



THE TENNESSEE FARMER

July/August 2016 • Volume 10

Gordon Majors

2016-2017 TBA Chairman

The Hardin County Bank, Savannah

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THE TENNESSEE BANKER

Published bi-monthly by the Tennessee Bankers Association

COLIN BARRETT / Editor
TYLER NELSON / Managing Editor

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2016-2017 Chairman Gordon Majors and wife Jeanie Majors
at TBA's 126th Annual Meeting in Charleston, SC.

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

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Monday, August 15

Chattanooga—The Chattanooga
1201 Broad Street

Tuesday, August 16

Manchester—Manchester/Coffee County
Conference Center, 147 Hospitality Blvd

Wednesday, August 17

Nashville—TBA Barrett Training Center
211 Athens Way

Thursday, August 18

Jackson—Jackson Country Club
31 Jackson Country Club Drive

Friday, August 19

Memphis—Memphis Country Club
600 Goodwyn Street

Wednesday, August 24

Kingsport—MeadowView Conference
Center, 1901 Meadowview Parkway

Thursday, August 25

Knoxville—Knoxville Marriott
501 E Hill Avenue

LEADERSHIP LUNCHEONS

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

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

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October 4
Jackson

October 5
Memphis

Association year finishes strong, focus turns to the year ahead



COLIN BARRETT
President, Tennessee
Bankers Association

THREE THINGS TO DO

1.

Make plans to join us for one of seven *Membership Meetings* that will be held at a location near you. For more information, contact Penny Powlas at ppowlas@TNBankers.org.

2.

Join us for the *Women in Banking Conference* held September 8 at the TBA. For more information, contact Susan Taylor at staylor@TNBankers.org.

3.

Participate in *Take Your Lawmaker to Work Day* this August. Telling a legislator how a law or regulation impacts your ability to serve customers is one thing. Showing them is much more effective. For more information, contact Amy Heaslet at ahneaslet@TNBankers.org.

With 650 members of the TBA and their families joining us, the 126th annual convention was our largest attendance in 10 years. And although our numbers were better than we initially expected, I was not surprised. Under Chairman David Verble's leadership of your association, exceeding expectations became the norm.

Over the past year, we have seen record attendance for our conferences and forums. Additionally, our percentage of banks participating in education has never been higher, with 98 percent participating in a program over the past year. Financially, the TBA exceeded its budget for the year thanks to strong education participation from our members. Our reserves stand at \$5.5 million while only eight percent of our revenue comes from member dues.

And while we celebrate those numbers, we are very aware of the evolving banking landscape. Over the past two and a half years, we have lost a bank a month to consolidation. Yet our team at the TBA is making great strides in diversifying revenue and increasing banker engagement at all levels, and I am confident that our best days are ahead.

I want to thank Chairman Verble for laying the groundwork for a strong future. Coming into his role as Chairman, David had three areas he wanted to focus on—banker education, government relations, and young bankers. For banker education, we launched the *Executive Development Academy*, which is off to a great start. On September 8, we will hold our first *Women in Banking Conference* here at the TBA Training Center. In looking at government relations, TBA took a record number of bankers to Washington and accomplished all our state legislative goals during a contentious session for the industry. Finally, our Young Bankers Division had a great turnout for its *Leadership Convention* in Knoxville, and we are well positioned to continue to grow this division for the future. David went three-for-three on his goals, and the Association and industry are better for it.


On Tuesday night of convention, Gordon Majors, president and CEO of The Hardin County Bank, became the 2016-2017 Chairman of the Tennessee Bankers Association. Gordon is held in high regard across the state for

leading a consistently high-performing bank. His soft spoken but passionate leadership style has earned him the respect of his employees and community. On a personal note, Gordon has been a great friend and advisor, and I look forward to working with him and his wife Jeanie in the year ahead.

While there is a lot to look forward to in the coming year, there are two upcoming programs I hope you will make plans to attend. In August, Chairman Majors and the TBA team will hold our annual membership meetings across the state. And we will add Manchester to our list of cities because the Association always has had tremendous support from the banks in southern Middle Tennessee.

As I mentioned before, on September 8 we will launch our *Women in Banking Conference*. This program is designed to highlight and provide tailored education to the outstanding women who serve our industry. Our program will include incoming ABA Vice Chairman Dorothy Savarese, a presentation from AmyK Hutchens on leadership, a look at how organizations that embrace gender diversity outperform their peers, and a session on how to connect with women business owners. This is a great opportunity to promote and recognize the women bankers in your institution, and I hope each of your banks will be represented.

On the government relations front, we are optimistic about House Committee on Financial Services Chairman Jeb Hensarling's Financial Choice Act—an opportunity to roll back the damage caused by Dodd-Frank and provide regulatory relief to traditional banks. There is support from both sides of the aisle for common sense regulatory reform, and I am hopeful that a lame duck session and new Congress will help us achieve our legislative goals. And thanks to your generous support of BankPac, we will provide unprecedented support to elected officials who support your banks and customers.

I look forward to working with each of you as we build on our success over the past year to ensure an even brighter future for Tennessee banking. 

-Colin

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Tennessee Bankers Association at Belmond Charleston Place

June 7 at 5:42 p.m.

Photo shoot with current TBA Chairman David Verble (Citizens National Bank, Sevierville) as he passes the gavel to Gordon Majors (Hardin County Bank, Savannah). #TBAannualmeeting



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TBA WEBINARS

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

Current Expected Credit Losses (CECL) Model with June 2016 Guidelines **July 26**

On June 16, 2016, the FASB released the new standard for impairment for loans and debt securities. On June 17, 2016, the federal bank regulators released their new model for loan and debt securities impairment. This webinar will teach you how to forecast for future losses and feature the changes in the new impairment model mandated by FASB and the federal bank regulators.

Email Risks, Rules, Records & Regulations **August 4**

Much has changed since financial institutions first started using email two decades ago. Employees use smartphones and tablets (institution-owned and personal) to transmit email, text messages, instant messages, and other forms of electronic messaging. Thus, the likelihood of legal, regulatory, security, and data breach disasters is greater than ever. Attend this webinar for an up-to-date look at email risks, rules, records, and regulations.

The Application Process for the New Mortgage Lender: Mortgage Application 1003 Line-by-Line **August 18**

The mortgage loan process can be a minefield for any institution. This webinar will focus on the standard Freddie Mac/Fannie Mae 1003 application. It will address the requirements for using the form and review the form line-by-line so that all participants gain a clear understanding of its use and requirements.

Taking the message to Congress

A combined 82 bankers, TBA staff, and associate members travel to D.C. for TBA's Washington Conference.



TIM AMOS

*Executive Vice President/
General Counsel,
Tennessee Bankers
Association*

The largest number of Tennessee bankers, staff, and associate members, 82 in all, participated in this year's annual *Washington Conference*. Which, by all accounts, is one of the largest state banker's delegations in the nation to visit Washington.

As in past years, the group heard briefings from the national trade associations—ABA, ICBA, and CSBS; met with federal banking regulators—Federal Reserve Board, FDIC, OCC, and CFPB; and met individually with each of Tennessee's senators and congressmen or their staff.

The continuing message for all three groups was that the banking industry and their customers need regulatory burden relief.

While the House continues to pass legislation providing focused relief, all eyes are still on Senator Richard Shelby (R-AL), the

chairman of the Senate Banking Committee, and the comprehensive plan for regulatory reform he presented last year. Unfortunately, only a few measures of relief were passed at the end of the year on the appropriations and the highway funding bills—not in a broad based, stand-alone measure. Like last year, the effort is to continue to support individual bills to show a consensus for reform and also to encourage adoption of a broader based relief bill. However, if reform happens, it would need to be attached to an appropriations bill closer to the end of the session. This could occur even after the election in a lame duck Congress, depending on the outcome of the presidential race.

Briefings by the ICBA and ABA gave bankers background on many of the issues and helped set the tone for the visits with regulators and legislators. Both groups



Washington Conference attendees fill the room for the ABA briefing. | PHOTOS BY TYLER NELSON

acknowledged that passing any major reforms during an election year is a huge task. Members of Congress are focused on the election, thus passing bills in what is known as the regular order is more difficult. Attaching small pieces to an appropriations or omnibus appropriations bill is a more likely procedure, although it is also more difficult to manage. Any regulatory reform, even on an appropriations bill, is subject to a presidential veto threat. The Dodd-Frank Act is one of the signature accomplishments of this administration and they are unwilling to see much, if any, changes to it.

Other key messages were directed at the regulatory process. In many instances, the regulators have broad discretion and can take action without Congress. Among the key issues here are the expected results of the EGRPRA review process where regulators were directed to look at ways to reduce regulatory burden. Call report streamlining, cybersecurity, and FASB's new CECL regulations can all be mitigated through the regulatory process.

One of the key issues on the legislative agenda is support for the TAILOR Act, which would allow regulators more flexibility in their exam process to consider a bank's business model rather than just its asset size.

Many other issues were outlined and discussed including unequal competition from credit unions and farm credit, and cybersecurity legislation needed to hold retailers to the same security standards as financial institutions.

Among the more contentious topics continues to be the CFPB. The agency appears to have taken the approach of regulation by enforcement. Rather than help banks and other regulated entities fully understand the regulations and assist them in reaching compliance, the CFPB tends to bring enforcement actions and then reach consent agreement with violators. This suggests that others in the industry should then adopt the practices included in those agreements. This is showing up in the area of fair lending enforcement, particularly with indirect auto lending, and also looking at the practice of redlining differently than in the past. In addition, the CFPB is under a directive to begin a data collection program for small business loans with the expectation that these loans, though commercial in nature and not subject to CFPB jurisdiction, would be reviewed on a fair lending basis.

Other CFPB initiatives that are under review are the recently announced rules

limiting use of arbitration clauses, small dollar lending, overdraft protection programs, and debt collection. Finally, the CFPB's recent TRID rule may be subject to additional modification.

Federal Reserve Board



At the Federal Reserve Board, the group met with Eric Belski, the Director of Consumer and Community Affairs, and had an excellent dialogue on several key topics. These included exam priorities where the Fed acknowledged their willingness to look at a tailored approach focused on the types of risk and capital adequacy; and discussion of the impact of BASEL III rules and the need for additional capital, particularly in light of the newly proposed CECL regulation from FASB. Also discussed was the impact of the Volker Rule on community banks.

Mike Kramer, Federal Reserve Board's Division of Consumer and Community Affairs director Eric Belski, Mike Edwards, Jeff Agee, and Mott Ford.

FDIC

Bankers met with FDIC Vice Chairman Tom Hoenig at a lunch meeting at the Capitol Hill Club. Among the key issues addressed by Hoenig were regulatory burden, the threat by the emerging fintech industry, and the compliance cost of new CFPB regulations. He indicated that the FDIC attempts to provide balance between compliance and earnings liquidity and other components of the bank needed for safety and soundness. Bankers suggested that the FDIC help to push back on CFPB regulations since the bureau does not consider these other factors. Hoenig indicated the FDIC does have a process to help coor-



FDIC Vice Chairman Tom Hoenig addresses the group at the FDIC luncheon.

dinate and bring perspective to the CFPB. Hoenig also discussed cybersecurity, raising the question of both bank liability and reputational risk. The FFIEC has a working group on the issue and has helped revamp the IT exam process. In addition, they have released the cyber security assessment tool and are updating the IT handbook.

Hoenig explained his approach to examination and regulation of banks based upon a traditional bank model. His proposal released last year would provide a streamlined regulatory scheme for banks that engage in traditional lending and deposit taking activities, do not engage in derivatives trading, do not participate in out-of-market activities, and hold a minimum capital ratio of 10 percent. Bankers reacted to the proposal with some support but questioned the absolute threshold of a 10 percent capital standard. Hoenig expressed some disappointment that a number of banker groups had not rallied around his proposal.

OCC



OCC chief of staff Paul Nash led the panel of senior OCC staff members as they addressed bankers' concerns about regulatory burden.

