ***First Vice Chairman:** Kenneth V. Jones, President/CEO, Citizens Bank, New Tazewell
- ***Second Vice Chairman:** Matthew D. Daniels, President/CEO, Apex Bank, Camden
- ***Secretary/Treasurer:** Philip Calahan, President/CEO, Peoples Bank & Trust Company, Manchester

Directors

- Mark Holder**, Executive Vice President, TNBank, Oak Ridge (2016)
- ****Jim Robinson**, CEO, Heritage Bank & Trust, Columbia (2016)
- Wayne Minton**, President/CEO, The Bank of Milan, Milan (2016)
- Jack B. Allen**, President/CEO, Citizens National Bank, Athens (2017)
- Gay Dempsey**, CEO, Bank of Lincoln County, Fayetteville (2017)
- Wright Cox**, President, BankTennessee, Collierville (2017)
- ****Travis Edmondson**, CEO, Clayton Bank and Trust, Knoxville (2018)
- ****Scott Cocanougher**, President/CEO, First Community Bank of Bedford County, Shelbyville (2018)
- ****Jay England**, President/CEO, Decatur County Bank, Decaturville (2018)

Past Chairmen—Ex-Officio Directors

- Michael W. Hagan**, President/CEO, Reelfoot Bank, Union City (2016)
- Ted Williams**, President/CEO, TriStar Bank, Dickson (2017)
- W. Logan Hickman, Jr.**, Executive Vice President, Peoples Bank of the South, LaFollette (2018)

* *New officer members*

** *New board of director members*



Bill Yoder, Logan Hickman, Phillip Renfroe, Philip Calahan, Mark Holder, Gay Dempsey, Jim Robinson, and Jay England



Logan Hickman and Phillip Renfroe



Logan Hickman and Matt Daniels



David Barnes and Logan Hickman

Q&A

Graduate School of Banking at LSU Tennessee Trustees

John Jordan, Area President, The Community Bank of East Tennessee,
a Division of Southern Bank of Tennessee, Clinton

Robby Moore, Vice President, Bank of Perry County, Lobelville

Tell us about your role associated with the Graduate School of Banking at LSU.

JOHN: I have a long history with the school. I graduated from the school in 1978. I joined the faculty in 1983 to be a part of the team that taught Asset/Liability Management using the Olsen Model. In 1985, I began teaching a case in Small Business Lending. Two years later, I added to that role as a course coordinator for a senior level course in special lending topics. Currently, I am part of the BMSim Faculty as a simulation administrator. I have been privileged to serve as the Tennessee Trustee and am now serving as the past president of the school after serving as president from 2012-2014.

ROBBY: My role as a Trustee is being an ambassador for the university in the state of Tennessee. I try to give the best information to potential candidates to enable them to better their career and help their institutions by attending the Graduate School of Banking at LSU. With its long tradition in Tennessee and throughout the south-east in the banking industry, it is a great honor to play this role for the school.

Why do you feel passionate about volunteering your time and talents to GSB at LSU?

JOHN: The only way we can have a strong industry is through excellence in banker education. I know GSB at LSU fulfills that role. Since 1950, nearly 16,000 bankers across our 15

state region have graduated from GSB at LSU. These bankers have contributed to the growth and strength of our economy with the knowledge gained at GSB at LSU.

ROBBY: In my opinion, the Graduate School of Banking is the greatest return on investment that any bank or individual can make for the future of the bank or the advancement of the individual's career. As I often tweet when referring to the GSB, I use #TakeControlOfYourBankingFuture. I feel this hashtag says it all in how bankers can control the future of their institutions and their own banking careers. I've never had anyone tell me that they were not glad that they made the decision to attend the school; however, I have had many express that it was a stepping stone to taking their careers to a new level.

Why should a banker consider attending Graduate School of Banking at LSU? And why should executives consider sending a member of their team to GSB at LSU?

JOHN: A banker must attend GSB at LSU if he or she is to achieve personal growth and development within their bank and the banking industry.

Banking executives must manage their bank's succession plan and sending bankers to GSB at LSU is the best way to insure the best plan.

ROBBY: For 63 years, the GSB at LSU has set the standard in molding future bank leaders, executives, and community

leaders for our state and country. So many of our banking institutions in the state of Tennessee have executive managers that are graduates of the school. This proven record is why it is so vital for Tennessee banks to continue to build the strength of their future leaders and executive management through giving them the resources and tools to perform at a high level.

Faculty is the most valuable asset of any school. What can you tell us about the faculty of GSB at LSU?

JOHN: The 55 members of the faculty are a mix of one-third bankers, one-third educators, and one-third consultants. This mix gives our faculty a very diverse base of knowledge and background. Dr. Don Woodland and the board work to ensure the course offerings are applicable to the current banking environment and the very best teachers found to teach those courses. The faculty understands that the courses must be relevant to banking education today.

ROBBY: The GSB does an excellent job of taking a banker from being specific at whatever they do in the bank (loan officer, IT department, compliance, etc.) to a generalist where they have an understanding of the overall function of the bank. This is taking a person from knowing only one aspect of banking to having a working knowledge of all aspects of the bank. With this they are more productive in

their career and more profitable for the bank.

Tennessee has seen an increase in its percentage of GSB students the last several years. What do you attribute this to?

JOHN: Tennessee has a long history in supporting the school. I would like to think the Great Recession had a smaller impact on Tennessee than neighboring states due, in part, to the large number of bankers throughout the state who graduated from GSB at LSU. As we have moved beyond that time, banks in Tennessee have sent proportionally more bankers to the school due to our quicker financial recovery.

ROBBY: With so many executives in Tennessee banks being graduates over the last 63 years, it has a proven track record of providing top quality education to the next generation of



Robby Moore and John Jordan sat down with TBA to discuss the benefits of attending the Graduate School of Banking at LSU.

executives for our state's banking industry. I feel this is one of the many reasons Tennessee has played a greater role in the Graduate School of Banking. Plus TBA's

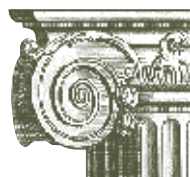
strong relationship with its members has helped further the importance of the school to our state's banking future. ■

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The Southeastern School of Consumer CreditSM

Discounted Tuition Deadline Is February 8, 2016



Established in 1987, *The Southeastern School of Consumer CreditSM* (TSSCC) is a part of the highly respected group of Southeastern Schools sponsored by the Tennessee Bankers Association in conjunction with three other state bankers associations. The program's many graduates are a testament to the real-world benefits gained by attending and then using the information presented. Invest in your bank's future by enrolling in this year's session.

The school opens on Sunday, March 6, and continues until Friday, March 11. It will take place at the TBA Barrett Training Center in Nashville.

Developed in cooperation with the American Bankers Association, industry experts, and TSSCC's board of trustees, the curriculum incorporates over 28 hours of classroom instruction in 13 courses arranged into five course clusters: Trends in Banking, Retail Credit Analysis and Underwriting, The Lending Process, Asset Management, and Managing Changes in Regulatory Compliance.

The curriculum addresses the managerial aspect of consumer lending operations, especially how the bank's loan portfolio can increase profitability and improve competitive positions. It also emphasizes the development of both administrative and human relations skills to equip the student to manage bank assets and meet customers' financial needs.

For more information about TSSCC, including admissions and tuition information, please visit www.TNBankers.org/education/southeastern_schools or contact Susan Taylor, CMP, at staylor@TNBankers.org or 615-244-4871 or 800-964-5525. ■

Faculty



Boling

Ronnie L. Boling, Financial Services Consultant, Brentwood, TN
Loan Policy Administration; Application Generation and Credit Investigation; Loan Pricing, Structuring, and Documentation; Loan Closing and Practical Application of the Lending Process



Comer

Michael G. Comer, Executive Vice President/Chief Operating Officer, Citizens National Bank, Sevierville, TN
Relationship Management/Sales and Services



Edwards

Connie Edwards, CRCM, President, Banc Compliance Group, LLC, Franklin, TN
Regulatory Compliance and Fair Lending



Holland

Craig Holland, Williamson County President, First Farmers and Merchants Bank, Franklin, TN
Retail Credit Analysis and Underwriting; Relationship Management/Sales and Services



Drake

Frank Drake, Partner, Smith Debnam Narron Drake Saintsing & Myers LLP, Raleigh, NC
Collection Management and Credit Counseling; Role Play; Consumer Bankruptcy



Payne

Thomas H. Payne, PhD, Dean, College of Business, Tennessee Technological University, Cookeville, TN
Evolving Trends in Retail Banking



2015-2016 Board of Trustees

Chairman: Gary Whitaker, Executive Vice President/Senior Lender, Wilson Bank & Trust, Lebanon

Vice Chairman: Jeff Lewis, City President, FirstBank, Lexington

Past Chairman: Terry M. Todd, Market Executive Chattanooga/Dalton, FSG Bank, N.A., Chattanooga

Trustees

James S. England, President, Decatur County Bank, Decaturville

Matthew Converse, President/Chief Executive Officer, Sevier County Bank, Sevierville

Gregory K. Johnson, Senior Vice President, Citizens Tri-County Bank, Dunlap

Chuck Sisson, City President, Centennial Bank, McKenzie

Laura Blackburn, Senior Vice President/Chief Credit Officer, Volunteer State Bank, Portland

Leadership Luncheons Photo Recap

Jackson, Memphis, Chattanooga, Johnson City, Knoxville, Cookeville, Nashville

Thank you to our sponsors



The Tennessee Bankers Association's Young Bankers Division crossed the Volunteer State in late October and early November for their annual Leadership Luncheons.

These seven luncheons, sponsored by Alexander Thompson Arnold CPAs, welcomed more than 170 banking professionals and influential local legislators for networking and advocacy opportunities.

YB Division officers, Bo Blanken, Citizens Bank and Trust Company of Grainger County, Rutledge; Chris Schlueter, FirstBank, Nashville; and Michelle Bing, Reelfoot Bank, Union City, spoke to the groups in their respective regions, highlighting the value that engagement with the TBA and Young Bankers Division can bring to bankers' careers, including developing broader and stronger peer networks.