Bankers met with Paul Nash, the OCC chief of staff, and other senior members of the OCC staff. The OCC indicated they were coming to the end of the Dodd-Frank rulemaking process. The recently released compensation rules for large banks were the last big piece. The next regulatory phase was described as a digestive one—understanding how these new rules would work. The OCC continues to look at regulatory burden through the EGRPRA, which has two parts: 1) actions the agency can take immediately to adjust the

regulations, and 2) recommendations that would be made to Congress for legislative action.

Bankers expressed concern over the new compensation rules. While they only apply to banks over \$1 billion in assets, there is concern that the rules will trickle down to community banks. The OCC responded that they do have a “bright line” test but need to make sure that their quality control over examinations does not permit this trickle-down to happen.

The OCC helped and supported ideas for regulatory burden relief. Examples included support for the 18-month exam cycle for highly rated banks, enhancing the value of the thrift charter, and developing a community bank exemption from the Volcker Rule. In addition, the OCC is developing rules only as mandated by the Dodd-Frank Act. In most instances, these are for banks over \$50 billion in assets.

When asked about their relationship with CFPB, the OCC said it is still “evolving.” They are getting a better understanding of the CFPB approach and continue a series of monthly meetings to help the CFPB better understand the safety and soundness aspect of the industry.

CFPB



Dan Smith, Assistant Director, Office of Financial Institutions and Business Liaison (right), held an open discussion with bankers about TRID and Dodd-Frank.

Bankers met with the staff of the CFPB, led by Dan Smith, Assistant Director, Office of Financial Institutions and Business Liaison. While meetings with CFPB in the past have been somewhat of a one-way street, this meeting was an open dialogue regarding banker concerns. The meeting focused primarily on the ongoing implementation of the TRID rule and its impact on the ability of

banks to provide timely mortgage closings for their customers. CFPB defended the adoption of the standards as mandated by Dodd-Frank, but acknowledged they are continuing to look at and trying to respond to banker concerns. In some markets in Tennessee, buyers are losing out on home purchases because they could not get timely financing and, instead, sellers are accepting cash offers to avoid delays.

Legislators

Bankers also met with Senators Bob Corker and Lamar Alexander, as well as members of Tennessee's congressional delegation, to encourage them to support legislation in the regulatory reform area.

Having the largest group ever made a significant impact and a good impression on the regulators and the congressmen. Though prospects for any significant legislation passing in 2016 are slim, continued effort and commitments for support will lay the ground-work for reform in the next administration and Congress. 🇺🇸



Senators Lamar Alexander, above, and Bob Corker, left, fielded questions from attendees.

WASHINGTON CONFERENCE PARTICIPATION LIST

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James Ballentine, EVP Congressional Relations and Political Affairs

William Boger, SVP, Chief Legislative Counsel

Elizabeth Coit, VP/Executive Director, Fund for Economic Growth

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8.

1. Mark Hayes discusses a point during the CFPB briefing. **2.** Robby Moore, Doug Haehl, Stacey Langford, Emily Gray, Steve Eisen, Mike Edwards, Phillip Renfroe, Betty Sue Hibdon, Clint Gwin, and Missy Wallen at the Baker Donelson sponsored reception. **3.** TDFI Commissioner Greg Gonzales, Jeff Agee, and Wynne Baker. **4.** The group gathers in the Senate Foreign Relations Committee Room for a group photo. **5.** Colin Barrett, Gordon Majors, Mott Ford, ICBA's Paul Merski, ICBA's Karen Thomas, and Jim Rieniets during TBA's BankPac contribution to ICBA. **6.** Colin Barrett, Mott Ford, and Jim Rieniets present a BankPac check to ABA's Paul Katz. **7.** Colin Barrett, Mott Ford, and Jim Rieniets present a BankPac check to Fund for Economic Growth's Elizabeth Coit. **8.** Attendees at the Federal Reserve Board table.



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CFPB ROUNDTABLE IN MEMPHIS



More than 30 bankers attended a CFPB roundtable in Memphis June 10. The meeting, led by the CFPB's Acting Deputy Director, David Silberman, and Deputy Assistant Director, Office of Financial Institutions, Jennifer Stockett, was an open discussion of top issues for bankers and a follow up from the *Washington Conference*.

Attendees focused on CFPB rules and initiatives on arbitration, small dollar loans, and overdraft programs as well the potential harm with a future rule on collecting HMDA-like data for small business lending. Bankers also encouraged the bureau on the need to avoid unintended consequences while doing thorough research and taking into consideration banker feedback prior to issuing rules.

TDFI Commissioner Greg Gonzales of the Tennessee Department of Financial Institutions also attended and spoke briefly about the need to fill the void left if payday lenders exit that market upon the CFPB's small-dollar loan rule taking effect.





The best defense is a good offense



ROB NICHOLS
President/CEO,
American Bankers
Association

Since taking the helm of ABA on January 1, my priority has been meeting with and listening to bankers and state association executives about what's needed to help banks succeed. I've logged tens of thousands of miles in service to that goal and by late June have visited with nearly 3,500 industry leaders at various state conventions and meetings.

The feedback I have received has been invaluable, and it has driven ABA activities in recent months. For example, you have told me in no uncertain terms that the industry needs to take our advocacy game to a new level to counter an increasingly organized, antagonistic and aggressive anti-bank lobby.

The industry needs to take our advocacy game to a new level to counter an increasingly organized, antagonistic and aggressive anti-bank lobby.

I would have thought that the stridency with which the public policy sector treats our industry would have lessened by now, six years after Dodd-Frank and eight years post-crisis. But in fact it has increased. This is a problem. Bank-bashing—including that which comes from within the industry—damages the entire industry's image and feeds those who would prefer that banks be managed by Washington.

That is why ABA is pushing back—hard—in defense of banks. Among other things, we launched a targeted pro-bank image campaign aimed at Washington opinion elites. We are advertising on the radio and at Washington Nationals baseball games—which a disproportionate number of members of Congress, Hill staff, regulators, agency staff and reporters attend—as well as on social media pushing positive messages about the important role banks play in their communities. You can see some of that messaging at aba.com/AmericasBanks.

We also are going all-in on our Power Up initiative, which is aimed at getting more bankers engaged in politics—from building lawmaker relationships to donating funds for races—in order to increase our success in Washington. I am grateful for the state associations' leadership in promoting this cause. More bankers are telling us that they either know their member of Congress or are willing to get to know them. They are contributing more to BankPac and their state PACs. And they are giving to the Fund for Economic Growth. (Incidentally, if you are one who has done all three, please know that staff at ABA affectionately refer to you as a "power player." If you haven't but want to learn more, visit aba.com/PowerUp.)

And we are aggressively challenging cases of regulatory overreach, such as the National Credit Union Administration's egregious member business lending rule approved earlier this year, which we believe contradicts the law, and the CFPB's proposed rule on arbitration, which would dramatically limit the use of arbitration agreements even though data show they serve consumers better than class action lawsuits.

The feedback I've received in my first six months on the job also makes clear that we must be proactive in addressing broad trends that are reshaping banking. That is why two staff task forces at ABA have been studying the challenges and opportunities posed by the fintech revolution and massive demographic shifts. The groups will be recommending new ways ABA can serve the industry, with a sharp focus on how we can help community banks. More on that to come, but in the meantime rest assured that contrary to many headlines, millennials are not disenchanted with banks, and that opportunities for partnering with nonbank fintech companies abound.

These are just a few ways ABA, working closely with state bankers associations, is striving to build a more secure and competitive future for your bank. These efforts are built on banker feedback, and I hope you'll keep that coming. 🇺🇸



We're Coming to Nashville

ABA Bank Marketing Conference

September 25–27

ABA Annual Convention

October 16–18

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ANNUAL MEETING RECAP

GORDON MAJORS INSTALLED AS 2016-2017 TBA CHAIRMAN

PHOTOS BY TUMBLESTON PHOTOGRAPHY

More than 650 members of the state's banking industry, associate members, and their guests traveled to the Culture Capital of the South—Charleston, SC—to gather at the Belmond Charleston Place for the Tennessee Bankers Association's *126th Annual Meeting*.

The convention featured two morning business sessions, presided over by TBA Chairman David Verble.

The Monday, June 6, business session kicked off with a jolt as Charleston's own Voices of Deliverance welcomed guests with a 15-minute performance, including "This Little Light of Mine" and "The Star-Spangled Banner."

Sessions included a marketing/culture panel led by Market Insights' Joe Sullivan, and a keynote address by Rebecca Wesson Darwin, *Garden & Gun's* president and CEO. Sullivan explained that there's a big cost if your workforce isn't engaged, citing that unhappy workers cost the U.S. between \$450 and \$550 billion in lost productivity each year. Darwin gave a detailed look how her hit magazine got started and where it is heading. "What makes *Garden & Gun* so unique is our amazing, loyal readership," she said. "They're one-of-a-kind."

The Tuesday, June 7, business session included an economic outlook from Edmond J. Seifried. He said the probability of China becoming the No. 1 economy is unlikely due to the United State's superior "genetic" infrastructure (sewer, power grid).

There was also plenty of events allowing attendees to network with one another and to enjoy all that Charleston has to offer, including a dessert reception at the Riviera Theater, a horse-drawn carriage ride through the streets of the Historic Downtown District, and a cruise around Charleston Harbor. The event's agenda also featured a reception celebrating Verble. 🇺🇸



Gordon Majors, president and CEO, The Hardin County Bank, Savannah, was installed as the new chairman of the TBA in ceremonies during the closing banquet on Tuesday evening. He accepted the gavel from the 2015-2016 chairman, David Verble, president and CEO, Citizens National Bank, Sevierville.

Delegates to the *126th Annual Meeting* elected new officers and directors during the Tuesday morning, June 7 business session. The bankers joined existing board members to guide the Association in 2016-2017.

Executive officers elected for 2016-2017 are:
Chairman – Gordon Majors, president and CEO, The Hardin County Bank, Savannah

Chairman-elect – Lee M. Moss, president, Franklin Synergy Bank, Murfreesboro

Vice Chairman – John Muse, chairman, president and CEO, Farmers State Bank, Mountain City

Immediate Past Chairman – David Verble, president and CEO, Citizens National Bank, Sevierville

New TBA chairman Gordon Majors receives the gavel from outgoing chairman David Verble.



Delegates to the convention also elected directors from each of the three grand divisions of the state to serve three-year terms on the TBA board. New directors are:

East Tennessee – George Shirley, Chairman, President, and CEO, Citizens Bank and Trust Company of Grainger County, Rutledge

Middle Tennessee – Bill Nigh, Regional CEO, The Bank of Nashville, a div. of Synovus Bank, Nashville

West Tennessee – H. McCall Wilson Jr., President and CEO, The Bank of Fayette County, Piperton

With the election of the new directors, two directors rotated off of the board. Completing their terms of service were:

J. Lee Stewart, President and CEO, Southern Heritage Bank, Cleveland

M. Terry Turner, President and CEO, Pinnacle Bank, Nashville

Continuing their terms on the board are:
R. Lynn Shipley, Jr., President and CEO, TriSummit Bank, Kingsport

Phillip L. Crawford, President and CEO, First Farmers and Commercial Bank, Pikeville

Michael E. Cary, President and CEO, Carroll Bank and Trust, Huntingdon

Michael Kramer, President and COO, FSG Bank, a division of Atlantic Capital, Chattanooga




The 2016-2017 TBA Board Officers: John Muse, Gordon Majors, TBA President Colin Barrett, David Verble, and Lee M. Moss

New directors:
H. McCall Wilson, Jr.
and George Shirley.
Not pictured: Bill Nigh

Betty Sue Hibdon, President/CEO Emeritus, Citizens Bank, Hartsville

D. Bryan Jordan, President/CEO, First Tennessee Bank, Memphis

As TBA's governing body, members of the board are always available for members to share questions, thoughts, or suggestions concerning the TBA and the banking industry. Visit www.TNBankers.org/about for a complete list of TBA leadership. 

NEWLY ELECTED TBA OFFICER AND DIRECTORS



JOHN MUSE
TBA Vice Chairman
Chairman/President/CEO,
Farmers State Bank,
Mountain City

John Muse is the Chairman, President and CEO of Farmers State Bank in Mountain City, TN. Muse has served as a member of the board of directors of Farmers State Bank since 1979, was elected chairman in 1997 and named president/CEO in 2006. Prior to his full-time banking career, he worked for 25 years as a State Farm insurance agent in Mountain City. Muse attended East Tennessee State University, is a graduate of the TBA's *Southeastern School of Banking* and the Graduate School of Banking at LSU.

Muse recently served as the chairman of TBA's insurance subsidiary, Financial Products and Services, Inc. John and his wife, Kaye, will celebrate their 40th wedding anniversary this September, and enjoy spending time with their five grandchildren.

What is one of the most important things you've learned about banking over the years?

One important thing I have learned is that community banks can no longer take for granted the privilege to serve our communities. Community banks are important in supporting the growth and development of our communities. Excessive regulations are now limiting our ability to provide products and services to meet customers' needs. It is important we are vocal and remain actively engaged in the effort to reverse this trend.

What does being a TBA member mean to you?

The TBA is a valuable resource for our bank. TBA meetings have been a great way to keep up with the latest in banking. Web-based training and other education opportunities are always timely and on target. TBA membership gives us an opportunity to develop relationships and learn what others are doing to help stay a step ahead of any current issues or challenges.



H. McCALL WILSON, JR.
Director-West Tennessee
President/CEO,
The Bank of Fayette
County, Piperton

H. McCall Wilson, Jr. is President and CEO of The Bank of Fayette County, a community bank founded in 1905 in Moscow, TN. Wilson began his career in 1989 at the accounting and consulting firm of Reynolds, Bone and Griesbeck as a certified public accountant and is a graduate of Christian Brothers University in Memphis, with a MBA in finance and a BS in accounting. He is actively involved in the community and with the banking industry, currently serving on the board of directors for the Wolf River Conservancy and on the Membership Council of the American Bankers Association. Wilson has previously served as chairman of the American Bankers Association Community Bankers Council, on the board of directors of the American Bankers Insurance Association and the State of Tennessee's Collateral Pool Board. Wilson and his three children, Weber (14), Madeleine (12) and Bennett (10) live in Collierville.

What is one of the most important things you've learned about banking over the years?

When I first joined the bank, a very respected banker named Jack Dawson gave me my best piece of advice: "Don't make any big loans, don't make any bad loans, and definitely don't make any big bad loans!" Unfortunately, I have not been able to follow that piece of advice. However, I have followed the advice that my grandmother gave me a long time ago, and that is: "Right don't wrong nobody." Throughout my career I've tried to live that advice. I truly believe bankers are the good guys and by doing what is right we can show this to the rest of the world.

What does being a TBA member mean to you?

In short, doing the right thing. Being a member of the TBA allows me to support an organization that helps our industry not only survive, but thrive. The TBA not only represents my voice, but the voice of each and every banker, from the largest to the smallest in our great state. I believe in the future of community banking, and through the efforts of the TBA, we have the opportunity to preserve that future.

William R. Nigh is the Regional CEO for The Bank of Nashville, a division of Synovus Bank.

Nigh has been with Synovus, headquartered in Columbus, GA, for almost 35 years and began his banking career as a teller. He received his undergraduate education from Texas Tech University and later earned his Professional Masters of Banking in 1997 from LSU. Nigh serves in several leadership roles in the Nashville community, including service on the board of directors and governance committee of the Arts & Business Council and the Nashville Area Chamber of Commerce business conditions council committee. He was a member of the Leadership Nashville Class of 2013. Nigh and his wife, Liz, volunteer with Cavalier Rescue USA, fostering dogs and finding them permanent homes.

What is one of the most important things you've learned about banking over the years?

We must always approach our jobs with the mindset that banking is a high calling. We play such an important role in the success of so many people, companies, and communities.

What does being a TBA member mean to you?

The TBA gives all of us the opportunity to support and impact the health of our industry. I believe we all have the responsibility to do everything we can to ensure the long-term health of our industry.



BILL NIGH
Director–Middle Tennessee
Regional CEO,
The Bank of Nashville,
a div. of Synovus Bank

George Shirley is the Chairman, President and CEO of Citizens Bank & Trust Company of Grainger County, in Rutledge, TN.

Shirley, a lifelong resident of Grainger County, started in banking at 11 years old when he would ride with his dad to file checks in the bookkeeping department. He attended East Tennessee State University, and is a graduate of TBA's *Southeastern School of Banking, Consumer Lending*, and the Graduate School of Banking at LSU. Shirley has held leadership roles with the TBA including the Young Bankers Division and the board of directors for Financial Products and Services, Inc. He is active in the community, including service as the Past-President of the Grainger County Chamber of Commerce, a founding member and board member of United Way of Grainger County and is an active member of the Rutledge United Methodist Church. His free time is spent out on the water and also as a part-time goat herder on his hobby farm.

What is one of the most important things you've learned about banking over the years?

Relationships. To me, relationships are one of the most important aspects in our business and personal lives. Building strong relationships with our coworkers and customers alike is a fundamental key to success. A respect and understanding of our customers and their needs helps to build and maintain sustainable relationships.

What does being a TBA member mean to you?

Advocacy and education. The TBA does a wonderful job in these two areas of their mission. The support and educational format for the community banks of our state is unmatched by any other trade association. I am truly proud to be a member of the Tennessee Bankers Association. 🇺🇸



GEORGE P. SHIRLEY
Director–East Tennessee
Chairman/President/CEO
Citizens Bank & Trust
Company of Grainger
County, Rutledge

THANK YOU TO OUR SPONSORS

The 126th Annual Meeting would not be possible without our generous sponsors. We wanted to make this event exceptional, and with these sponsors providing for events such as the harbor cruise, carriage rides, receptions, and dinners, this annual meeting shaped up to be one of the best in TBA's history.

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Elliott Davis Decosimo, LLC, Franklin, TN—*Harbor Cruise*
Financial Products and Services, Inc, Nashville, TN—*Banquet*
FTN Financial, Memphis, TN—*TBA Board Dinner*
Investors Title Insurance Company, Chapel Hill, NC—*Dessert Reception*
Olsen Palmer, Washington, DC—*Chairman's Reception*

GOLD

Citizens National Bank, Sevierville, TN—*Carriage Rides*
Crowe Horwath LLP, Franklin, TN—*Guest Room Keys*
Federal Home Loan Bank of Cincinnati, Cincinnati, OH
—*Closing Banquet Reception*
ICBA Bancard and TCM Bank, Washington, DC—*Continental Breakfasts*
Pathway Lending, Nashville, TN—*Golf Tournament and Private Reception*
Raymond James, Memphis, TN—*Lunch in Exhibit Hall*

SILVER

Alexander Thompson Arnold, PLLC, Milan, TN—*Dessert Reception Music*
Banc Compliance Group, LLC, Franklin, TN—*Mobile App*
Clarity Appraisal Management, LLC, Nashville, TN—*Monday Coffee Bar*
Earl R. Whaley and Company, Alcoa, TN, and **Mountain Life Insurance Company**, Alcoa, TN—*Brochure Printing*
First National Banker's Bank/First National Banker's Bank Capital Markets, Birmingham, AL—*Pens and Grand Prize Giveaway*
Helms Briscoe, Atlanta, GA—*TBA Board Dinner*
KraftCPAs PLLC, Nashville, TN—*Pocket Agenda-at-a-Glance*
Mauldin & Jenkins CPAs, LLC, Chattanooga, TN—*Banquet Wine*
NetGain Technologies, Chattanooga, TN—*Tuesday Coffee Bar*
Pugh CPAs, Knoxville, TN—*Banquet Centerpieces*
SHAZAM Network, Collierville, TN—*Professional Photographs*

BRONZE

American Bankers Association, Washington, DC—*Refreshments at Registration*
Bankers Healthcare Group, LLC, Syracuse, NY—*Printed Registration List*
CenterState Bank, Brentwood, TN—*Bottled Waters*
PYA, Knoxville, TN—*Note Pads*
ServisFirst Bank, Birmingham, AL—*Tote Bags*
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EXHIBIT HALL

For those who joined TBA at the Belmond Charleston Place, the exhibit hall was on the to-do list. With 36 exhibitors participating, guests explored products and services that could benefit their bank and registered for an array of prizes. The biggest award of all went to Andrea Browning (Centennial Bank, Trezevant) as she won the \$1,000 Grand Prize Drawing, sponsored by First National Banker's Bank and FNBB Capital Markets.

EXHIBITORS

Affinion Group, Franklin, TN
AmTrust North America, Cleveland, OH
Ascensus, Inc, Brainerd, MN
Bank Financial Services Group, Inc, Nashville, TN
Bankers Healthcare Group, LLC, Syracuse, NY
BrandPoint Design, Brookfield, WI
Computer Services, Inc, Paducah, KY
Construction Consultants, Chattanooga, TN
CNA, Atlanta, GA
Crescent Mortgage Company, Knoxville, TN
Eclipse Brand Builders, Suwanee, GA
Ellsworth Systems, LLC, Franklin, TN
Federal Home Loan Bank of Cincinnati, Cincinnati, OH
Financial PSI, Nashville, TN
Harland Clarke, San Antonio, TX
High Cotton, Birmingham, AL
Holtmeyer & Monson, Memphis, TN
Investors Title Insurance Company, Chapel Hill, NC
Jack Henry Banking, a division of Jack Henry
and Associates, Monett, MO
KraftCPAs PLLC, Nashville, TN
Level 5, Atlanta, GA
Mauldin & Jenkins CPA LLC, Chattanooga, TN
Meyer-Chatfield Corporation, Nashville, TN
National Payment Systems, Greenbrier, TN
Ncontracts, Brentwood, TN
NetGain Technologies, Chattanooga, TN
NFP Executive Benefits, Brentwood, TN
Office of the Comptroller of the Currency, Washington, DC
Professional Bank Services, Inc, Brentwood, TN
Promontory Interfinancial Network, LLC, Arlington, VA
PYA, Knoxville, TN
SHAZAM Network, Collierville, TN
SIB Fixed Cost Reduction, Charleston, SC
Travelers, Charlotte, NC
Valuation Compliance Services, LLC, Arrington, TN
Works24, Edmond, OK



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1. FNBB's Reaves Crabtree and Charles Kown with exhibit hall grand prize winner Andrea Browning from Centennial Bank, Trezevant. FNBB and FNBB Capital Markets sponsored the prize. **2.** Exhibit hall attendees test drove the motorized cooler at the National Payment Systems booth. **3.** Cathy Isaacs of Ncontracts discussed risk management solutions with an attendee. **4.** Members of KraftCPAs PLLC talked with Gordon Majors and son Cosmin. **5.** Keith Potts from Harland Clarke discussed his company's services with attendees. **6.** Drais M. Von Hagen represented Crescent Mortgage Company. **7.** Mike Parnon from BrandPoint Design was on hand to answer attendees' questions.

PHOTOS BY TYLER NELSON

PHOTO RECAP

PHOTOS BY TYLER NELSON, STACEY LANGFORD, AND TUMBLESTON PHOTOGRAPHY



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Gordon Majors' passion for cars is only rivaled by his passion for banking.

He is applying the same enthusiasm to his new role as TBA Chairman.

BY ROGER SHIRLEY



Gordon Majors shares a picture of his '57 Chevrolet Bel Air.

PHOTO BY KEITH MILES

Gordon Majors is passionate about restoring old cars. Chevrolets from the mid-50s to the 1960s, to be specific.

"All of my life, I have loved cars—playing with them, working on them, restoring them. It goes back to when I was a boy working on lawnmowers. I just loved anything with a motor," said Majors, who has 10 Chevys in some form of restoration, including three 1957s, a couple of 1955s, a 1960 and '66 Corvette, a '67 Camaro and a '58 Chevy that someone gave him that had been in a barn for some 40 years. "I'm still trying to figure that one out," he said. And he is working on a '57 Chevy convertible that he says will be the "grand finale" of his car-rebuilding career.

"I'm just intrigued by studying and learning about them, and the hands-on work of rebuilding engines and chassis," he said. "But I don't drive them much at all. My son and best friend, Cosmin, is equally intrigued by this hobby. He and I spend lots of time together pursuing this passion."

The soft-spoken Majors is equally passionate about banking, especially when inspiring his team at The Hardin County Bank in Savannah, TN, to continue to grow in their careers and take advantage of the opportunities for professional development at the Tennessee Bankers Association and other industry associations.