The statewide tour launched in West Tennessee with meetings in Jackson and Memphis, before covering Middle and East Tennessee with luncheons in Chattanooga, Johnson City, Knoxville, Cookeville, and Nashville. The Jackson meeting was addressed by former State Representative Leigh Rosser Wilburn, who represented Fayette, McNairy, and parts of Hardeman counties before resigning in December 2015. Memphis

participants enjoyed an interactive discussion with Representative Steve McManus, Chair of the House Committee on Insurance and Banking. McManus stressed the value that an individual with financial services background can bring to elected office, with the primary constitutional power of the General Assembly being the appropriation of funds of the state treasury.



Former Representative Leigh Rosser Wilburn (center) gathered with TBA Young Bankers board members Andy Collins, Danielle Williams, Michelle Bing, and Melanie Luckey in Jackson.



Attendees of the Jackson luncheon enjoyed lunch at FlatIron Grille before Representative Wilburn's presentation.



In Chattanooga, participants heard from Representative Gerald McCormick, Majority Leader of the House of Representatives. Leader McCormick talked to the group about the importance of building a relationship with your local elected official so that they can best represent your community.

Week two of Leadership Luncheons began in the Tri-Cities with a luncheon in Johnson City featuring Representative Matthew Hill. In Knoxville, attendees heard from

Senator Doug Overbey, who represents State Senate District 2—encompassing Blount and parts of Sevier County—along with Representative Dale Carr of Sevier County. The legislators spoke of the value of participating in a trade group, such as TBA, and issues including preventing financial elder abuse and the importance of financial literacy. Cookeville attendees were addressed by Representative Cameron Sexton, who discussed the budget surplus and how it might be allocated.

The 2015 luncheons concluded in

Nashville with guest speaker Representative William Lamberth, Portland. As chair of the House Criminal Justice Committee, Lamberth spoke of some of the legislative priorities he faces in that committee.

The Tennessee Bankers Association is proud of its long history of an engaged Young Bankers Division, and the strong turnout for luncheons across the state is evidence of the bright future for not just the division, but the Tennessee banking industry as a whole. ■



Chairman Steve McManus and Young Bankers Division vice-chairman Michelle Bing, in Memphis.



Catherine Duncan, Nick Brignole, and Larry Neal meet at the Memphis luncheon.



House Majority Leader, Representative Gerald McCormick, was the guest speaker at the Chattanooga luncheon.



Attendees from CapitalMark Bank & Trust and Citizens Tri-County Bank at Hennen's for the Chattanooga luncheon.



ServisFirst Bank's Andrew Barrett and Tom Mastin from FirstBank



Drew Holbrook from Citizens National Bank with TBA Young Bankers Division chairman-elect Chris Schlueter in Chattanooga.



Sarah Russell, Bo Blanken and Casey Sivert in Johnson City.



Attendees of the Johnson City leadership luncheon met with Representative Matthew Hill at the Carnegie Hotel.



TBA Chairman David Verble and Senator Doug Overbey visit at the Knoxville luncheon.



Young Bankers chairman Bo Blanken with TNBank's Natasha Bohannon and Young Bankers director Josh Lane in Knoxville.

2016 DAY ON THE HILL

The Day on the Hill program, sponsored by the TBA Young Bankers Division, introduces future leaders from banks across the state to the legislative process. Participants will hear from members of the General Assembly and the TBA government relations team about Tennessee's legislative process. Bankers also will observe committee meetings and floor sessions before having an opportunity to call on their own legislators.

TUESDAY, MARCH 8, 2016

Breakfast/Registration: 8:30 am

Program: 9:00 am – 3:00 pm

Registration: \$40

Contact Stacey Langford
at slangford@TNBankers.org
for more information or to register.



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Employees of American Trust Bank in East Tennessee came to Knoxville for the TBA luncheon featuring Representative Dale Carr and Senator Doug Overbey (pictured right).



Young Bankers chairman Bo Blanken, Representative Cameron Sexton, and Young Banker directors Johnathan West and Sam Short at the Cookeville luncheon.



Crawdaddy's was the location of the Cookeville luncheon.



Jack Mathis from sponsor Alexander Thompson Arnold PLLC and Young Banker director Luke Buckley at the Nashville leadership luncheon.



Representative William Lamberth addresses the group at the Nashville luncheon.

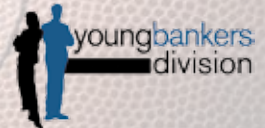
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BAKER DONELSON



Ryan Parnell, Robby Moore, Matt Richey, Stacey Langford, Chris Schlueter, Colin Barrett, Andy Collins, Leton Harding, Marty Smith, Michael Griffith, and Steve Eisen from sponsor Baker Donelson attend the Titans versus Raiders tailgate in Nashville.



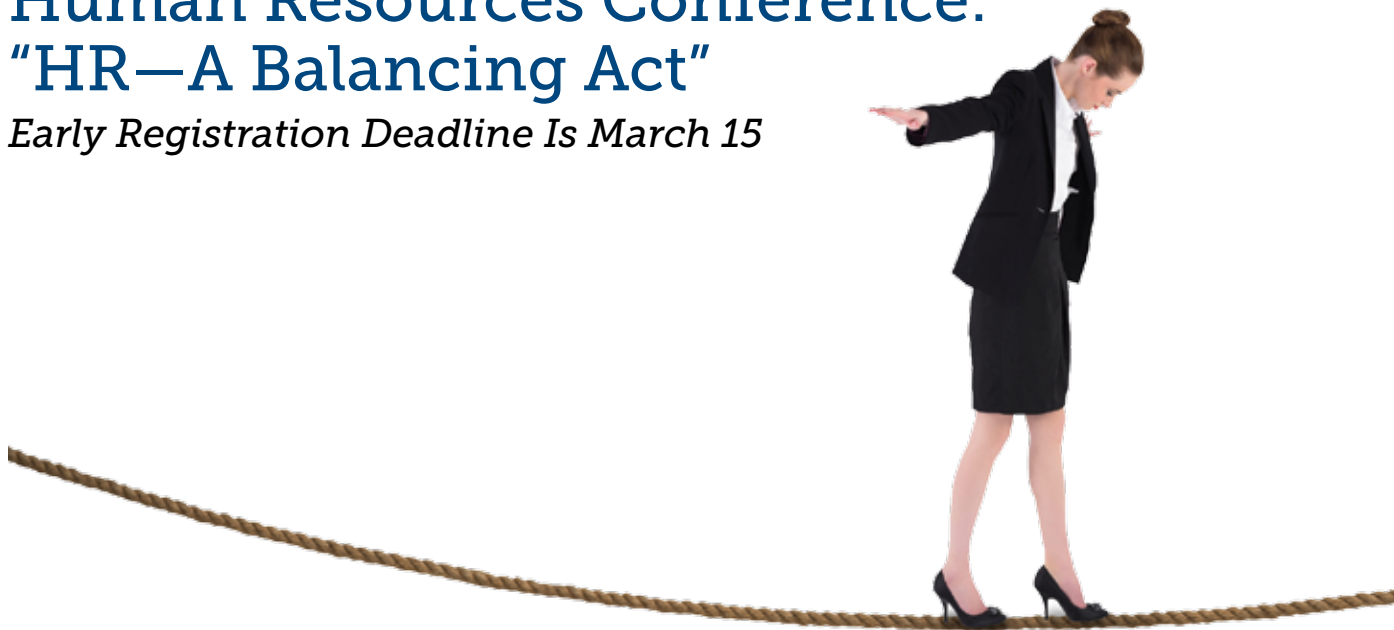
Bridget Wooden, Devin Ralston, Bill Thompson (host SouthEast Bank), Stacey Langford, John Arnold (host SouthEast Bank), Ryan Swift, and Mitzi Hankins attend the Tennessee versus Arkansas tailgate in Knoxville.



Stacey Langford, Andrew Barrett, Julie Barrett, and Brad Barrett posing for a picture at the Tennessee tailgate in Knoxville.

Human Resources Conference: "HR—A Balancing Act"

Early Registration Deadline Is March 15



For a financial institution, a human resources department plays an active role in almost every area of the company. HR personnel balance many objectives to keep the company strong, successful, and functional.

They develop plans and strategies for hiring a candidate that will best fit the business' culture.

They encourage staff to reach to their potential and offer guidance to help bring about improvement.

They also provide training opportunities to employees so they can develop or sharpen skills, allowing for professional and personal growth.

The Human Resources Conference offers HR professionals and support staff, branch managers, and supervisory personnel their opportunity to continue their education and network with peers.

The "HR – A Balancing Act"-themed conference will take place March 29 and 30, the Embassy Suites Conference Center in Murfreesboro.

Attendees will learn from a variety of speakers on how to juggle the numerous challenges that face HR personnel on a daily basis. For

continued on next page

2015-2016 Human Resources Committee

Chairman: Sandra K. Phillips, Assistant Vice President-Customer Service Manager/Executive Administrative Assistant/Annuities Representative, Peoples Bank & Trust Company, Manchester

Bonnie Autry, Vice President/Human Resources Director, Carroll Bank and Trust, Huntingdon

Stacie Caraway, Attorney, Miller & Martin, PLLC, Chattanooga

Michelle Davis, Vice President/Human Resources Director, Southern Heritage Bank, Cleveland

Ted Frizen, Insurance/Employment Benefit Specialist, Financial PSI, Knoxville

Amy Harrison, SPHR, Assistant Vice President/Human Resources, Greeneville Federal Bank, FSB, Greeneville

H. Mark Justice, Executive Vice President, Progressive Savings Bank, Jamestown

Renee Morris, Senior Vice President/Human Resources Director, Centennial Bank, Trezevant

Catherine Nave, Vice President/Human Resources Director, Tennessee State Bank, Pigeon Forge

Jennifer Nunley, Executive Vice President/Chief Operations Officer, Security Bank, Dyersburg

Maliea Oakley, Senior Vice President, First Freedom Bank, Lebanon

Jeremy Price, Vice President, Human Resources/Marketing Director, American Trust Bank of East Tennessee, Knoxville

Kara Shea, Member, Butler Snow LLP, Nashville

C. Eric Stevens, Shareholder, Littler Mendelson, PC, Nashville

Tammy Tigner, Assistant Vice President/Human Resources/Operations, Merchants & Planters Bank, Bolivar

Anne Vance, Vice President-Human Resources/Marketing, First National Bank of Middle Tennessee, McMinnville

M. Kim Vance, Shareholder, Baker, Donelson, Bearman, Caldwell, & Berkowitz, PC, Nashville

Registration Fees

Registrations received in the TBA office by the close of business on March 15 qualify for early registration fees of \$375 for TBA members and associate members and \$750 for nonmembers. After March 15, fees increase by \$30.