Spreading his gospel of continuous learning will be his priority as chairman of TBA, a role which he assumed in June at the annual convention in Charleston, SC. "A lot of banks take advantage of the programs and opportunities for development that TBA offers, but my main goal as chairman is to increase participation even more."

Beyond that, however, Majors indicated he will take the same approach as TBA chairman as he does as president and CEO of The Hardin County Bank—which is to say he will provide leadership by staying out of people's way that he trusts to do the job.

Since becoming a TBA board member and then chairman-elect, Majors says he has been incredibly impressed with the board and the TBA staff. "The organization is top-of-the-line, and as far as the board goes, I've never seen a small group of people produce more work. Everything they do is with excellence."

It's very apparent in talking to Majors, and with those who work with him both at The Hardin County Bank and TBA, that his pursuit of excellence and drive to succeed are his personal hallmarks.

TBA President Colin Barrett called him one of the best bankers in the state. "Gordon is very well respected by his peers for his bank's success over the years," Barrett said.

"What I have always admired about Gordon is how he has gone about building a great team around him, and his leadership style that really brings out the best in people. In fact, he was one of the first people I met with when I was named president of the TBA because his leadership style is one I wanted to understand and emulate."

Emily Gray, a senior vice president at The Hardin County Bank who was Majors' first hire as new president in 2001, echoed those sentiments, saying he is a great boss—but, she adds quickly, just don't call him the boss. "Gordon doesn't think of himself as the boss; he's quick to say he is no one's boss—but what he is, is a great leader; someone who really inspires people to keep raising their personal bar, and that's why we've been such a successful bank."

"It sounds cliché, but Gordon really does have an open-door style of management. He appreciates not having yes-men around him, and he really listens to what everyone says. When he is making a decision, he considers everyone's opinions."

"As a banker, Gordon always has a plan, an agenda. He takes one thing at a time and gets it done, and that is going to serve him really well as TBA chairman," she said.

Gray said Majors is very much a student of banking and management. "I remember not long after I started working for him we talked about the book *Good to Great*, which he highly recommends. Later, I realized just how much his approach echoes what's in the book. It's one thing to read a book, but it takes a special kind of person to put it into action."

Stephen Gobbell, another The Hardin County Bank senior vice president, said that he admires Majors' willingness to give his employees opportunities as long as they work hard.

"Gordon always instills confidence in his employees, and he does that by letting them know he has confidence in them. He gave me tremendous opportunities to grow in my career," Gobbell said. "He really does give everyone here a lot of responsibilities, and he takes a hands-off approach to letting them do their jobs. But at the same time, he is always willing to help. He is compassionate, and at the same time very passionate and committed to success."

Tupelo's loss, Savannah's gain

Gordon Majors grew up in Savannah, the oldest of three brothers, and in fact has lived within a four-mile radius of The Hardin County Bank's location on Wayne Road his entire life.

For Majors, high school was just a launching pad for whatever he was going to do in life. "It was all about the next step, going to college. My hope was to have a job and have a career where I would be a contributor to the business I worked for.

"I didn't really have an idea what I would do, but I remember one of my high school teachers talking about accounting. I was kind of intrigued by it, but I never dreamed that's what I would do."

Majors' next stop after high school was UT-Martin, and after a year of basic courses he decided he wasn't going anywhere and kept remembering people talking about accounting,



PHOTO SUBMITTED



Q&A WITH THE CHAIRMAN

HOW DID YOU GET INVOLVED IN THE TBA?

I wasn't that involved early on in my career, but I decided I needed to start going to Nashville to some of the programs and conferences because my predecessor was very active. And I began to see how much you could benefit. I remember later (former TBA President) Brad Barrett called and asked me to be one of the state's two representatives on the ABA Community Bankers Council. That was such a revealing experience for me. The first time I went to Washington, a guy from the ABA looked me up to tell me that few if any state bankers associations compared with the TBA, and how fortunate I was. That was very inspiring.

WHAT DRIVES YOU TO SUCCEED?

Now, it is the incredible, unbelievable responsibility that I have to our shareholders. I really became overwhelmed when I first began to grasp that. Whether it's a small or a large portion of their wealth that they have invested, they are trusting you with that, and anything short of success is not an option. I have friends who have worked hard all their lives and they invest their money with us, and to this day it scares me to death.

ARE YOU A COMPETITIVE PERSON BY NATURE?

I joke about not knowing a football from a basketball; I don't have a competitive ounce in my body when it comes to games. But I am a fierce competitor when it comes to business.

DO YOU HAVE ANY RETIREMENT PLANS?

You know, someone asks me that question every single day. And I tell them, I'm just 62 years old. I have no idea about retirement. I want to work for as long as I can add value and benefit the organization. Some people have very specific retirement plans and have a lot of other things they want to do. But I love banking, I love working with these people. We are a family.

so he decided to major in it. "It's one of the smarter moves I ever made," he said.

He graduated in 1977, and his dream was to work for a manufacturing company on the business side. Banking was not even a blip on his radar screen.

"In 1977, financial services was an entirely different world. No one that I knew even thought about banking. I never heard banking mentioned the entire time I was in business school. I had one course on money and banking, but that was it. The concept of working at a community bank never registered to me, period.

"I guess it's a good thing I didn't find that manufacturing job because I would be living in China right now," he said with his trademark grin and a laugh.

Majors said that during that time—unlike with today's generation—it was very important for young people to go back to their rural hometowns after they graduated from college. That was his desire also, and while that ultimately happened, it almost didn't.

"Actually, (his wife) Jeanie and I were getting married in the fall, and I had taken a job at a CPA firm in Tupelo, MS. At the last minute, the man she was working for at the State Farm Insurance office panicked that he was about to lose her and persuaded me to consider banking as a career. Jeanie wanted to stay here, and her boss desperately wanted her to stay here, so I went to work at The Hardin County Bank, which had opened only four years before."

It turned out to be a good fit, because some 40 years later, both Gordon and Jeanie Majors are still working for the same employers. "Jeanie has been at the origin of all good things that have happened in my life."

It's Not All Rosy

"I found out right off that banking was a very competitive business, which I enjoyed," Majors said. "But for the first few years, I didn't



4.



feel like I was utilizing a lot of what I learned in school. But I was impatient at that age. A year or two seemed like an eternity. And I had a strong desire to be a contributing factor in some kind of going enterprise."

Majors' desire to succeed and to play an important role in the business was ingrained in him from an early age by his father. "My daddy taught me that you work hard, and you work hard every day. And that you owe your life to your employer. That was hammered in me since childhood."

He started out as the note department manager at The Hardin County Bank, and he also waited on customers coming in for everyday transactions and helped out at the drive-in window. He later added the responsibility of bond accounting, which was more complicated back in those days. Majors found the work challenging and rewarding. "It was really the first use of my education," he said, and "it was one of my biggest thrills in life at the time."

In 1984, he became vice president and cashier, and he loved staying busy studying income statements and balance sheets. He particularly enjoyed working with the bank's business lines. "I felt I had so much to offer, because a lot of our business customers didn't really understand what they were dealing with. They really appreciated someone who would help them with their total financial picture, not just to close a deal on a loan."

Majors remained vice president and cashier until 2000 when the board appointed him interim president when his predecessor, Eddie Whitlow, became seriously ill. Following Whitlow's death in 2002, Majors was named president and CEO. At the time, the bank had about \$160 million in assets and 88 employees. Today, it's a \$450 million bank with 92 employees.


"In the first several years after I became President, it seemed like I went through one learning experience after another. But I give all the credit in the world to our board. They

never micro-manage banking decisions, and our chairman made it clear to me that I was my own man. I got the freedom to call my own shots. And so, when I ran into a problem, which seemed like every five minutes back in those days, I didn't have to second-guess myself and wonder what someone else would have done."

So what's the biggest lesson he's learned over the years?

"The first thing is that to be the best bank, you have to have the best employees. I made that my motto, my creed. And I have worked hard to hire the very best people that I can. Then it is to develop your staff. Empower them. And you do that by training them and helping them grow. So we invest money into helping our staff grow and develop—and I emphasize investment; this is not a cost. I discovered early on that you cannot keep up with such a dynamic industry as banking sitting here in Savannah, TN. So we began to exploit every opportunity, from what the TBA offers to the ABA to the ICBA, to all the banking schools we can get people into."

Anything else?

"You've got to have strong people working with you. Not all banking is rosy." 

1. The day Gordon returned from TBA's Annual Meeting, The Hardin County Bank staff held a surprise celebration to honor his new role as TBA chairman.

2. Gordon Majors and The Hardin County Bank staff celebrating the finale of "The Walk," a 12-month series of training courses all employees attended, which covered communication, teamwork, culture, ESOP, financial statements, and customer service.

3. Gordon with his wife Jeanie and son Cosmin at TBA's 126th Annual Meeting.

4. Gordon poses with his team during The Hardin County Bank's corn hole tournament in September, one of their quarterly celebrations. The tournament is designed to build teamwork.

PHOTOS SUBMITTED

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Gordon Majors with his son Cosmin's '56 Chevrolet.
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TBA's inaugural *Women in Banking Conference*

CONFERENCE DETAILS

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BUTLER SNOW



Betty Sue Hibdon began her banking career as a secretary at Hartsville's Citizens Bank in 1968. Proving her value, she steadily earned new promotions and more responsibilities during her career. Then in February 2006, she was elected the bank's president and CEO, becoming the first female to hold that role in the institution's history.

"I'm aware of how significant it is for me to be a female and earn that leadership position," she said. "You can probably count on your hand how many women in this state have gotten similar opportunities."

According to a 2013 U.S. Equal Employment Opportunity Commission report, women make up 57.6 percent of all employees in the commercial banking industry. Despite that majority, 48.4 percent are first/mid-level officials and managers and only 30.9 percent hold executive/senior level positions.

As gender demographics shift to even more women working in financial institutions, the Tennessee Bankers Association will host its inaugural *Women in Banking Conference*. The event, which takes place September 8 at TBA's Barrett Training Center in Nashville, will bring together Tennessee's many successful female bankers for professional development and networking.

"Women play a vital role in Tennessee banks," said Colin Barrett, TBA president. "*Women in Banking* offers these leaders of our industry tools for continued success, camaraderie, and a clear path to achieve their goals."

Dorothy Savarese, ABA Chairman-elect, will kick off the conference sharing the workplace challenges women still face today and discuss the rewards of relationship-building in the industry. The event also includes a presentation from AmyK Hutchens on igniting leadership and examining how organizations that embrace gender diversity outperform their peers.

Katie Edge, who will moderate a panel during the event, says the event gives women the opportunity to connect and highlight past achievements.

"We should celebrate the contributions women bankers and directors have made over the years

to encourage young women to find rewarding careers in the banking industry," said Edge.

Hibdon, who is serving as a conference committee member, echoed those sentiments.


"Few women went into the banking industry (in the past) because they didn't think there was a career in it for them. But over the years, that mindset has changed. Boards are seeing women excelling in positions of leadership. That's why this conference is important—encouraging and supporting women so they can do these jobs and lead our banks." 



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2016-2017 WOMEN IN BANKING COMMITTEE

AMY BUNTON, President, Pathway Women's Business Center, and Senior Vice President, Pathway Lending, Nashville

DEBORAH A. COLE, President/CEO/Director, Citizens Savings Bank and Trust Company, Nashville

ASHLEY DENNIS, CFO, The Hardin County Bank, Savannah

KATHRYN REED EDGE, Member, Butler Snow LLP, Nashville

KIRSTEN M. ELKINS, Financial Solutions Group, CRS Data, Nashville

BETTY SUE HIBDON, President & CEO Emeritus, Citizens Bank, Hartsville

SARAH L. MEYERROSE, Executive Vice President/CFO, Franklin Financial Network, Franklin

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Forum Moderators

One of TBA's most popular professional development offerings is our forums. Designed as peer-exchange, small group roundtables, TBA offers forum sessions for bankers in the job categories of CEO, CFO/Controller, IT/Operations/Information Security Officer, Retail Banking Officer, Sr. Lender, Sr. Compliance Officer, Sr. HR Director, and Sr. Marketing Officer. *The Tennessee Banker* caught up with a few of our forum moderators to learn more about the issues discussed and the benefits of forum participation. To inquire about joining a forum, please contact Debbie Brickles, dbrickles@TNBankers.org.

What would you summarize as the dominating theme or top-of-mind issue among your forum participants for 2016?

Retail Banking Officer Forum



DIANNE BARTON
Performance Solutions, Inc.

The top issues of discussion in our forum have been around branch transformation, e-banking products and services, employee development, remaining competitive with lending and deposit products/services, and technology to support the retail centers.

TBA forums provide unique educational value for Tennessee bankers because... the bankers share best practices, emerging and current retail banking strategies, and communicate not only during the TBA session but also via group emails.

IT/Operations/ Information Security Officer Forums



SUSAN ORR
Susan Orr Consulting

In general, the top-of-mind issues have been cyber security assessments; IT examinations; security in general.

TBA forums provide unique educational value for Tennessee bankers because... it provides a great networking platform for leveraging information and experiences from peers; hear about emerging trends and technology; and hear about current hot topics from industry experts.



Moderator Paul Sims works through topics with members of the CFO/Controller Forums. | PHOTO BY TYLER NELSON

CEO Forums; CFO/Controller Forums; Sr. Lender Forums



PAUL SIMS
Guided Solutions

Since I facilitate TBA's forums for CEOs, senior lenders, and CFOs, I've got several different perspectives to share. One theme I've picked up from our CEOs is renewed emphasis on the importance of fostering performance-oriented but customer-focused culture in the bank. With all the changes taking place in the landscape, there appears to be recognition that we really have to be serious about hiring and retaining the right people who will take initiative and step up to the challenges facing us.

The senior lenders/senior credit officers are focused on loan growth and pricing challenges. For those in Middle Tennessee, they are somewhat concerned with perceived "overheating" in some sectors of the Greater Nashville market. Though not at the top of their day-to-day challenges, they also seem to be keeping an interested eye on the fintech/marketplace lenders and the degree to which that business model represents threat or opportunity.

The CFOs continue to be focused on how to maintain net interest margin and appropriate ALCO strategy amid the continuing low but uncertain interest rate environment. The practicalities of implementing the current expected credit loss model for computing the allowance for loan losses is also garnering attention.

TBA forums provide unique educational value for Tennessee bankers because... no one knows more about the challenges our forum members face than other people in the same position. And that fact enables every forum member to benefit from the shared skills, experiences, and perspectives of their peers.

Sr. Human Resources Forum



C. ERIC STEVENS
Littler Mendelson P.C.

Banks of all sizes, but particularly community banks, continue to be challenged by the deluge of federal regulations impacting employment policies and compensation. Unfortunately, these changes are too often politically-motivated with little concern for their practical impact on the business community. Human relations professionals must keep abreast of, and be responsive to these changes while working with limited resources.

TBA forums provide unique educational value for Tennessee bankers because... participants have the opportunity to discuss specific issues with their peers in an environment that encourages the free exchange of ideas while staying on the cutting edge of legal and industry developments. 🇺🇸

Assess your examination process: Tell us the good, bad, and ugly



SCOTT POLAKOFF
Executive Vice President,
FinPro Inc.



STEPHEN BROWN KLINGER
Director, FinPro Inc.

MORE FROM REGULATORY FEEDBACK INITIATIVE

For more information on the Regulatory Feedback Initiative, visit www.allbankers.org or contact TBA's Stacey Langford at slangford@TNBankers.org.

Bankers operate in a highly regulated environment, and regulatory examinations are a necessary ingredient for maintaining a safe and sound financial system. As we all know, examinations can often go awry for myriad reasons, and recent observations suggest that we are veering away from the collaborative approach to much more of a regulatory “gotcha” mentality.

The Regulatory Feedback Initiative (RFI) consists of an anonymous electronic survey for bankers to provide an assessment of their most recent examination or visitation. The information is aggregated and analyzed on a national level to improve the regulatory examination process for banks through two fronts:

1. Survey results are communicated to bank regulators on a routine basis when unique examination trends are discovered.
2. Custom bank reports are available to banks to aid them in preparing for an upcoming exam by identifying trending areas of focus or criticism.

Created by The Coalition of Bankers Associations in 2011, banks have provided feedback on more than 3,000 examinations. In 2015 FinPro joined this effort to assist with analyzing the data generated by RFI and provide suggestions for improving the survey. The Coalition's leadership, working closely with FinPro's advanced analytic group and staff of former senior regulators, streamlined the survey process and improved the relevance of questions.

While this new platform is exciting, its usefulness is determined by banker involvement. The survey results truly make a difference, and we wanted to share with you some examples of how the RFI survey provides actionable feedback.

Following are three items, based on the responses generated by banks in the survey, the regulatory agencies should Start, Stop, and Continue.

Start

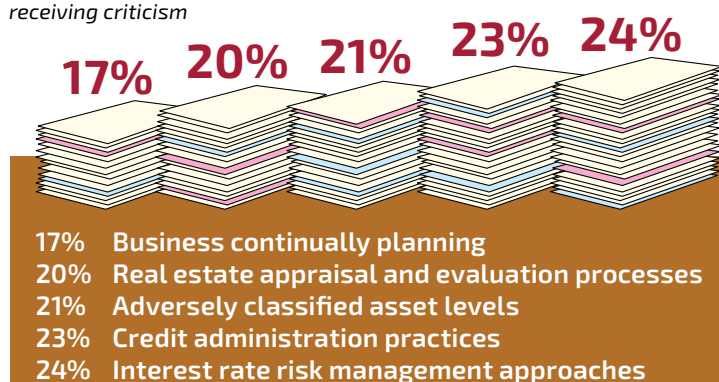
Create an appeals process that eliminates any concerns of regulatory retaliation. The Riegle Community Development and Regulatory Improvement Act of 1994 required that all regulatory agencies construct an appeals process that attempts to remedy contested filings. RFI data shows a high correlation where banks reported being “unsatisfied” or “extremely unsatisfied” with their examination to whether or not the “examination resolved issues and recommended corrective action in a fair and reasonable manner.” Bankers’ comments yearn for a healthy appeals process that is standardized across agencies and void of regulatory retaliation. FinPro’s suggestions for improvement are simple and easy to implement. First, examination standards and findings should be the same regardless of an FDIC, OCC, or FRB examination team. Second, appeals should be reviewed and resolved by an interagency group of senior executives. Third, appeals should have all names and identifiable information redacted before submission to the interagency group. Decisions should be made based on the facts of the case.

Stop

Only 25 percent of the banks responding to the RFI agreed “examiners applied ‘guidance,’ as opposed to enforceable regulation, appropriately” during their examination. Not surprisingly, 51 percent of the bankers who disagreed with the statement reported their examiner-in-charge had been supervising bank examinations for less than five years. Augmenting the experience of examiners is only one part of the solution though. Some FILs, such as 44-2008, contain language stating the guidance “should not be considered as a set of required procedures.” However, others contain language that is more ambiguous. For example, 82-2010 states that “the Guidelines enhance

Safety and Soundness Examination

Percent of institutions receiving criticism



Compliance Examination

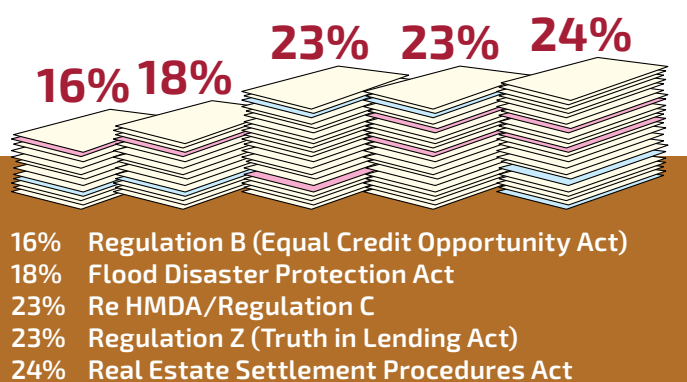



ILLUSTRATION BY MATT RADFORD

the requirements for collateral valuation methods..." The mention of requirements is understandably confusing. Changes in staffing must be combined with a more clear communication of expectations from the agencies to banks.

Continue

The most bipolar results from the current RFI survey data surround exam preparation. Overall, institutions had positive feedback pertaining to the examination staff being "knowledgeable about important issues and regulatory requirements" and "knowledgeable about your institution." This indicates an adequate level of preparation by staff prior to the examination. However, there have been a significant number of comments pertaining to banks being given short-notice to prepare for the examination. Examiners should continue to be vigilant in preparing for the examination and be just as proactive in communicating information to banks about the schedule and timing of the examination.

Bank participation is paramount to the success of the RFI. We encourage all institutions to visit www.allbankers.org to share anonymous information about their last examination.

In combination with providing examiners feedback, the improved survey and greater bank participation allows for better reports to aid bankers in upcoming examinations and improve your bank's ability to stay aware of regulatory areas of focus. While it is always incumbent on senior managers and directors to stay educated on current industry issues and regulations, see the infographics on the areas of greatest criticism in examinations conducted over the last two years. 

How can you improve bank exams?

TRANSPARENCY.
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Tired of exam surprises?

By taking our survey you are providing anonymous feedback that will be used to hold regulators to consistent standards. More than 3000 bankers have already participated.

Take a stand. Take the survey.



Tennessee Bankers Association
a proud member of



Take the RFI* survey at www.allbankers.org

*RFI = Regulatory Feedback Initiative



Five questions community bankers should ask when discussing cyber liability protection



BRIAN MOBLEY
President,
Financial Products
and Services, Inc.

MORE FROM FINANCIAL PRODUCTS AND SERVICES

Financial Products and Services, Inc. is the wholly owned insurance subsidiary of the Tennessee Bankers Association. If you are interested in finding out more about Financial PSI or the products available please contact Brian Mobley at 615-244-5100 or bmobley@financialpsi.com.

Community banks are under heightened regulatory pressure to safeguard their customer's confidential data. Bank examiners are starting to focus attention to the bank's cyber liability insurance policy, security breach expense coverages, and security breach contingency plans.

According to the NetDiligence 2015 Cyber Claims Study, nearly 20 percent of reported breaches occurred within the financial services sector. Having a properly structured cyber liability and breach response expense insurance policy has never been more crucial given the increased risk exposure and various policy forms in the marketplace. These policies are not only written to cover entities, but also directors and officers. Here are five questions bankers should ask when discussing cyber liability policy protection.

1. What type of loss is covered by the policy?

Many policies address cyber or electronic losses but one leading company indicates that only 10 to 15 percent of their losses come from cyber attacks. We've all heard stories about dumpster divers, etc. You need to make sure that your policy offers comprehensive coverage for both electronic and paper losses.

2. What is the bank's cyber liability limit and retention if the bank and its board of directors is named in a security breach liability claim?

This is potentially a tangled web because you also need to make sure whether the limits include defense costs, settlements, and judgments. It is important to determine how each of these expenses are handled within the policy.

3. How are public relations expenses addressed by the policy?

Oftentimes the legal and public relations expense can be largest component of the claim. Reputational risk may be the biggest

risk your bank faces after a security breach, so it is important to address the breach quickly and let the public know that you are handling things appropriately.

4. How does the policy handle coverage for the bank's website and social media?

Having an experienced communications manager versed in the company's policies and protocol is the first step to assure its website and social media statements meet legal standards; however, having a cyber liability policy with media liability protection is another safeguard, in the event someone misrepresents a company policy via electronic media or it is misconstrued by a third party.

5. Does the your insurance carrier assist you after a data breach?

As terrifying as an initial breach can be to an individual, the hard work to restore your records is only just the beginning. It can take months or even years to repair the damage from a personal data breach. Verify that the insurance carrier has an established program to assist companies or individuals who have been affected by a data breach. Also verify that they have prearranged agreements with other companies who can provide services such as credit restoration and ID monitoring.