All day-of-program registrants will be assessed an additional \$50 late registration fee, no exceptions.

Participation in TBA programs is limited to members, associate members, and nonmembers from an eligible membership category. ■

Hotel Information

The Embassy Suites Hotel & Conference Center in Murfreesboro will host the Human Resource Conference. TBA has arranged for a limited number of rooms at a special group rate of \$144 single/double.

Monday, March 7 is the deadline to reserve your accommodations at the special rate. When the allotted room block is sold out, room rates return to standard prices on a space-available basis, even if it is before the March 7 deadline. Please make your arrangements early to assure you receive the TBA special group rate.

Call the Embassy Suites at 615-890-4464 to make your reservations and be sure to specify that you are attending the Tennessee Banker Association's Human Resources Conference. ■



The Embassy Suites Hotel & Conference Center in Murfreesboro

example, Margaret N. Morford, The HR Edge, Inc, will navigate audience members through the multi-generational workplace, and M. Kim Vance, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, will walk attendees

on the tightrope of dismissing an employee over social media posts.

For more information or to register, visit the TBA website at www.TN-Bankers.org/calendar and navigate to the Human Resources Conference. The

program brochure will be available January 2016.

If you have questions about the HR Conference, please contact Susan Taylor, CMP, at staylor@TNBankers.org or 615-244-4871 or 800-964-5525. ■

Tackle your professional challenges together



Highly popular, TBA's peer forum programs are available exclusively for bankers working in specific fields, and give attendees an opportunity to learn through moderated peer exchange in a small group setting.

Contact Debbie Brickles
at dbrickles@TNBankers.org
for more information



PROGRAMS

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- CEO Forums
- CFO/Controller Forums
- IT/Operations/Information Security Officer Forums
- Retail Banking Officer Forums
- Senior Compliance Officer Forums
- Senior Human Resources Forums
- Senior Lender Forums
- Senior Bank Marketing Director Series



How Regulation Is Changing the Value of Public Funds for Tennessee's Community Banks

By David Still, Regional Director, Promontory Interfinancial Network, LLC



Promontory recently published a white paper about how shifting factors in the banking industry are making public fund deposits more available to community banks. The paper notes that now is a time when many government finance officers are considering shifting investments out of money market funds into bank deposits. It also notes that many of the nation's largest banks do not want public fund deposits, as new regulations raise the cost of public unit deposits to large banks (but not to smaller and mid-sized banks).

Here's an overview of what's happening at the Federal level:

- The Liquidity Coverage Ratio (LCR) is making public funds more expensive for large banks. The largest banks (banks with assets of \$50 billion or more) hold more than half of the country's public deposits. Basel III's introduction of the LCR applies a 40 percent run-off rate to public funds at these largest banks, making them more likely to forego public fund deposits. With less competition from the nation's largest players, these deposits may become more accessible and more affordable for community banks looking for inexpensive funding.

- Changes to money market fund (MMF) rules are limiting where public funds can go. By the middle of 2016, changes to the rules that determine how prime MMFs calcu-

About Promontory Interfinancial Network

Promontory is the leading provider of FDIC-insured deposit placement services. Their services include Insured Cash Sweep, CDARS, IND, and Yankee Sweep, which enable banks and other financial institutions to build strong, multi-million-dollar

relationships; replace higher-cost deposits; reduce collateralization; and purchase cost-effective funding.

For more information about Promontory and its services, visit promnetwork.com or contact David Still at 866-776-6426 ext. 3439. ■

late net asset value (NAV) will make it impossible for public funds to invest in prime MMFs. The general consensus is that this ruling will also apply to local government investment pools (LGIPs), either forcing LGIPs to invest in fully secure investments (e.g., Treasuries) or operate with a floating NAV. The change is likely to either reduce the yield from LGIPs or eliminate them as an investment option for public funds, giving community banks a better chance to compete for these funds—possibly without rate competition from large banks if they sit on the sidelines, as many expect.

So what does this mean for banks in Tennessee?

Tennessee state law requires that governmental entities maintain protection on all public funds, and community banks are well-positioned to provide this protection, potentially at a lower cost than in the past.

Increased availability of public deposits, reduced price competition for

these funds from large banks, and fewer alternatives for government finance officers may provide an opportunity to community banks in Tennessee to access and make use of these funds at a time when overall funding costs are expected to rise and competition for deposits increases.

The new value of public funds could have benefits for the community, as well as community banks. Typically, community banks have been the leading source of small business lending in the United States, and as more deposits from governmental entities throughout Tennessee are funneled into community banks in the state, this could substantially increase the funds available for local lending.

To grab hold of this potential opportunity, community banks may want to revise their perception of public deposits. What has appeared as a mixed blessing may be a key to community banks thriving. ■



Is HMDA the new TRID?

By Victoria Stephen, Compliance Specialist, Compliance Alliance



COMPLIANCE
ALLIANCE

The Consumer Financial Protection Bureau recently released its long-awaited final rule amending Regulation C, which implements the Home Mortgage Disclosure Act. The new rule significantly expands HMDA data collection and reporting requirements, adding 25 new data points and altering 14 others.

The Dodd Frank Act, in part, granted the CFPB its authority to alter the scope of HMDA data reporting and coverage. The CFPB contends that these changes provide a more thorough analysis of lending practices that will help detect red lining, disparate impact, and other fair lending violations.

Most of the rule will not take effect until Jan. 1, 2018, which means that lenders will not have to actually report the new data until March 1, 2019. The two-year implementation period hardly eases lender concerns, though, especially in light of the recent TILA-RESPA Integrated Disclosure rules that finally took effect Oct. 3 of last year.

Like TRID, the new HMDA rule requires significant loan operating system upgrades that will likely be much more of a challenge to put into practice than currently expected.

The CFPB submitted to industry concerns and included a one-year extension in the final rule, but the timing of this addition is important. As TRID information is part of what is to be reported under the new rule, the longer lenders take advantage of the TRID grace period, the less time they will have to make use of the HMDA extension.

About the Author

Victoria E. Stephen serves as a Compliance Specialist for Compliance Alliance. While receiving her bachelor of business administration in banking finance from the McCombs School of Business, Victoria worked in deposit and lending services. Victoria con-

tinued her interest in finance at the University of Texas School of Law by focusing on secured transactions, corporate tax and the UCC. Victoria is part of the C/A hotline team, who assist members with a broad range of regulatory and compliance inquiries. ■

Further, the final rule requires quarterly reporting beginning in 2020 for lenders that report at least 60,000 applications and covered loans in the preceding year.

The bureau attempted to ease some of this regulatory burden by limiting the scope of institutions covered, but the weight lifted from qualifying institutions will be more than borne by the small institutions that fail to meet the exemption threshold.

Starting in 2018, institutions are not required to report if they originated fewer than 25 covered closed-end mortgage loans or 100 covered open-end lines of credit in each of the two preceding calendar years.

Although the CFPB estimates that this new threshold will reduce the number of banks and credit unions required to report data by more than 20 percent, the final rule adds a new load to many already-struggling community banks in exchange.

The overall compliance costs are estimated to be more than \$1.2 million for some institutions, and come at a time when resources are already taxed coming into compliance with TRID. This undoubtedly raises the question in many lenders' minds whether the new rules will ultimately work to improve or restrict

access to credit in local communities.

If these concerns weren't enough, the bureau has yet to decide whether this new slew of information will be available to the public. Just some of the new data required to be reported is the property's address and value, and whether the applicant's ethnicity, race and sex were collected by visual observation or last name. As of yet, the CFPB has only said it will use a "balancing test" to determine if any of the data should be modified prior to public disclosure.

In light of the vendor-driven issues that arose with TRID, it is imperative that lenders take a hands-on approach to implementation of the new rule early on. As many painfully experienced in the development of the integrated disclosures, taking a wait-and-see approach is unlikely to pay off, and applying the new 797-page regulation is sure to be even more of a challenge than anticipated.

Despite still being submerged in Loan Estimates and Closing Disclosures, banks need to begin assessing current data collection capacity, identifying affected processes, and staffing and mitigating potential fair lending issues now. ■



4 Reasons your bank's data may be inadequate for CECL

By Emily Bogan, Senior Risk Management Consultant, Sageworks

Got data? That is likely one of the biggest questions financial institutions will face once FASB finalizes its guidance for transitioning from an incurred credit loss model to an expected credit loss model.

The current expected credit loss model, known as CECL, could mean gathering and computing up to 1,000 times more data, based on comparisons of what data is needed now for calculating the allowance for loan and lease losses versus what data is anticipated to be essential under the new model.

And while many financial institutions may believe they're already collecting sufficient data to smooth the transition, industry experts warn that some data practices may fall short. The actual specific data needs won't be known until the CECL proposal is finalized, but in general, more data will be better, and loan-level data over time is key, according to Tim McPeak, senior risk management consultant at Sageworks.

Financial institutions will have some time before having to implement CECL, but the time to review data collection practices and plans is now if financial institutions expect to prepare for changes that will be needed in the transition. Here are four ways that the data currently tracked by banks may be inadequate when it comes to being prepared for CECL.

1. It's incomplete

Calculating the ALLL under CECL will mean potentially estimating expected losses for the life of the loan, implying that financial institutions are able to review historical data on losses for many types of their loans

over many periods. For an institution now aggregating charge-offs and recoveries quarterly, this loan-level focus will mean a substantial increase in the loss data required. Other new data needed will include risk ratings by individual loan, individual loan balances, and individual loan segmentation. While some community banks lack the systems and data processing staff that bigger banks may use to capture this historical data, experts recommend that they take steps now to gather it, even if it means hiring accounting interns to comb through call reports and spreadsheets.