This is not an all inclusive list but it provides a good start in evaluating your cyber liability coverage. Cyber liability risks and the policies that cover them are changing at a fast pace. Education is the key and understanding how your policy reacts to today's cyber threats is critical. You don't want to discover at the time of a breach that the cyber liability policy that was purchased does not provide sufficient coverage to the bank. 📺



Banks using captives for enterprise risk management in increasing numbers



JOSH MILLER
Chief Executive Officer,
The Keystone Companies

MORE FROM KEYSTATE

Banks with an interest in exploring whether a captive insurance company is a good fit for their institution should contact Josh Miller at 702-598-3738, jmiller@key-state.com. Currently more than 23 state bankers associations throughout the country have endorsed bank captive programs for their members.

There is no avoiding it. Cybersecurity and reputation protection are among today's significant, emerging risks, thus creating exposures for banks of all sizes. At the same time, commercial insurance carriers are pushing banks to higher deductibles, so there remain significant gaps in coverage and exclusions in commercial insurance policies. This creates unfunded risks, which must be evaluated as a part of any bank's enterprise risk management process.

It's evident that bankers know not all enterprise risk is addressed with their commercial insurance package.

To address the concerns, banks throughout the country are forming captive insurance companies—known as captives—to cover these unfunded risks. A captive is a legally licensed, limited purpose, property and casualty insurance company, which can write customized policies for related entities.

While larger institutions (typically \$5 billion in assets and larger) with specific organizational structures (i.e., lots of charters) have been using these types of captives since 2006, captives really did not take hold for mid-size community banks (\$300 million - \$5 billion) until an updated structure was designed and vetted with regulators in 2012.

"Since late 2012, we have seen the number of banks with captives explode," said Joe DeHaven, CEO of Indiana Bankers Association. "The majority of our banks that are good candidates for owning a captive either have one in place or are in process of putting one in place."

It is important to recognize that the captive structure does not typically replace a bank's primary commercial insurance program. However, it does allow a bank to more

formally self-insure risks that are currently unfunded or that the bank has considered retaining (i.e., increased deductible layers).

Typically, the captive augments commercial policies in the following ways:

- Covers the bank's commercial deductible layers
- Provides "difference in conditions" coverage for existing commercial policies, which primarily relate to sublimits and exclusions on the commercial policy form
- Increases coverage levels on existing policies (excess layers)
- Identifies other currently unfunded risks to insure where commercial insurance is not available to the bank

A captive is a legally licensed, limited purpose, property and casualty insurance company, which can write customized policies for related entities.

Along with benefits received from enhancing a bank's risk management process, Congress approved a small business incentive for mid-sized companies that form their own insurance companies to insure these currently unfunded risks. Through the incentive, banks can form their own captive insurance companies and then make an election under Section 831(b) of the Internal Revenue Code. This allows companies to pre-fund for potential future risks on a task advantaged basis, provide an incentive to set money aside for future potential claims and create a mechanism for companies to formalize their current self-insurance program.

In the December 2015 Appropriation Bill, Congress moved the annual allowable premium limit from \$1.2 million to \$2.2 million for the tax years after 2016. Financial institutions

with larger baskets of unfunded risks will be able to continue to grow their captive over time as the institution grows organically or with acquisitions and the small business incentive will also grow.

The potential savings related to this small business subsidy (Section 831b) for captives varies from bank to bank, but they can be significant. In some cases, holding companies can see an increase to earnings per share of 3-5 percent.

Of course, this solution is not a fit for every bank. This solution should only be implemented by banks with sufficient capital and earnings. Holding companies that want to form a captive must be well managed and well capitalized, and their affiliated bank that pays premiums into their captive must have sufficient capital and earnings to support the additional insurance expense at the bank level.

Captive insurance companies are a growing trend for high performing banks throughout the country. As banks become more aware of their unfunded risks through ongoing enterprise risk management, the captive offers


a unique and customized approach to identify and fund for those risks on an annual basis. And, the significant small business incentive provided under Section 831(b) of the tax code provides further motivation to implement the structure. 



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What your review process says about your company culture



MARK ANGOTT
President
Angott Search Group



JOHN RADEBAUGH
Director of the Financial
Services Division,
Angott Search Group

The 4th of July holiday has come and gone. At this point, as companies are ramping up for the second half of the year, performance reviews once again cross a manager's mind. Although the review process is a necessary part of business, it can be a time-consuming and tedious exercise for both managers and their direct reports. Workers can also feel they are in the hot seat with regard to their performance from the previous year. Most importantly, it can delay feedback and two-way conversations that would have been more beneficial at an earlier time. This postponed interaction is causing some employers to look at alternatives to the annual review to build a stronger, more cohesive company culture.

Accenture is a company that recently decided to eliminate annual reviews. With a workforce where 70 percent of employees are millennials, the organization realized that traditional evaluations were not effective for engaging and motivating this generational group which values frequent, real-time feedback. As a result, Accenture developed a digital approach that encourages managers to "coach in the moment" from any device, instead of "after the moment." Their goal was to create a culture that promotes continual growth and learning for all employees.

It is not surprising that workforce expectations are changing and are being influenced by the social, mobile world in which we live. Companies that understand the implications of this and are nimble enough to adopt new technologies and different approaches to work will be most successful with attracting

and retaining top performers that will become the future leaders of tomorrow. Analyzing the effectiveness of the review process and what it says about the organization's culture can be a great place to start.

Angott Search Group suggests companies that are looking to re-evaluate their performance review process ask the following questions:

Is the annual review the main time that feedback is provided on performance?


Look for opportunities on a regular basis to set priorities, discuss work outcomes, and coach team members. Whether it is weekly status meetings, daily advice, or a combination of the two, employees are frequently more engaged when they feel their managers are committed to helping them become more successful workers.

Does the company provide mentoring opportunities beyond the insight provided by supervisors?

Employee groups that facilitate peer-to-peer mentoring, internal networking, and presentations from leadership on career ascension can help organizations develop a culture of growth and development.

What technologies or new approaches can be leveraged to expedite feedback?

Not every company will find it necessary to implement a digital process like Accenture, but business leaders should continually consider whether they are communicating with their direct reports in a meaningful and timely manner.

Eliminating the annual review is not necessarily the answer, because many companies find the procedure effective in evaluating employees and holding them accountable. The key is to find ways to augment the process by creating opportunities to promote dialogue that will improve work flow, productivity, and career advancement. Ultimately, that is the type of environment that top performers seek. 

ABOUT THE AUTHORS

Mark Angott began his career as a controller and chief financial officer before becoming an executive search consultant in 1981. He has been with the firm since its inception and is currently the organization's owner and president. During his tenure, Angott has specialized in recruiting for the banking and financial services industries and is nationally recognized as one of the leading recruiters in his field.

John Radebaugh is a certified personnel consultant (CPC) with more than 20 years of engaged and contingency search and recruiting experience within the banking, financial services and automotive industries. His focus is on middle-to-senior level engaged and contingency searches within the banking and financial services sector throughout the Midwest, Tennessee and the Southeast.



25 Tennessee bankers graduate Graduate School of Banking at LSU

On June 3, 2016, 205 bankers from 15 states and Mexico received graduation diplomas from the Graduate School of Banking at Louisiana State University. The school is sponsored by the Tennessee Bankers Association and 14 other southern state bankers associations in cooperation with the Division of Continuing Education at LSU. Along with classes, the banking school requires attendance on campus for three years, with extensive bank study assignments between sessions.

Tennessee faculty for the 2016 session included Jeff Hudson, FirstBank, Memphis; John Jordan, Community Bank of East Tennessee, Clinton; Dr. Thomas Payne, Tennessee Tech University; Mary Neil Price, Professional Bank Services, Inc; Ronny Roberts, Professional Bank Services, Inc; and Tod Trulove, Tennessee Department of Financial Institutions.

Tennessee members of the Board of Trustees include John Jordan, Immediate President Elect of GSB; Colin Barrett, TBA President; and Robby Moore, Bank of Perry County, Lobelville.

Congratulations to the 25 TBA members and Tennessee-based regulators who received diplomas among the Class of 2016. 🇺🇸

"State Night" brought together Tennessee Graduate School of Banking at LSU students.

PHOTO SUBMITTED

2016 GRADUATES

TAMMY BEGLEY, Cumberland County Bank, Crossville
JON BELL, First Vision Bank of Tennessee, Manchester
EDWARD BLACK, Tennessee Department of Financial Institutions, Cookeville
PHILIP CLEMMONS, Wilson Bank & Trust, Cookeville
SHANNA COCHRAN, Franklin County United Bank, Decherd
ALLAN CROOKS, Volunteer State Bank, Portland
COURTNEY DELANO, First National Bank of Pulaski, Pulaski
CHRISTOPHER DOUGHTY, FDIC, Hermitage
WILLIAM T. GURLEY, The Farmers Bank, Union City
TIMOTHY HALE, Reliant Bank, Gallatin
CHASE JORDAN, Carroll Bank and Trust, Camden
LARRY LANCE, First National Bank of Pulaski, Lewisburg
MARY LEDFORD, First Vision Bank of Tennessee, Tullahoma
ANDREW LONG, BancorpSouth Bank, Jackson
MATTHEW MEANS, Bank of Putnam County, Cookeville
JEFFREY MITCHELL, Bank of Ripley, Ripley
RON POWELL, Citizens Bank of Lafayette, Lafayette
LAURA RIVERA, The Farmers Bank, Portland
ANTHONY VALENTINO, Tennessee Department of Financial Institutions, Knoxville
AMANDA VINSON, Planters Bank, Inc, Adams
JEFFREY VOWELL, Commercial Bank & Trust Co., Union City
STEVEN WALKER, Citizens Bank, New Tazewell
ANDREW WEST, Wilson Bank & Trust, Lebanon
BENJAMIN WHITSON, First National Bank of Tennessee, Crossville
BRIAN WINSTON, Carroll Bank and Trust, McKenzie

The Southeastern School of Commercial Lending graduates 36

In May, 36 banker students graduated from *The Southeastern School of Commercial Lending (TSSCL)*. Established in 1984, the intensive, one-week school concentrates on all aspects of commercial lending. Students receive more than 45 hours of classroom instruction, discussion, and case studies. The TBA conducts the annual school in cooperation with the Georgia, Louisiana, and Mississippi bankers associations. The 2016 graduating class included 31 students from Tennessee, as well as bankers from Alabama (2), Mississippi (2), and Georgia (1).

Honors

Three 2016 students graduated with honors, ranking in the top 10 percent of the class based on mid-term and final examination scores and faculty and board evaluations. These outstanding students were:

David Bush—United Bank, Atmore, AL
Coty Grissom—Homeland Community Bank, McMinnville

Jack Bradford Hightower—First Tennessee Bank, N.A., Memphis

Attend 2017 TSSCL

The 2017 session of TSSCL is scheduled for May 21-26 in Nashville. Brochures containing complete information and application forms will be available in February of next year.

If you have questions about TSSCL or any of the three lending schools, please visit www.tnbankers.org/education/southeastern_schools or contact Susan Taylor, CMP, in the TBA office at 615-244-4871 or 800-964-5525 or staylor@TNBankers.org.