2. It's not easily available

Even now, gathering data needed to calculate the ALLL is one of the biggest challenges for financial institutions. Many institutions must gather data from disconnected sources or spreadsheets, and doing so can be labor-intensive and time consuming without an automated system. Under CECL, banks will need access to a lot of historical information—all at the loan level. Financial institutions storing such information in PDF form or across bank systems can be caught by surprise if they don't get that data into a usable, accessible format. For example, using a financial institution's core system to capture and store loan-level detail is limited by the fact that most core systems go back up to only about 13 months.

3. It's unreliable

Accurate data is the central building block of a defensible ALLL calculation, so accurate historical loan-level detail will help prevent future subjectivity. However, policies by which data is gathered can vary from person to person, department to department, and

About the Author

Emily Bogan is a senior risk management consultant at Sageworks, where she provides guidance to financial institutions surrounding the ALLL calculation. ■

About Sageworks

Sageworks portfolio management solutions help institutions book loans faster, increase both transparency and consistency within the portfolio and improve examiner relationships. Learn more at www.sageworksanalyst.com. ■



institution to institution. Without a roadmap to identify and gather data, how confident can the bank be that it is accurate?

4. Governance and accountability is lacking

If separate departments develop their own roadmaps for compiling data, the institution can end up with a mish-mash of information. Even subtle differences, such as how loan segmentations are labeled or how figures may be truncated, could cause significant hurdles when it comes time to use the data accurately. It's important to have clear lines of oversight for defining data fields and gathering that data.

Asking your financial institution whether your data sources are complete, available, reliable and properly governed can help identify areas of focus as the bank prepares for life under the CECL model. ■



2015 YEAR IN REVIEW

CELEBRATING 125 YEARS

The banking industry has witnessed its share of changes in the last 125 years, but the Tennessee Bankers Association's purpose has remained the same.

As in 1890, TBA proudly represents the unified voice of the Tennessee banking industry and remains dedicated to the success of our members.

*"...we now...convene with the intent of forming
an association through which we can formulate
and maintain, through voice and influence,
the modern and essential principles of banking and financiering;
make common ownership of the benefits derived from varied experience,
and enjoy each other's society for our mutual pleasure."*

Colonel R. Dudley Frayser (1890)
Welcoming remarks to the inaugural
Tennessee Bankers Association convention



State Advocacy

TBA's government relations team is trusted, respected, and dedicated to promoting and preserving the pro-banking environment in Tennessee that the industry has achieved over the years.

TBA saw continued legislative success in 2015 with the passing of all the bills we supported, and we spent significant time working to defeat legislation that would have a negative impact on the banking industry.

Our efforts included:

- clarifying requirements for records maintained by notaries public
- limiting the scope of who is subject to new disclosure and reporting requirements for the processing of payment card transactions
- establishing requirements for Transportation Network Companies like Uber and Lyft and protecting banks' interest in vehicles when used by TNC drivers
- deferring efforts to allow local governments to enter the lending business by making loans for energy efficient improvements to homes that would have priority status over first lien mortgages



Representative Pat Marsh, First Commerce Bank's Bill Marsh, and ServisFirst's Steve Shelton at the TBA Legislative Reception in February

TBA BankPac

BankPac continues to reach new milestones and reigns as one of the top-contributing business PACs in the state. Its success is possible thanks to the generous support of TBA's member banks and associate members. In 2013, BankPac crossed the \$200,000 milestone for the first time, and that level of giving has sustained the last two years. Most notably, engagement is up as the percentage of members contributing has also grown, with 55 percent of member banks contributing in 2015.



\$200,000⁺

RAISED IN 2015 BY 55% OF MEMBER BANKS

Federal Advocacy

Regulatory relief for Tennessee banks is a priority for the Association, and TBA is committed to representing the voice of Tennessee banking in Washington. However, we know that nothing has a greater impact than Tennessee bank executives taking time to travel to D.C. and share specific, real-life examples of how regulations are negatively affecting your ability to help your community thrive. TBA traveled with bankers to D.C. four times this year. We added a fall trip, where TBA staff



Senator Bob Corker speaks to TBA's Washington Conference group in May.



Federal Advocacy, continued

and a banker from each Congressional district met with every one of Tennessee's 11-member delegation. TBA further facilitated strong relationships with the delegation through regular communication with their banking teams and continuing to host in-district roundtables where local bankers address specific needs with their Congressman.

Over half of TN's Congressional delegation signed onto HR 1233, the CLEAR Act (seven TN cosponsors), and HR 1941, Exam Fairness (six TN cosponsors). There was also TN support for TBA-supported bills such as HR 2896, which allows regulatory agencies to tailor regulations to a bank's business model, HR 1389, which establishes a process for making "rural designations," and HR 766, which would roll back Operation Choke Point.

We sent comment letters to the NCUA opposing the agency's proposed rule to expand member business lending and to the FDIC opposing how reciprocal deposits are treated under the agency's proposed deposit insurance assessment system. TBA's Independent Bankers Division sent the credit union study to every bank in Tennessee, as well as our state and federal elected leaders.

Professional Development

One of TBA's top priorities is to remain the leading provider of high-quality, cost-effective professional development training for banks. TBA closely tracks learning trends and membership needs, specifically in the area of peer-to-peer learning and on-line delivery channels. TBA now hosts eight job-specific Forums and two asset-size roundtable sessions, and added peer exchange roundtables to enhance conference programming. TBA continues to expand the variety of education webinars and successfully webcast live TBA training sessions.

Compliance Solutions

TBA recognizes the tremendous compliance burden on Tennessee banks and remains dedicated to finding solutions to alleviate those pressures. TBA increased the number of live and online training programs focused on regulatory changes. These events included the 5th annual TBA Compliance Conference in October, which drew 150 attendees, and a spring workshop on the integrated disclosures that reached sold-out status in two regional locations.

TBA brought members a comprehensive resource that addresses the regulatory challenges facing our members. Compliance Alliance, a company jointly owned by 24 state bankers associations including TBA, provides real-time solutions to regulatory concerns and is a valuable resource to every department of the bank.



Senator Lamar Alexander with the TBA group that traveled to Washington D.C. earlier this fall



Graduates of this year's Southeastern School of Banking



**COMPLIANCE
ALLIANCE**

A new resource offered by TBA which provides real-time solutions to regulatory concerns. It is jointly owned by 24 state bankers associations, including TBA.

continued on next page



Giving Back

Through the TBA Young Bankers Division's Personal Economics Program, Tennessee bankers reached 62,000 individuals in classrooms and civic groups with messages of financial literacy in the 2014/2015 PEP year.

An additional 15,000 students were reached in the 2014/2015 school year by bank sponsorships of the EverFi financial literacy platform in Tennessee high schools and middle schools. This platform is used in 70 percent of high schools statewide to help students meet financial literacy graduation requirements.



Outstanding PEP Banker Judi Molla, Citizens National Bank, Sevierville, with Charles Kown and Charles Morris of ceremony sponsor, First National Banker's Bank

By the Numbers

5,450+ REGISTRATIONS TO
TBA LIVE EDUCATIONAL
PROGRAMS

4 TRIPS TO WASHINGTON BY MEMBERS OF
TBA'S GOVERNMENT RELATIONS TEAM TO
ADVOCATE FOR REGULATORY RELIEF

77 BANKERS TRAVEL
TO D.C. FOR THE
TBA WASHINGTON
CONFERENCE

510 ATTENDEES AT
TBA'S 2015 CREDIT
CONFERENCE

1,931 REGISTRATIONS TO
TBA WEBINARS OVER
THE LAST 12 MONTHS

149 WEBINARS
OFFERED
IN 2015

600 ATTENDEES
AT THE 125TH
ANNUAL
MEETING

From the "This Week" Headlines

- TBA Embarks on 125th Anniversary Year
- Credit Conference Features Inky Johnson as Luncheon Keynote
- Amos Celebrates 30 Years with TBA
- TBA Hosts Corker's Banking Team in Nashville
- Strategic Tech Conference Features Top Industry Speakers; Sold-Out Trade Hall
- Notary Public Legislation Passes House; Sent to Governor for Signature
- TBA BankPac Raises \$100,000 in First Quarter; Sets New Record
- Tennessee Congressmen Cosponsor Exam Fairness Legislation
- New TBA Program Helps Banks Combat Compliance Burden
- Annual Meeting at The Greenbrier Celebrates 125 Years
- David Verble Installed as 2015-2016 TBA Chairman
- Four Bankers Honored as Leaders in Banking Excellence
- TBA to NCUA: Expanding CU Business Lending is Regulatory Overstep
- Barrett: Bring Reg Relief Bill to the Senate Floor
- Financial PSI Endorsed by North Carolina Bankers Association
- Barrett Urges Congressmen to Oppose Fed Dividend Proposal



Welcome New Associate Members

The following companies have joined the Tennessee Bankers Association as associate members since the last publication. TBA's associate members deliver valuable products and services that help Tennessee's financial institutions serve their customers. In addition, they provide considerable support to TBA efforts and

programs. You will find a complete list of TBA associate members on the TBA website at www.TNBankers.org/associates/ or in a special section of the 2015-2016 Bankers Directory. If you have questions about associate membership, please contact Stacey Langford at slangford@TNBankers.org. ■

CONSULTANTS

Charleston, S.C.

SIB Fixed Cost Reduction

796 Meeting St. Phone: 843-576-3642
29403-3120
www.aboutsib.com
Contact: Al Rush – al@aboutsib.com

SIB is a cost reduction-consulting firm with a proven track record of saving money for companies in a variety of industries. Through expert analysis, SIB will discover if businesses are overpaying on their monthly bills. SIB has a 98 percent success rate when it comes to finding savings for their clients. Once savings are found and implemented, SIB shares in those savings with the client. The result is a win-win situation—no budgeting is needed, there are no up-front costs, and a fee is only due if savings are found. In other words, an SIB review always pays for itself.

INFORMATION TECHNOLOGY

Franklin, Tenn.

TekLinks

512 Autumn Springs Ct, Ste. E Phone: 615-503-0437
37067-2547
www.teklinks.com
Contact: James Farley – jfarley@TekLinks.com

TekLinks is the Southeast's leading provider of Managed IT and Cloud Services. TekLinks Managed and Cloud Services adhere to industry-leading best practices and compliance-driven operational standards. They pride themselves on the combination of assurances and certifications the company has received from independent governance and compliance organizations. TekLinks is ISO 20000 certified and annually conducts an independent third party SSAE16 SOC1 Type II and AT 101 SOC2 Type II audit engagement. Both audits provide assurance that their controls are operating effectively

to meet the objectives. The SOC1 includes onsite testing of our IT General Controls at all Data Center locations. The SOC2 includes onsite testing of the standard Trust Principles (TSP 100) for security, privacy, confidentiality and availability of information that is stored in their Managed and Cloud Systems.

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Chattanooga, Tenn.

First Protective

409 Harper St. Phone: 423-488-6609
37405-3818
www.firstprotective.com
Contact: Kelli Sanders – kelli@firstprotective.com

First Protective is a multi-discipline financial services firm specializing in risk management and bank distribution. Many firms can provide access to insurance products and clear trades, but they specialize in helping banks find new way to create vital noninterest revenue and protect their client from other advisors.

LENDING

Brentwood, Tenn.

Marcus & Millichap Capital Corporation

6 Cadillac Dr., Ste. 100 Phone: 615-997-2863
37027-5080
www.mmcapcorp.com
Contact: David H. Johnson – david.johnson@ccim.net

This is the lending arm of Marcus & Millichap, with 150 nationwide commercial mortgage brokers originating \$3.4 billion in loans through 300 lenders in 2014.

continued on next page

MARKETING

Waterloo, Iowa

VGM FORBIN

PO Box 2817

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4026 Alexandra Dr.

Phone: 404-518-1031

50702-6118

Fax: 877-389-8420

www.FORBIN.com

Contact: Gardel Buissereth – gardelb@forbin.com

VGM Forbin specializes in banking and has provided website solutions and digital marketing plans for thousands of clients for more than 20 years. Their services are all inclusive, including websites, social media marketing, digital marketing, app development, and all other web-based services.

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48307-2098

Fax: 248-659-1810

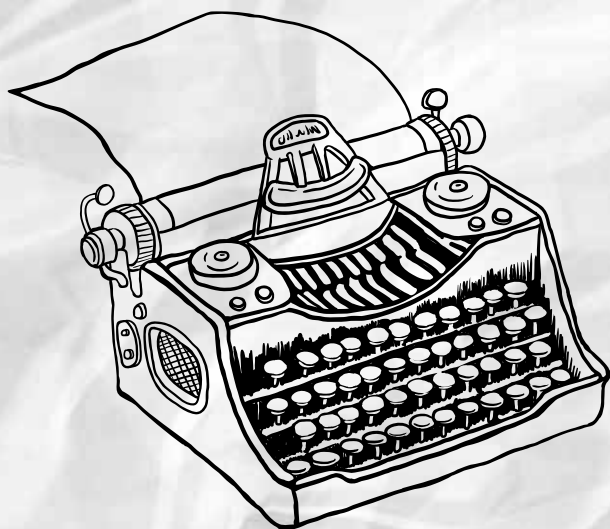
www.asgteam.com

Contact: John Radebaugh – jradebaugh@asgteam.com

Angott Search Group opened in 1981 with the goal of positively impacting companies and enhancing careers with a business approach that embodies the principles of honesty, integrity, and professionalism. It is this belief coupled with their mission that made Angott Search Group one of the leading executive search firms in the nation. Angott Search Group is committed to providing quality service. They strive to become a partner with their client's management team. This dedication has resulted in a strong track record of success. They are privileged to serve many of our clients for three decades. As a result, more than 75 percent of their business is generated from existing clients. ■

Share your knowledge and opinions
with the Tennessee banking community

Contribute to The Tennessee Banker Magazine



The Tennessee Banker welcomes guest articles and columns. 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.

Have an article or column idea? We'd love to hear it. To learn more, email Tyler Nelson at tnelson@TNBankers.org or view our Editorial Guidelines by visiting TNBankers.org/news/tennessee_banker

Bank Notes

TBA Member Banks Named Healthier Tennessee Workplaces

The Governor's Foundation for Health and Wellness recognized BancorpSouth Bank, First Horizon, The Hardin County Bank, Regions Bank, Security Bank, and Sevier County Bank as 2015 Healthier Tennessee Workplaces for encouraging and enabling employees to live healthy lifestyles at work and home. The designation is granted for one full year with an opportunity to renew annually. Those interested in becoming a Healthier Tennessee Workplace should apply at www.healthiertn.com/workplace.

CNB Bancshares Acquires National Bank of Tennessee

CNB Bancshares, Inc., parent company of Citizens National Bank, Sevierville, and NBN Corporation, the parent company of the National Bank of Tennessee, have agreed for CNB Bancshares, Inc. to acquire the National Bank of Tennessee. Citizens National Bank is headquartered at 200 Forks of the River Parkway in Sevierville. National Bank of Tennessee, founded in 1958, currently operates two locations in Newport. Following completion of the transaction, Citizens National Bank is expected to have total assets of approximately \$1 billion, and the banking offices of National Bank of Tennessee will operate as branch offices of Citizens National Bank.

Commerce Union Bank Moves Headquarters to Brentwood, Names All Branches Reliant Bank

Commerce Union Bank, Springfield & Reliant Bank, div of Commerce Union Bank, Brentwood has moved its Commerce Union Bank headquarters to Brentwood, and has taken the name Reliant Bank at all branches, creating the 10th largest bank based in Middle Tennessee. Ron DeBerry, chairman of

Commerce Union Bancshares commented that the merger presented a unique opportunity to build a progressive new brand. Devan Ard, CEO and founder of Reliant Bank explained, "It's all about future expansion, as we (grow) our presence across Middle Tennessee."

Elliott Davis Decosimo and Crowell & Crowell Combine Firms

The shareholders of Elliott Davis Decosimo, LLC, Nashville, and Crowell & Crowell, PLLC, Franklin, have voted to combine their firms effective January 1. Elliott Davis Decosimo was ranked among the top 30 accounting firms in the U.S. and was recognized as the firm with the highest level of annual revenue growth for 2014 by *Accounting Today*. Founded in 2002, "Crowell & Crowell has served the banking and financial industry for the last 14 years," said shareholder June Crowell. "Combining with Elliott Davis Decosimo will allow us to broaden our services available to clients through new capabilities and added expertise." Crowell & Crowell will maintain their current Franklin office.

Farmers and Merchants Bank and Citizens City & County Bank Change Names to Centennial Bank, Trevezant

On January 1, Farmers and Merchants Bank and Citizens City & County Bank, Trevezant, changed the names to Centennial Bank, Trevezant, to unify its brands and to distinguish itself from other institutions in the region. The Atwood family is celebrating their continuous ownership since January 1916 and has selected the Centennial Bank name in honor of accomplishing 100 years in business.

First National Bank of Tennessee Celebrates 50 Years

First National Bank of Tennessee, Livingston, celebrated its 50th anniversary

this past October with a community luncheon. "It's still owned by the same family who started it," explained Julie Massa, marketing officer with First National Bank of Tennessee. The bank, spearheaded by area philanthropist Millard Oakley, began in a trailer on Main Street, October 25, 1965 with six employees and a vision to strive to be a leader in the banking industry. The original building still sits on Main Street. After establishing the business in Livingston, a decade later bank officials built a second branch in Livingston; then filling out Putnam with convenient offices and widening their footprint into White and Cumberland counties over the next 20 years.

Franklin Financial Network Acquires Civic Bank & Trust

Franklin Financial Network, Inc., the parent company of Franklin Synergy Bank, has acquired Nashville-based Civic Bank & Trust. Based on financial results as of September 30, 2015, the combined company would have total assets of \$2.1 billion, \$1.8 billion in total deposits and \$1.2 billion in total loans. "This acquisition is consistent with Franklin Synergy's growth strategy in contiguous markets with long-term growth potential," said Richard E. Herrington, chairman and CEO of Franklin Synergy Bank. "The benefits to Franklin Synergy Bank include entrée into the Davidson County/Nashville banking markets, as well as a home base for our healthcare banking team, led by Tim Fouts." Sarah Meyerrose, president and CEO of Civic, will join the executive management team of Franklin Synergy Bank. In addition, Anil Patel, M.D., chairman of Civic Bank & Trust will join the boards of Franklin Financial Network, Inc. and Franklin Synergy Bank.

Bank Notes, *continued*

Davis Becomes Member of KraftCPAs PLLC

KraftCPAs PLLC, Nashville, has admitted **Michael Davis**, a certified public accountant with 18 years of accounting experience, into firm membership. Davis also is a certified financial services auditor. He is a member of the American Institute of Certified Public Accountants, the Tennessee Society of Certified Public Accountants (TSCPA), the IIA, and the Risk Management Association. In the past, he has served on the TSCPA Financial Institutions Committee and the Tennessee Bankers Association compliance committee.

Mountain Commerce Bank Relocates Headquarters from Erwin to Knoxville

Mountain Commerce Bank, Erwin, a century-old bank community bank with assets exceeding \$493 million, has relocated its bank and holding company headquarters to Knoxville. The move follows the opening last spring of the bank's second financial center in Knoxville at the corner of Kingston Pike and Northshore Drive, making this location the new MCB headquarters. "In the last 12 months, our momentum has accelerated. In fact, deposits in our Knoxville region now exceed those of our base in the Johnson City market. As we considered the bank's strategic options, Knoxville, with its diverse economy and unique growth opportunities, matched our long-term vision best," said Bill Edwards, president and chief executive officer of Mountain Commerce Bank. In addition to its growing presence in Knoxville, MCB has four other locations in East Tennessee.