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RICHARD SHAFFER, Executive Vice President/Commercial Services Director, First Tennessee Bank, N.A., Memphis



Faculty member John Cochran



Faculty member John Barrickman



PHOTOS BY SUSAN TAYLOR

THE SOUTHEASTERN SCHOOL OF COMMERCIAL LENDING 2016 GRADUATES

CLARK BRADLEY, Trustmark National Bank, Greenwood, MS
KEELA BUCKLEY, American Trust Bank of East Tennessee, Knoxville
WES BURNETT, American Bank & Trust of the Cumberlands, Livingston
JESSE BUSBY, Bank of Frankewing, Pulaski
**DAVID BUSH, United Bank, Atmore, AL*
JONATHAN CROSBY, Triumph Bank, Memphis
HUNTER DEBERRY, TriStar Bank, Dickson
BEN DORMAN, American City Bank, Tullahoma
DANIEL DUNN, Clayton Bank and Trust, Knoxville
JERMAINE FLETCHER, First Tennessee Bank, N.A., Memphis
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RANDY HARRIS, Renasant Bank, Tupelo, MS
JOHN HAWKINS, First Freedom Bank, Lebanon
**JACK BRADFORD HIGHTOWER, First Tennessee Bank, N.A., Memphis*
JEREMY HOWARD, Bank of Fentress County, Jamestown
TALITHIA JAMES, The Bank of Waynesboro, Waynesboro
TRENT JORDAN, Progress Bank and Trust, Florence, AL
AMELIA MAGETTE, Legends Bank, Clarksville
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TYLER MEYERRIECKS, JB&B Capital, LLC, Knoxville
ADAM MILLIGAN, First South Bank, Jackson
JASON NIX, First National Bank of Pulaski, Pulaski
COREY PORTA, First Advantage Bank, Nashville
BRYAN RAINEY, Carroll Bank and Trust, Milan
JOHN SHELTON, First Vision Bank of Tennessee, Tullahoma
SHELLY SPURGEON, Tennessee State Bank, Pigeon Forge
CLARK STEPP, Clayton Bank and Trust, Knoxville
WESLEY SUMNER, Planters Bank, Inc, Clarksville
WESLEY TAYLOR, Wilson Bank & Trust, Murfreesboro
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**Denotes Honor Graduate*

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 Cochran Associates, LLC
 Jefferson City, MO

STUDENT PROFILE

YEARS OF BANK EXPERIENCE

Less than 1 Year	2
1 to 5 Years	13
6 to 10 Years	9
11 to 20 Years	11
20+ Years	1

COMMERCIAL LENDING EXPERIENCE

Less than 1 year	2
1 to 5 Years	22
6 to 10 Years	10
11 to 20 Years	2

SIZE OF BANK'S ASSETS

Under 50 million	3
101 to 500 million	21
501 million to 1 billion	7
Over 1 billion	2
Other	3

A highlight of the Southeastern Schools is the opening night reception where bankers can make contacts with the school's trustees and peers all over Tennessee and the Southeast.



1.



2.



1. Chairman Terry Eastwood (right) presents a plaque to outgoing trustee David Miesner. **2.** Chairman-elect Mitch Higdon (right) presents an engraved clock to chairman Terry Eastwood. **3.** The 2016-2017 Board of Trustees. **4.** The 2015-2016 officers: Terry Eastwood, Mitch Higdon, and Truitt Ottinger. **5.** The 2016-2017 officers: Terry Eastwood, Mitch Higdon, and David Miesner.

PHOTOS BY SUSAN TAYLOR

3.



4.



5.



Lights, action, video

Reaching people through mobile video is easy and cost effective.



CHRIS LORENCE
Executive Vice President/
Chief Marketing Officer,
Independent Community
Bankers of America

What, you might ask yourself, does community banking and live-streaming video have in common? A lot if you consider that 55 percent of people watch videos online every day, and 54 percent of senior executives share work-related videos with their colleagues at least weekly. With a little bit of fun, video could connect your bank with your current and future customers without much cost.

Are you ready for your close-up?

According to a 2015 HighQ Infographic, these and many other video-viewing statistics make for a compelling case for community bankers to consider a closer look at video as a great communication tool. By 2017, a majority of all web traffic is expected to consist of videos; live-streaming activities and events will certainly be a considerable share of that traffic. As our schedules become increasingly condensed and our attention spans shorter, watching rather than reading is simply becoming more common. In a recent *Forbes* study involving senior corporate executives, 59 percent said if they were presented with text and a video on the same subject, they would prefer to watch the video.

So what makes interesting subject matter for a community bank-created video?

One thing is certain: Authenticity matters most. Real people, not actors, are preferred; perfection is not demanded, nor is it required. So consider live-streaming events at your bank such as ribbon cuttings, milestone anniversaries, employee recognition ceremonies, and customer appreciation events.

Imagine the fun of capturing the excitement of elementary school children on a field trip to your bank for the first time to see what's inside your vault. Their reactions would no doubt be priceless and scream community engagement. What about attending and live streaming the grand opening of a small business that your bank helped finance? Perhaps record a short video—running no more than one or two minutes long—that introduces your bank's newest loan officer and gives him or her an opportunity to welcome customers to stop by and visit.

The possibilities are almost endless and don't require a tremendous amount of equipment, budget or even experience to get started. Today's mobile devices pack enough power to record a tremendous amount of video at the drop of a hat.

Need to edit the video? Most devices have access to a plethora of apps that let you simply and easily trim, merge, and connect video takes. Interested in live streaming an event? You can reach a huge audience by streaming directly to your bank's Facebook page via Livestream (<https://apps.facebook.com/livestream>) for up to 30 minutes. If you prefer a Twitter live stream, use Periscope (www.periscope.tv). To reach as many millennials as possible, use Vine (<https://vine.co>). The best part is these options are absolutely free.

Community banking is definitely about people. Thanks to mobile technology, reaching people through video has certainly become a whole lot more fun! 📺



Follow our **TNBankers**
accounts on social media for
fun and informative videos.



People on the move

The Bank of Nashville, a div. of Synovus Bank, Nashville, has named **Don Baskin, William Burke, and Travis Smith** as mortgage loan originators.

Bank of Tennessee, Nashville, has named **Joe Repass** as mortgage loan originator.

CapStar Bank, Nashville, has promoted **Daniel Fox** to vice president and treasurer and **Melinda Pulliam** to personal banking manager. The bank has named **Christopher Tietz** as chief credit officer; **Clayton Weber** as director of information security and technology; **Rick Sofilkanich** as portfolio manager for commercial and industrial; **Carolyn Waddy** as Bank Security Act compliance and fraud analyst; **Ryan Molloy** as senior commercial real estate underwriter; **Jamie Byrn** as customer service representative; **Brady Grimsley** as mortgage loan assistant. **Noel Searcey** as mortgage loan officer with Farmington Mortgage. In addition, **Emily Floyd** has joined the firm.

CBBC, Maryville, has added **Perry Roberts** as branch officer/lender at the Midland branch and **April McMurray** as mortgage loan officer, bringing more than 17 years and 15 years in banking experience, respectively.

Commercial Bank & Trust Co., Paris, has named **Rebecca Floyd** and **Elizabeth Smith** as vice presidents and loan officers.

Community First Bank & Trust, Columbia, has promoted **Nicole Rankin** to vice president and compliance, BSA and AML officer; **Sheila Bettini** to vice president and branch manager; **Sylvia Mathews** to electronic banking manager and banking officer; **Sissy Sewell** to assistant vice president and deposit operations manager; and **Ashlee Pope** to assistant vice president and accounting officer.

Cumberland Trust and Investment Company, Nashville, has named **Rene Frederiksen** as assistant vice president and trust officer and **Sloan Shell** as trust officer.

Diversified Trust, Memphis, has promoted **Jo Len Clark** to principal and **Jay Davis** to vice president.

Farmers State Bank, Mountain City, has named **David Arnold** executive vice president. Arnold currently serves as senior loan officer and was recently elected to the bank's board of directors.

Fifth Third Bank, Nashville, has promoted **Keith Lavender** to executive vice president and head of corporate banking; and **Nick Thomas** to business banking relationship manager. **Paul Barton** was named as financial center manager; **Krystal Duncan** was named business banking relationship manager; and **Beatrice Chris** and **Rosemary Rikel** were named as mortgage loan originators.

Financial Federal Bank, Memphis, has welcomed **Gideon Scoggin** as senior vice president in its commercial banking division.



SCOGGINS

First Citizens National Bank, Dyersburg, has named veteran banker **Neil Headden** as senior vice president and commercial lender for the 9045 Carothers Parkway, Cool Springs location in Franklin, TN.



HEADDEN

First Freedom Bank, Mount Juliet, has named **Ashley Montgomery** personal banker. The **Lebanon** office has added **Sydney Minton** customer service representative.

First Tennessee Bank, N.A., Nashville, has promoted **Margaret Yancey** to senior vice president, medical private banking; **Deborah Carter Johnson** to senior vice president, private client services. In addition, the firm has named **Lethia Swett Mann** community development and revitalization coordinator.

Franklin Synergy Bank, Franklin, has named **Melinda Bailey** senior vice president and commercial banker; **Darin Kellett** was named senior vice president and senior credit officer; **Pat Justis** to vice president and audit manager; and the bank promoted **Stacey Carroll** to retail banking manager and **Benjamin Rogers** to customer care manager.

InsBank, Nashville, has added **Orlandus Majors** as first vice president and relationship manager. Majors is bringing more than 25 years commercial banking experience.



MAJORS



CHAPMAN



DUNN

Mountain Commerce Bank, Knoxville, has promoted **Brice Chapman** to vice president and relationship manager. In addition, the bank has named **Nellie Dunn** vice president and senior treasury management specialist.

Paragon Bank, Memphis, has named **Mark Nance** as first vice president, treasury management.

Pinnacle Financial Partners, Nashville, has promoted **Victoria Ragland** to senior vice president, office leader and **Jeff McGruder** as financial advisor.

People on the move *continued*

LBMC, PC, Brentwood, has named **Suzanne Reed** director of marketing and has promoted **Leisa Gill** to director of client experience.

ServisFirst Bank, Nashville, has promoted **Kenny MacLean** to senior vice president and senior credit officer. MacLean joined the bank March 2014.



MACLEAN

Sevier County Bank, Sevierville, has named **R. Lane Fox** senior vice president and director of information technology. Fox, who joined SCB in 2015, has 25 years' experience in telecommunications, data, and network communications. The firm named 30-year banking veteran **Sue White** manager of the Seymour branch office. Former branch manager **Rhonda Gibson**, electing retirement, will continue to work at the Seymour office in a part-time capacity.



FOX

Tennessee Bank & Trust, Franklin, has named **Denise Hubbard** as customer liaison and **Jeffrey Padfield** as commercial loan processor.



WILLIAMS



MCCARTER

Tennessee State Bank, Pigeon Forge, has promoted **Tina Williams** to vice president, assistant internal auditor; **Brad McCarter** to vice president/community banking officer for the Gatlinburg branch; and **Brooke Marshall** to administrative officer and operational branch manager for Seymour branch.

TriStar Bank, Dickson, has promoted officers and other key staff: **Becky Ragan** was promoted to senior vice president; **Amanda Finch, Joseph Lackey, Kristin Zbozien**, and **Lisa James** all were promoted to vice president; **Connie Huneycutt** to assistant vice president; and **Jason Epley** to commercial lending team leader. The firm also announced the addition of three new commercial lending officers: **J. David Harris, Hunter DeBerry**, and **Tammy Heffington**, to TriStar's commercial lending team to cover the Spring Hill and Columbia markets.



BRUFF



TOUCHTON

Wilson Bank & Trust, Murfreesboro, has promoted **Shannon Bruff** to vice president/southern region operations and market manager in Rutherford County. The bank has named veteran banker **Butler Touchton** as a vice president, has promoted **Seth Thurman** to consumer lender, and **Jackie Holder** to loan officer. The bank's Lebanon office has promoted **Chad Driver** to assistant manager.

Advanced Network Solutions, Nashville, has promoted **Jeff Prouse** to vice president of engineering.

Bradley Arant Boulton and Cummings LLP, Nashville, has named **Kevin Michael** as counsel.

Bass, Berry & Sims, PLC, Nashville, has promoted **Brantley Phillips, Jr.** to chairman of the firm's litigation and dispute resolution practice group.

Farris Bobango, PLC, Nashville has named **Tricia Adrian** and **Patrick Walker** as members of the law firm.

Bank Notes

Anderson "Andy" L. Smith, East Tennessee regional president of **Hometrust Bank, N.A., Morristown**, former TBA Chairman, and former CEO of Jefferson Federal Bank retired May 31, 2016 after 44 years of service to the banking and business community.



SMITH

Bradley Arant Boulton Cummings LLP, Nashville, partners **Patricia Head Moskal** and **Edmund Sauer** were invited to join the Fellows of the American Bar Association.

First Freedom Bank, Lebanon, hosted an open house at its headquarters in May to celebrate 10 years in business and to honor retiring Chairman **Ken Howell**. First Freedom operates six Wilson County locations, employing more than 50 people in other locations across Middle Tennessee, and the bank's leaders completed their deal to buy three FSG Bank offices in the Cookeville community to bring the total of Cookeville locations to four.