Mountain Valley Bank Celebrates 110 Year Anniversary

Mountain Valley Bank, Dunlap,

had an anniversary this fall, celebrating 110 years of continuous business in the Sequatchie Valley in October. They celebrated by hosting a haunted Happy Birthday bash at their main office on Rankin Avenue with chili cook-off, costume contest, carnival games, a concert by The Banders, as well as other prizes and giveaways. MVB first opened in 1905 as Sequatchie County Bank; now they are the sixth oldest continually active bank in East Tennessee and 27th oldest in the state of Tennessee based on established dates from the FDIC. As bank president Andy Billingsley said, "You only stay in business this long if you are continually evolving with the times."

Pendleton Square Trust Company Receives TDFI Certificate of Authority



Chief trust officer Steve Davis, TDFI Commissioner Greg Gonzales, president Betsy Brown, CEO Robin Satyshur, and CFO Derek Church

Pendleton Square Trust Company, Nashville, is Tennessee's newest trust company when it received its certificate of authority from TDFI October 2015. The firm has trust administration offices in Nashville and Chattanooga and maintains a board presence across the state, in Chattanooga, Memphis, and Nashville. An independent trust company, Pendleton Square partners with the client's advisors to offer a best-in-class approach and soon will augment its services with a family office affiliate.

First Tennessee Bank Reopens Updated Orange Mound Branch

First Tennessee Bank, N.A., Memphis, has reopened its updated Orange Mound branch on Lamar Avenue. First Tennessee has had a presence in the Orange Mound community for about 70 years and has plans to have local art celebrating the community displayed in the remodeled bank. The renovation included the addition of a HOPE Inside office. HOPE Inside is a program that provides free credit counseling services for individuals in the community.

Pinnacle Financial Partners Opens Sixth Location

Pinnacle Financial Partners held an open house at its newly opened full service Blount County office on West Church Avenue, Maryville, in early fall. It is Pinnacle's sixth location in East Tennessee.

United Community Bank Moves to Larger Space, Becomes Full Service Bank

United Community Bank, Farragut, moved to 10514 Kingston Pike, Knoxville, last fall to accommodate a larger staff that was the consequence when United Community and First National Bank of Lenior City merged and now UCB has become a full-service bank. "Simply put, we have more employees providing more services that required a larger space," said Christie Knapper, marketing consultant for United Community Bank.

SHAZAM Network's Christensen Elected to NACHA Board

SHAZAM Network, Collierville, the vice president of risk and financial services, **Kevin Christensen**, was elected to the National Automated Clearing House Association board of directors. ■

Promotions

Commissioner Greg Gonzales has announced that **Tina G. Miller** was appointed as the deputy commissioner for the **State of Tennessee Department of Financial Institutions (TDFI)**. In this capacity, Miller will provide leadership and management oversight to the department's credit union division following the retirement of Harry "Pat" Murphy, the former assistant commissioner.

Andrew Johnson Bank, Cleveland, has named seasoned banker **Richard G. Burnette** as vice president of commercial lending.

CapitalMark Bank & Trust, a div of **Pin-nacle Bank, Chattanooga**, has named banking veteran **Larry Richey** as senior vice president and director of client services. In addition, the bank has added **Kevin Conley** as senior vice president and financial advisor and **Danny Gork** as senior vice president and trust services advisor.



Conley



Gork

CapStar Bank, Nashville, has added **Alicia Mattice** as a senior vice president of treasury management. Previously, Mattice served as a vice president and treasury management sales officer at Fifth Third Bank. **Karla Lilley** was welcomed at Farmington Mortgage as a mortgage loan officer. **William Benson** was named as portfolio manager of the healthcare group. **Travis Stalsworth** was named as relationship manager, commercial real estate. Previously, Stalsworth served as senior vice president, commercial, CRE and industrial lending, at Franklin Synergy Bank.

Citizens Bank of Blount County, Maryville, announced the promotions of eight key staff: **Brian Hord**, commercial lender, was elevated to senior vice president; **Novella Jones**, manager of the mortgage department to senior vice president; **Beth Pyle**, branch administrator, to senior vice president; **Mindy Boudreau**, main office branch manager to vice president; **Paige Davis**, commercial lender, to vice president; **Laura Lenear**, marketing and advertising director, to vice president; **Blake Tipton**, Midland branch officer to assistant vice president; and **Jacob Stoffle**, Peters Road supervisor to banking officer.

Community Trust Bank, LaFollette, has promoted **Brandi N. Brayman** to branch manager of the Mall office, 2205 Jacksboro Pike.

Diversified Trust, Nashville, has named **Betsy Wills** as a principal and director of marketing and branding.

F&M Bank, Clarksville, has named **Brian Jones** as a vice president and commercial lender for the bank's Sumner County markets.

Fifth Third Bank, Nashville, has promoted **Alison Regg** to vice president and finance manager for Tennessee and Georgia. In addition, **Ashley Maxey** was promoted to officer and talent acquisition team lead.

Financial Federal Bank, Memphis, has welcomed **Battle Williford** as vice president of commercial real estate and multifamily lending and **Eric Beaty** as vice president of commercial banking.

FirstBank, Lexington, has appointed seasoned banker **Daryl O'Neal** as city president in Shelbyville.



Kristen Gold, Luke Buckley, and Nichole Musgrave of First Commerce Bank

First Commerce Bank, Lewisburg, has promoted: **Luke Buckley** to executive vice president and executive officer; **Kristen Gold** to senior vice president; and **Nichole Musgrave** to senior compliance officer.

First Freedom Bank, Lebanon, has promoted **Sarah Poss** to customer service manager and training coordinator; and **Kaitlin Wattenbarger** to customer service manager. In addition, the bank named **Nicole Clay** as an administrative assistant.

First National Bank of Middle Tennessee, McMinnville, has named **Chris Holloway** as a vice president and commercial lender.

First South Bank, Jackson, has added **Adam Milligan** as a loan officer at the main office.

First Tennessee Bank, N.A., Nashville, has named **Brian Reeves** as senior vice president and relationship manager in commercial banking. Previously, Reeves served as market president and commercial banking executive at Capital Bank, N.A. In addition, **Laura Cowan** was named as a business banking relationship manager. Previously, Cowan served in commercial banking at Regions Bank.

Promotions, continued

Franklin Synergy Bank, Franklin, has named **Tiffany Martin** vice president, commercial banker at the Berry Farms community branch.

IBERIABANK Mortgage, Memphis, has named **Jamie Steelman** as a mortgage executive.

Metropolitan Bank, Memphis, has added **Kenny Lyons** as senior managing director and **Lauren Peck** as treasury services director. Previously, Lyons served as senior vice president of BancorpSouth Bank. Peck previously served as a branch manager at Avenue Bank.

Mountain Commerce Bank, Johnson City, has promoted key personnel: **Tracy Jones** was promoted to senior vice president; **Brice Chapman** to client services manager and vice president; **Erik Wilson** to relationship manager, vice president; **BSA officer Victoria McKinsey** to assistant vice president; **Melissa Haines** to assistant vice president; **Sean Short** to electronic banking services officer; **Kristie Gross** to senior loan coordinator banking officer; and **Ben Berglund** to administrative officer, network administrator II.

Paragon Bank, Memphis, has named **Teresa Beach** as a mortgage loan consultant. Beach previously worked at Commercial Bank & Trust Co., where she began in the mortgage department and became a mortgage loan originator.

Pinnacle Financial Partners, Nashville, has named **Nancy Benskin** as a senior vice president and financial advisor. Previously, Benskin served as a senior vice pres-



Benskin

ident for Avenue Bank's private client services division. In addition, **Matt Holly** was named as a senior vice president and credit advisor. Previously, Holly served as a portfolio manager at SunTrust Bank.



Holly

Pinnacle Financial Partners, Memphis, has assembled 11 members as a result of the acquisition of Memphis-based Magna Bank, and now the team has added two more seasoned bankers: **Phil Gray** and **Sherry Wood** as senior vice presidents and financial advisers.

Reelfoot Bank, Union City, has announced the addition of **Albany Cianfarani** as a loan officer and branch manager at the Martin office.

Renasant Bank, Nashville, has promoted **Diane LeBlanc** to senior vice president; branch manager **Matthew Creekmore** was promoted to a banking officer; and **Cameron Robinson** was elevated to a branch manager and banking officer.

ServisFirst Bank, Nashville, has promoted **Bradford Vieira** to serve as president for ServisFirst Bank in Tennessee. **Patrick Sims** was named as vice president of private banking and banking center manager of the firm's new Palmer Plaza, Nashville, 1801 West End Avenue, opening January 2016. In addition, the bank named **Cory Dell** as assistant vice president, cash management officer in Nashville.



Sims

Simmons First National Corporation, Pine Bluff, AR, has named **Tony Gregory** as Tennessee regional chairman for **Simmons First National Bank, Union City**, effective January 1. Gregory is replacing John C. Clark, who has announced his retirement as regional chairman but will continue to serve Simmons First on an advisory basis.

Southern Heritage Bank, Cleveland, has promoted three staff and named three other staff to their team. **Shelly Lairmore** was promoted to lending officer; **Jessica Morrison** to customer service representative; and **Lisa Tigert** to assistant head teller. In addition, **Karen Cordell** was named as customer service representative; **Crystal Fox**, as head teller; and **Janice Rutledge**, as teller.

Sumner Bank & Trust, Gallatin, has named **Nancy Myers** as assistant vice president/branch manager of the Indian Lake office, and **Becky Rogers** was named as assistant vice president/branch manager of the Broadway office.

United Community Bank, Lenoir City, has appointed mortgage officer **Joy Hutsell-Smith** to the Tellico Village branch of UCB. Smith joined UCB following the merger with First National Bank. She has worked in the mortgage industry since 1997 beginning with a family-owned business.

Wilson Bank & Trust, Lebanon, has named **Barbara Sherrell** as manager of Gladeville's branch office. **Cody Wilkins** was named as a vice president/commercial lender. ■

Community Corner

First National Bank of Pulaski Donated to the Humane Society

First National Bank of Pulaski in Fayetteville made a donation to the Humane Society of Lincoln County last fall. Since the funds were designated for operations at the Fayetteville Animal Shelter, the bank challenged the community to assist the Shelter with a donation.

First National Bank of Middle Tennessee Raised Funds for American Heart Association

The employees of First National Bank of Middle Tennessee, McMinnville, made a \$3,500 donation to the American Heart Association last fall after holding many fundraising initiatives throughout the summer. First National Bank employees became involved with the AHA after one of their own underwent a heart valve replacement in 2007 and again in 2015 when the valve required replacement. Gail Youngblood said she was diagnosed with a defective heart valve, and she knows heart disease is the number 1 killer of women. But Youngblood says she is taking specific steps to ensure she is not one of them. "We (are) grateful to First National Bank and all of their employees who, year after year, put so much time and energy into raising money for the American Heart Association and bringing awareness to the cause," said Lauren Harris, regional director for the Middle Tennessee Chapter of the American Heart Association.

FSG Bank Donated \$2,500 to Ronald McDonald House

Cleveland's FSG Bank, N. A. market executive Barbara Baxter presented a \$2,500 check to Ronald McDonald House Charities of Greater Chattanooga in support of the Ronald McDonald Care Mobile serving fam-

ilies in Bradley County. The donation was made as part of FSG Bank's commitment and support of community organizations and as one of their grand opening charities from the new Keith Street branch. "The Care Mobile program provides medical care to Bradley County children right at their school with two goals: preventing the spread of contagious disease to other students and reducing the time a sick child has to be absent from school," explained Jane Kaylor, president and CEO of Ronald McDonald House Charities of Greater Chattanooga.

National Bank of Tennessee Honored J.L. Austin by Donating to Alzheimer's of Tennessee

The employees of National Bank of Tennessee, Newport, presented a check of \$500 in memory of J. L. Austin to Alzheimer's of Tennessee. One of the presenters was Alexiza Austin, great-granddaughter of J. L. Austin.

Pinnacle Bank Contributed \$3,000 to Future Farmers of America in Tennessee

Pinnacle Bank, Nashville, has contributed \$3,000 in support of secondary agricultural education programs and Future Farmers of America in Tennessee. Lee Campbell, area manager for Pinnacle Bank, joined with Raymond James Financial Services advisor Joe Comer to make the presentation that will allow Tennessee FFA to use the undesignated dollars where they can benefit students most.

United Cumberland Bank Recognized as 10-Year Sponsor for Scott County's Imagination Library

In 2015, United Cumberland Bank, Oneida, was recognized, thanked for their continued support, and designated as a 10-year sponsor during this 10th

anniversary year of the Scott County Imagination Library. Scott County Imagination Library serves over 1,300 local children each month; while the books are free to the families, the program relies on sponsorships for the purchase and shipping of the books. UCB alone has ensured that over 13,000 local children have received free, age-appropriate, high-quality books in the mail through their sponsorship.

U.S. Bank Foundation Gave \$2,000 Grant to Hawkins Habitat for Humanity

U.S. Bank Foundation, through their branches in Rogersville, contributed a \$2,000 grant to Hawkins Habitat for Humanity last fall.

Wilson Bank & Trust Sponsored Upper Cumberland Senior Expo

Wilson Bank & Trust, Lebanon, was a new sponsor for 2015 Upper Cumberland Senior Expo, held in Cookeville in late October. "Wilson Bank & Trust is all about serving people and investing in the community. We are proud to have this partnership with Upper Cumberland Area Agency on Aging and Disability," stated Janie Pedigo, marketing assistant, for WBT. "We love working with seniors." The bank has expanded its presence in the region with a permanent office building in Cookeville set to open in January. Pedigo encouraged people to visit their locations and for seniors to take part in services they offer such as the Solid Gold program for people age 50 years and older. ■

Employment Opportunities

POSITION WANTED

1510-4 COMPLIANCE/RISK OFFICER

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

POSITIONS AVAILABLE

1512-5 AGENCY MARKETING OFFICER

Title Center of the South, LLC, located in Brentwood, Tennessee is seeking an energetic Agency Marketing Officer. Help us continue to be a leader in the market place by developing and maintaining relationships with banks, mortgage lenders, real estate attorneys, builders, and realtors. The Agency Marketing Officer will be responsible for the management of affiliated agents and relationship building in Tennessee. Successful candidates will have a minimum of 5 to 10 years of experience in title insurance, real estate, mortgage loan and/or banking sales. Must be able to make presentations, lead discussions, analyze issues, and implement solutions. Must be self-motivated and be able to work autonomously. A 4-year degree or equivalent training and experience and travel up to 60% of the time are required. Interested candidates should apply at www.invtitle.com/careers. *The Agency is an equal opportunity employer. As such, the Agency offers equal employment opportunities without regard to race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, veteran status and other protected class characteristics.*

1511-7 CONSUMER LOAN OFFICER

Qualified candidate must have minimum of five years consumer and small business lending experience; Bachelor's Degree or higher in business/finance or advanced banking education is preferred. Candidate responsible for developing new business/customers, underwriting, structuring and closing consumer loans; maintaining and servicing existing portfolio. Must possess excellent oral/written communication skills; proficient computer skills, market bank's products/services and represent bank through participation in local community events. Qualified candidates only; send resume to HR@mstatebank.com. Tennessee State Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities.

1510-3 MORTGAGE LOAN ORIGINATOR

A Knoxville based community bank is seeking a mortgage loan originator. This position develops and maintains new mortgage loan business in the market area. Retains and strengthens current relationships while seeking to develop new business through various channels such as cross-sales and working referrals. The incumbent will originate quality conventional

and government residential loans based on secondary market guidelines; interviews loan applicants and execute loan applications and gathers needed income, asset, and credit docs; and effectively communicates with all parties while following through during the loan process to ensure timely closings. Candidates should have a minimum of 3 years' originations experience and the ability to demonstrate last 12-month origination volume. Must possess extensive knowledge of all laws and regulations related to mortgage lending, ensuring compliance with legal and regulatory requirements, FHA, VA, THDA, RD, and agency guidelines. Base plus commission. Qualified candidates can email their resume to ppowlas@tnbankers.org. EOE. M/F/D/V

1510-2 COMMERCIAL LENDER

A Knoxville based community bank is seeking a commercial lender. This position develops and maintains new commercial loan business in the market area. Retains and strengthens current relationships while seeking to develop new business through various channels such as cross-sales and working referrals. The incumbent will analyze applicant's credit history and loan repayment capability. Negotiates credit terms, such as loan repayment methods and collateral specifications. Actively participates in local business and community events. Candidates should have bachelor's degree in business, finance, or related field or equivalent experience plus 5 years previous commercial lending experience. Proven track record of managing relationships and developing new business. Knowledge of lending policies, procedures, and regulations. Strong financial analysis abilities, solid credit administration skills, excellent communication skills, and sales ability a must. Qualified candidates can email their resume to ppowlas@tnbankers.org. EOE. M/F/D/V

1509-12 TRUST ACCOUNTANT

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

insurance, long term disability, and 401(k). Qualified candidates may submit their resume via e-mail to HR@cbtnet.com. Commercial Bank and Trust Company is an Equal Employment Opportunity Employer.

1509-11 MORTGAGE ORIGINATOR

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

1509-4 VICE PRESIDENT LENDING

Job Summary: Under general supervision, but in accordance with established lending policies and procedures, receives and reviews application for consumer and commercial credit. Meets with applicants to explain credit policies and to obtain additional loan documentation. Assembles loan applications and approves loans that meet established lending criteria and are within approval lending limits. Presents loan requests above lending limit to senior loan officer and/or other appropriate groups. Assures compliance with all Bank policies and procedures, as well as, all applicable state and federal banking regulations. Primary Duties include: Manage commercial loan portfolio of \$20 million to \$40 million. Develop new loan relationships to maintain and grow loan portfolio; Establish and maintain total banking relationships (Loans, Deposits, and other financial needs) with customers. Evaluate customer's financial needs and make recommendation of services available. Prepare proper documentation to facilitate the identified needs. Actively pursue new customers by making calls and visits to potential customers. Make business development calls to existing customers to ensure our services are meeting their needs. Actively participates in loan committee meetings and in community programs. Must comply with the SAFE Act requirements in registering with the national Mortgage Registry. Verifying that all applicable federal regulations are compiled within the process of daily job functions. Complete required yearly training with regards to all federal regulations. Follow the requirements of the Bank's compliance and Bank's Secrecy Act/Anti-Money Laundering policies including but not limited to reporting of any suspicious activity to the Bank Secrecy Act Officer. Eligibility Requirements: Bachelor of Science degree preferred with Accounting or Finance emphasis; 5 years previous banking experience in Commercial Lending required with indirect

Tennessee banks and associate members may list positions free-of-charge as a benefit of their membership in the Tennessee Bankers Association. Those interested in placing an ad or replying to position openings (refer to position number) should direct their inquiries to: Penny Powlas - ppowlas@TNBankers.org, Tennessee Bankers Association, 211 Athens Way, Ste 100, Nashville, TN 37228-1381 • 1-800-964-5525 or 615-244-4871. View more positions at TNBankers.org/products/jobbank.

experience required; Exceptional customer service qualities required. Southern Heritage Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities. Please email your resume to mdavis@southernheritagebank.com or fax your resume to 423-479-7535, attention Human Resources.

1508-11 MORTGAGE LOAN ORIGINATORS

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

1508-10 COMMERCIAL LENDER

INSOUTH Bank, Brownsville TN Region, is seeking a qualified Lender to service community market with primary focus on the Madison County TN Market. Bachelor's degree in business, finance, or related field or equivalent experience plus 5 years' previous commercial lending experience, is preferred. Proven track record of managing relationships and developing new business. Knowledge of lending policies, procedures, and regulations. Strong financial analysis abilities, solid credit administration skills, excellent communication skills, and sales ability a must. Qualified candidates can e-mail their resume to human.resources@insouth.com with "Last Name, First Name > Loan Officer 20150806" in subject line. EOE. M/F/D/V

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. 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; Excellent written and verbal communication skills; Strong interpersonal skills; 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. Qualified candidates please send resume, references and salary history [to: tobr@crowellandcrowell.com](mailto:tobr@crowellandcrowell.com). We are an EOE!