The boards of directors of **Hopfed Bancorp, Inc.** and **Heritage Bank USA, Inc.**, the parent company of **Heritage Bank, Clarksville**, have joined together to recognize and honor **Gilbert E. Lee** for his service to both Hopfed Bancorp, Inc. and Heritage Bank USA, Inc. since 1999 and as chairman of Hopfed Bancorp, Inc. since 2008, until his resignation as chairman in June 2015.

Bass Berry & Sims, PLC, Nashville, member **Tatjana Paterno** was named by *The M&A Advisor* as a winner of the 2016 Emerging Leaders Awards in the Legal Advisor category.

Community Corner



SouthEast Bank, Farragut hosted a celebration at Farragut High School attended by special guests, including State Senator Richard Briggs, M.D. and State Rep. Jason Zachary, to honor over 50 high school graduates from the *SouthEast Bank Financial Scholars Program*, a web-based financial education course powered by EverFi designed to provide students with the critical skills needed to make sound financial decisions. Students at Farragut High School received certificates for their outstanding work in completing the program. **Teacher Emily Beale** was also the recipient of the *EverFi Tennessee Teacher of the Year* award, chosen from over 600 teachers statewide.



Bank of Ripley, Ripley, held an iPad Mini Raffle for each of their schools who had students certified in the EverFi program. Craig Fitzhugh, Bank of Ripley's chairman/CEO, is pictured with two of the student winners.




Sevier County Bank, Sevierville, cosponsored the 2016 Sevier County Teacher of the Year banquet and awards ceremony with the Park Vista Doubletree Hotel, Gatlinburg. The two have hosted the annual event since its inception 22 years ago. The evening's festivities were emceed by SCB senior vice president Elaine Ely and the invocation was given by the bank's executive vice president/chief of operations Clay Harris.



Wilson Bank & Trust, Lebanon, has continued a tradition of support, beginning in 1996, for the American Cancer Society with a Relay for Life corporate donation and employee fundraising efforts. The bank recently presented a donation of \$2,500 to Relay for Life representatives. Several WB&T employees, including committee chairperson Nancy Spears, also volunteered their time to help organize the local Relay and family-friendly themed evening event "Carnival for a Cure."



First Freedom Bank, Lebanon, is celebrating their 10 years of service in the Wilson County community and is spotlighting 10 community service organizations and donating in support of their efforts. In May, First Freedom donated \$1,000 to the Wilson County Veterans Plaza located next to the Wilson County Courthouse; the Veterans Plaza is a tribute to those who served the United States both past and present. Pictured (left to right) at the check presentation are: John Lancaster, chairman and CEO, First Freedom Bank; Bernie Ash from the Veteran's Services Office, and John Bradshaw, president and COO, First Freedom Bank. In June, First Freedom donated \$1,000 in support of the Lebanon Senior Citizens Center. 



Employment Opportunities

1606-4 CREDIT ANALYST

Homeland Community Bank in McMinnville, TN is in search of a Credit Analyst. Overview: The Credit Analyst will work closely with lenders to complete credit memorandums for new and existing relationships. Responsibilities will include analyzing financial information and calculating global debt service coverage ratios, interpreting the borrower's ability to repay, and determining loan to value ratios based on proposed collateral. Job Requirements: Bachelor's degree in accounting, finance, business, or commensurate experience; Strong analytical skills; Knowledge of cash flows, balance sheets, income statements; Ability to communicate effectively in writing; Good organizational and team working skills with the ability to prioritize multiple tasks; Knowledge of the lending function; Proficient with Microsoft Word and Excel. Job Functions: Analyze loan data on new, renewal, and existing loans; Prepares spreadsheets and reports for loan officers; Ability to apply credit policies to credit underwriting and decisions; Performs analysis on various types of collateral; Works closely with loan officers in gathering information of borrowers to perform an analysis of the borrower's financial strength and ability to repay; Performs other duties as assigned by Senior Management. Homeland Community Bank is an Equal Employment Opportunity Employer. Qualified applicants should send their resumes to jduncan@homelandcb.com or mail to Homeland Community Bank, PO Box 7318, McMinnville, TN 37111, ATTN: HR – Credit Analyst

1606-1 BRANCH MANAGER

First Bank and Trust Company is seeking an experienced Branch Manager for the Johnson City, TN branch. Responsibilities include managing the branch office and extending credit to businesses and individuals. The individual will be responsible for the origination of all loans, past dues and collection of all loans originated in the branch. The Branch Manager is responsible for the community outreach and growth of deposit base for the branch. The candidate must have at least 7 years of banking experience. The qualified individual must possess the proven ability to build a strong referral network, develop and grow both new and existing relationships, provide innovative financial solutions to customers and prospects, and demonstrate strong credit skills. The candidate must be a self-starter and team player, possess strong oral and written communication skills, be well organized, demonstrate the ability to work under pressure, and have strong computer skills, including Excel and Word. A Bachelor's Degree in Accounting, Business,

Economics and/or Finance is required. EOE/AA/M/F/Disabled/Veteran Please send a cover letter and resume to Monica Anderson, Human Resource Officer manderson@firstbank.com, or The First Bank and Trust Company, Attn: Monica Anderson P.O. Box 1000, Abingdon, VA 24212.

1605-1 COMMERCIAL LOAN ADMINISTRATION SPECIALIST

The Peoples Bank is seeking an experienced commercial loan administration specialist for our Bearden office. This position is responsible for processing approved commercial loan applications and preparing complete and accurate loan documentation packages. Candidate must possess excellent interpersonal skills to effectively respond to inquiries, resolve problems, and obtain required documents to ensure all approval conditions are met and facilitate timely loan closing. Solid working knowledge of lending regulations, title work, and collateral security filings required. Strong organization skills and proficiency with loan documentation platform system is a must. Minimum of two years prior commercial loan processing experience required. Qualified applicants should send their resumes to jstamper@thepeoplesbankknow.com

1604-8 MANAGEMENT TRAINING PROGRAM

First Bank and Trust Company is seeking qualified individuals for its Management Training Program, a 24 month comprehensive program designed to produce well rounded bankers trained in every facet of the bank. The program produces Credit Analysts, Commercial, Retail and Mortgage Lenders as well as Trust officers. Positions are available throughout the Bank's regions: Shenandoah Valley, New River Valley, Central and Southwest Virginia and East Tennessee. For more information about the bank and its locations visit our website at www.firstbank.com. A Bachelor's Degree in Accounting, Business, Economics and/or Finance is required. Minimum GPA 3.0 required. The candidate must possess strong oral and written communication skills, self-motivated, an active listener and learner, and able to work in a team environment. The candidate must be well organized, demonstrate the ability to work under pressure, and have strong computer skills, including Excel. EOE/AA/M/F/Disabled/Veteran. Please send cover letter, resume and transcripts to Monica Anderson, Human Resource Officer manderson@firstbank.com or Julia Hayter, Professional Development Officer jhayter@firstbank.com. The First Bank and Trust Company, P.O. Box 1000, Abingdon, VA 24212.

1604-7 MORTGAGE LOAN ORIGINATOR

TriStar Bank is seeking a Mortgage Loan Originator in the Columbia/Spring Hill area. The position will be responsible for growing and producing quality mortgage loans in the market area. Responsibilities include making sales calls to potential and existing customers, networking with realtors, builders, attorneys, etc., produce quality loans in accordance with regulations, and provide superior customer service. Requirements include a college degree or equivalent professional experience, three or more years of mortgage lending experience, proven sales experience, and knowledge of regulations and guidelines. Qualified candidates may submit their resume via E-mail to becky.ragan@tristarbank.com. TriStar Bank is an Equal Employment Opportunity/Affirmative Action Employer.

1604-6 DIRECTOR OF PROFESSIONAL DEVELOPMENT

Middle Tennessee bank affiliate seeks experienced banker to serve as Director of Professional Development. Qualifications: Strong background in all areas of community banking, including, but not limited to, new accounts, lending, operations, and compliance; Excellent verbal and written communication skills; Must be able to use a personal computer effectively and utilize a variety of software programs; Ability to travel at least 25% of each month; Self-starter with strong organizational and time management skills and an ability to work independently; Willingness to relocate to Middle Tennessee if necessary. Primary Responsibilities: Enthusiastically host on-site training sessions for bank employees on the use of software products; knowledge of common questions and concerns and ability to address those accordingly; Organize and host webinars with groups of bankers, highlighting recent software updates and bug fixes; ability to answer questions arising during the webinar; Interface effectively, both in person and via telephone, with bank employees from all corporate levels; We offer a competitive starting salary with a comprehensive benefits plan, including a 401k Plan to ensure your secure future. Please send your resume with salary requirements to Penny Powlas at TBA, ppowlas@tnbankers.org.

1604-5 CHIEF CREDIT OFFICER

Growing East Tennessee community bank has immediate opening for a Chief Credit Officer. Reports directly to the Chief Executive Officer; is responsible for providing support, direction, credit administration, and procedures to ensure the overall quality and soundness of the Bank's lending portfolio.

Essential duties include but are not limited to: Responsible for loan policy, pricing guidelines and conformance of approval of credits within the bank's loan policy limits and oversees all functional areas of lending operations. Qualifications: Bachelor's degree or equivalent with fifteen years related experience or training. Bank offers competitive compensation and benefits including medical, dental, life insurance, short & long term disability, and 401(k) plan. Qualified applicants send resumes to sday@atbanktn.com. American Trust Bank is an Equal Opportunity Employer supporting diversity in the workplace. M/F/D/V/AA.


1604-2 AUDIT AND COMPLIANCE MANAGER

Growing community bank in scenic Sevier County, TN seeks an Audit and Compliance Manager. Individual is responsible for managing all aspects of regulatory compliance and internal audit activities, ensuring overall compliance with policy/procedure and laws/regulations. Serves as primary internal resource on compliance questions and assists management in the design and implementation of appropriate policies, procedures and systems. Executes limited internal audits and oversees, supervises and reports overall outsourced

audit program; coordinates regulatory examinations. Industry certification and five to ten years of similar or related experience is preferred. Qualified applicants can send their resumes to ppowlas@tnbankers.org

1604-1 DATA PROCESSING MANAGER

Citizens Bank. Job Description – Data Processing Manager. JOB REQUIREMENTS: Bachelor's degree in computer science or related technical field required. Commensurate banking experience will be considered; Minimum 5 – 8 years management or supervisory experience; Working knowledge of core banking systems; Working knowledge of network operating systems, applications and hardware.; Good attention to detail, ability to meet deadlines and deal tactfully and confidently with coworkers; Excellent organizational skills; Good oral and written communication skills including the ability to produce written operating procedures governing data processing operations and related software;

Ability to learn new processes and systems and the subsequent ability to train subordinates on new technical procedures and processes; Excellent leadership and human relations skills; Able to work productively with little supervision. SPECIFIC JOB FUNCTIONS: Supervises Data Processing and Items Processing areas; Assigns and trains Data Processing and Items Processing staff as necessary; Assists in supporting the Bank's Core Banking hardware and software as well as the local area and wide area network hardware and software; Responsible for the development of all software operation instructions for in-house staff and end users, reviews existing software for upgrades, and improves instructions and equipment as needed. Qualified applicants should send their resumes to srogers@citizens-bank.org. Please contact the bank's Human Resources Director should you have questions about this policy or these job duties. 

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


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The passing of the gavel

The passing of the gavel between presidents is a time-honored tradition at the Tennessee Bankers Association's *Annual Meeting*. During the 78th Convention in May 1968, Walter Barnes succeeded Ed Newell as president of TBA. During the gavel exchange, Mr. and Mrs. Barnes (left) congratulated Newell and his wife for their successful year at the helm. 



Professional Development Calendar

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

July 26

WEBINAR Current Expected Credit Losses (CECL) Model

Online

July 27 & 28

SBS Institute, Onsite Certified Banking: Security Manager

TBA Barrett Training Center, Nashville

August 8

NEW WEBCAST Commercial Real Estate Lending Issues in Today's Economy

Online

August 9

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

Online

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 29-31

NEW Executive Development Academy – Session 2 of 3

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

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

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CPA, CISA, CRISC, CQA, CITP
gpruitt@kraftcpas.com
615-782-4207



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