1507-7 MORTGAGE LOAN PROCESSOR

Bank of Tennessee has two openings for the position of Mortgage Loan Processor. Positions are responsible for the processing, administration and closing of mortgage/real estate loans through activities such as processing loan documentation by verifying the accuracy of completion, setting up new accounts, maintaining loan records and files. Candidates will possess a High School diploma or GED. At least one (1) year of prior related experience preferred. Excellent compensation and comprehensive benefit packages offered. For immediate consideration, please forward resume to: jjudson@bankoftennessee.com. Human Resources, Bank of Tennessee, P.O. Box 4980, Johnson City, TN 37602, Fax 423-279-3055. EEO/AA/M/F/Vets/Disabled.

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 khokh@tnstatebank.com. Tennessee State Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities.

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.

1505-1 CHIEF FINANCIAL OFFICER

Trust Company Bank, based in Memphis, TN, is recruiting a chief financial officer. The duties and responsibilities of this position require the maintenance of all accounting records and performance of all accounting functions. Additional responsibilities include, but are not limited to: EOM closing entries and accruals; board reports, call report; holding company books using QuickBooks and FRB reports; All G/L and "on-us" bank reconciliations; ALCO reports using Plan Smith software; liquidity analysis/ratios, annual budget—three-year forecast by branch with G/L account detail and assumptions; investment securities transactions, pledges, etc; troubleshoot out-of-balance conditions bank wide; A/P; payroll using Paychex software; subsidiary bookkeeping using QuickBooks; and consolidated financials. 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. ■

Professional Development Calendar

January 20, 21, 22

2015-2016 Senior Lender Forums – Session 2 of 3

TBA Gilliam Board Room, Nashville

January 26, 27, 28

CEO Forums – Session 1 of 3

TBA Gilliam Board Room, Nashville

January 26 & 27, 27 & 28

Fundamentals of Compliance

Knoxville, Nashville

February 1-3

The Southeastern School of Advanced Commercial LendingSM

TBA Barrett Training Center, Nashville

February 4 & 5

Essentials of Commercial Lending

TBA Barrett Training Center, Nashville

February 9

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

TBA Barrett Training Center, Nashville

February 9, 10, 11

CFO/Controller Forums – Session 1 of 3

TBA Gilliam Board Room, Nashville

February 17

NEW Writing Effective Credit Memorandums

TBA Barrett Training Center, Nashville

February 18

2015-2016 Senior Compliance Officer Forums – Session 2 of 4

TBA Barrett Training Center, Nashville

February 24

Legislative Reception

War Memorial Auditorium, Nashville

February 25 & 26

Credit Conference

Omni Hotel, Nashville

March 1

NEW Writing Compliant Real Estate Evaluations Internally

TBA Barrett Training Center, Nashville

March 6-11

The Southeastern School of Consumer CreditSM

TBA Barrett Training Center, Nashville

March 7, 8, 9, 10

Tennessee Deposit Account Administration

Jackson, Nashville, Kingsport, Knoxville

March 8

Young Bankers Division Day on the Hill

Tennessee State Capitol, Nashville

March 22

NEW 2015-2016 Senior Bank Marketing Director Series – Session 2 of 3

TBA Barrett Training Center, Nashville

March 22, 23, 24

Basic IRA Seminar

Knoxville, Nashville, Jackson

March 24

Introduction to Banking

TBA Barrett Training Center, Nashville

March 29 & 30

Human Resources Conference

Embassy Suites Hotel & Conference Center, Murfreesboro

March 30

Branch Management Series – Session 1 of 4

TBA Barrett Training Center, Nashville

March 31

2015-2016 Retail Banking Officer Forums – Session 2 of 3

TBA Barrett Training Center, Nashville

April 1

IT/Operations/Information Security Officer Forums – Session 1 of 3

TBA Barrett Training Center, Nashville

April 5 & 6

BSA/AML Compliance School

Airport Marriott, Nashville

April 5 & 6

Strategic Technology & Operations Conference

Embassy Suites Hotel & Conference Center, Murfreesboro

April 11

NEW Secured Lending: Protecting the Bank's Security Interest

TBA Barrett Training Center, Nashville

April 12

Loan Assistant and Loan Processor Workshop

TBA Barrett Training Center, Nashville

April 13

NEW Asset Based Lending

TBA Barrett Training Center, Nashville

April 21

2015-2016 Senior Human Resources Forums – Session 2 of 3

TBA Barrett Training Center, Nashville

April 24-26

Leadership Convention

Hilton Knoxville Hotel, Knoxville

April 26

FDIC - Directors' College/ Banker Outreach Program

Airport Marriott, Nashville

April 27, 28, 29

Basic Personal & Business Tax Return Analysis

Knoxville, Nashville, Jackson

May 3

Branch Management Series – Session 2 of 4

TBA Barrett Training Center, Nashville

May 4

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

TBA Barrett Training Center, Nashville

May 9-11

Washington Conference

Marriott Marquis, Washington, D.C.

May 10

IT Audit for Financial Institutions

TBA Barrett Training Center, Nashville

May 11, 12, 13

2015-2016 Senior Lender Forums – Session 3 of 3

TBA Gilliam Board Room, Nashville

May 16, 17, 18, 19

Selected Credit Compliance

Jackson, Nashville, Knoxville, Kingsport

May 22-27

The Southeastern School of Commercial LendingSM

TBA Barrett Training Center, Nashville

May 24

2015-2016 Senior Compliance Officer Forums – Session 3 of 4

TBA Barrett Training Center, Nashville

May 24, 25, 26

CEO Forums – Session 2 of 3

TBA Gilliam Board Room, Nashville

June 2

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

TBA Barrett Training Center, Nashville

June 5-7

126th TBA Annual Meeting

Belmont Charleston Place, Charleston, S.C.

June 22, 23, 24

CFO/Controller Forums – Session 2 of 3

TBA Gilliam Board Room, Nashville

July 17-22

The Southeastern School of BankingSM I & II

Belmont University, Nashville

July 22

IT/Operations/Information Security Officer Forum – Session 2 of 3

TBA Barrett Training Center, Nashville

August 8

NEW Commercial Real Estate Lending Issues in Today's Economy

TBA Barrett Training Center, Nashville

August 9

NEW How to Craft an Effective Commercial Loan Write-Up and Loan Committee Presentation Skill Building Techniques

TBA Barrett Training Center, Nashville

August 9

2015-2016 Senior Compliance Officer Forums – Session 3 of 4

TBA Barrett Training Center, Nashville

August 11

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

TBA Barrett Training Center, Nashville

August 11 & 12

Internal Bank Audit and Risk Assessment School

TBA Barrett Training Center, Nashville

August 15, 16, 17, 18, 19, 24, 25

Membership Meetings

Chattanooga, Manchester, Nashville, Jackson, Memphis, Kingsport, Knoxville

August 23 & 24

Training the Credit Analyst

TBA Barrett Training Center, Nashville

August 25 & 26

Basic Consumer Lending

TBA Barrett Training Center, Nashville

August 31

Branch Management Series – Session 3 of 4

TBA Barrett Training Center, Nashville

September 1

2016-2017 Retail Banking Officer Forums – Session 1 of 3

TBA Barrett Training Center, Nashville

September 12, 13, 14, 15

BSA/AML Compliance Management

Kingsport, Knoxville, Jackson, Nashville

September 19 & 20, 21 & 22, 27 & 28

Compliance with Federal Lending Regulations

Nashville, Knoxville, Jackson

September 20 & 21

The Southeastern Institute for IRA Training

Franklin Marriott Cool Springs, Franklin

September 21, 22, 23

2016-2017 Senior Lender Forums – Session 1 of 3

TBA Gilliam Board Room, Nashville

September 26, 27, 28, 29

EVENING New Accounts in Tennessee

Jackson, Nashville, Kingsport, Knoxville

September 27, 28, 29

CEO Forums – Session 3 of 3

TBA Gilliam Board Room, Nashville

October TBD

Trust and Wealth Management Conference

TBA Barrett Training Center, Nashville

October 4 & 5

Compliance Conference

Nashville Airport Marriott

October 19, 20, 21

CFO/Controller Forums – Session 3 of 3

TBA Gilliam Board Room, Nashville

October 21

IT/Operations/Information Security Officer Forum – Session 3 of 3

TBA Barrett Training Center, Nashville

October 25 & 26

Bank Directors Retreat

Franklin Marriott Cool Springs, Franklin

October 26 & 27

Independent Bankers Division Convention

Franklin Marriott Cool Springs, Franklin

October 27

NEW Commercial Real Estate Analysis: Income Producing Real Estate

TBA Barrett Training Center, Nashville

October/November TBD

Young Bankers Division Leadership Luncheons

Cookeville, Chattanooga, Jackson, Kingsport, Knoxville, Memphis, Nashville

November 2

Credit Risk Rating Process: Non-Accrual Recognition and Problem Asset Administration

TBA Barrett Training Center, Nashville

November 3

Credit Culture:

What is Your Bank's Culture?

TBA Barrett Training Center, Nashville

November 14 & 15, 17 & 18

Real Estate Lending Compliance

Knoxville, Nashville

November 15

Branch Management Series

– Session 4 of 4

TBA Barrett Training Center, Nashville

November 16

2016-2017 Retail Banking Officer Forums – Session 2 of 3

TBA Barrett Training Center, Nashville

November 16

HMDA Reporting and Update

TBA Barrett Training Center, Nashville

November 17 & 18

Bank Security and Risk Management Conference

Nashville Airport Marriott, Nashville

November 29

Call Report Preparation

TBA Barrett Training Center, Nashville

December 1

2016-2017 Senior Human Resources Forums – Session 1 of 3

TBA Barrett Training Center, Nashville

December 6, 7, 8

IRA Advanced Update and Review

Knoxville, Nashville, Jackson

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

Even banks need a place to call home



For over 31 years, we've thought of our customers as part of our FNBB family. And like a family, we look out for you. We are there when you need us with advice, products and services tailored to your specific needs. We know your business and together we will work toward a brighter future.

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