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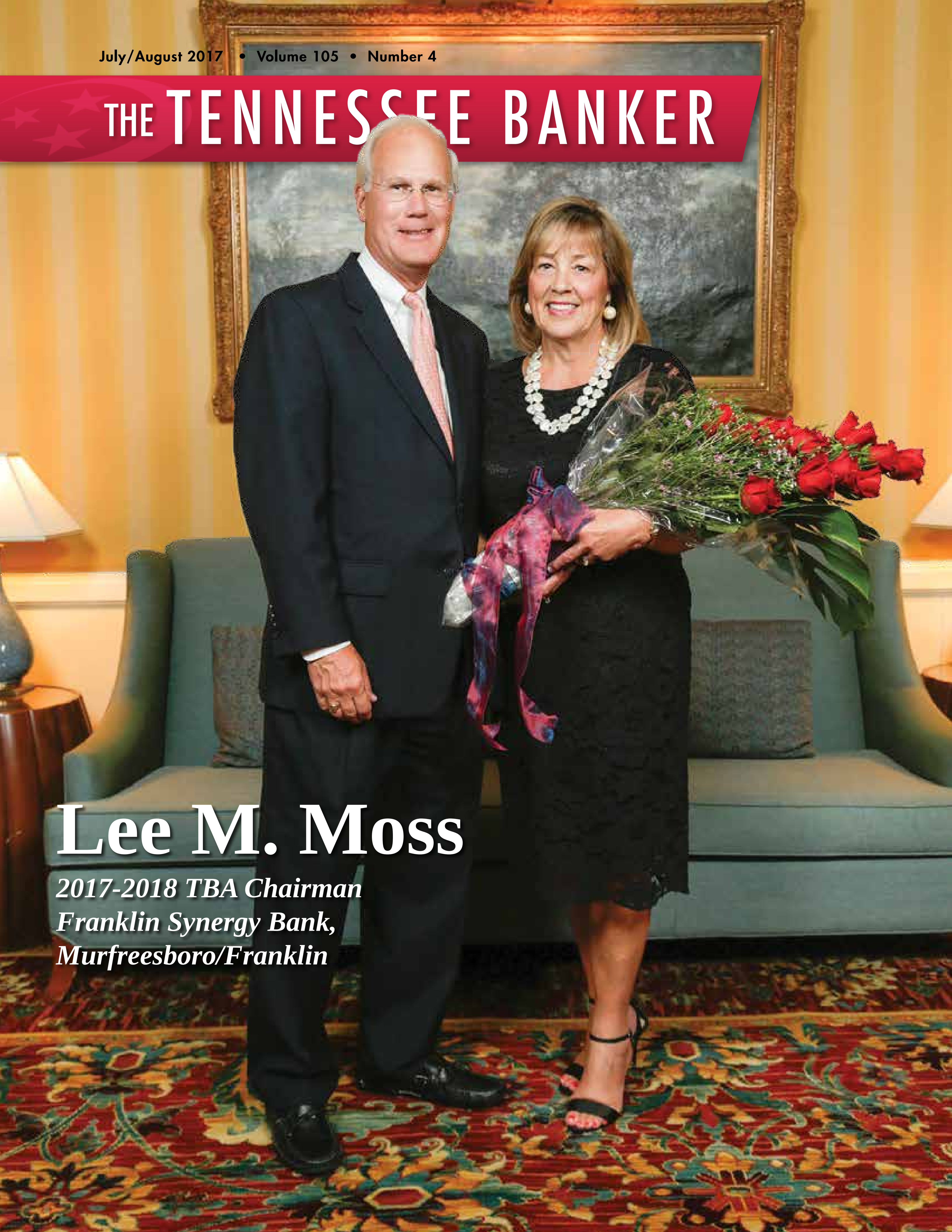
THE TENNESSEE BANKER



Lee M. Moss

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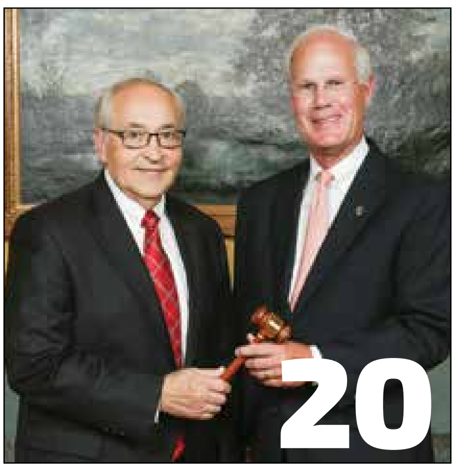

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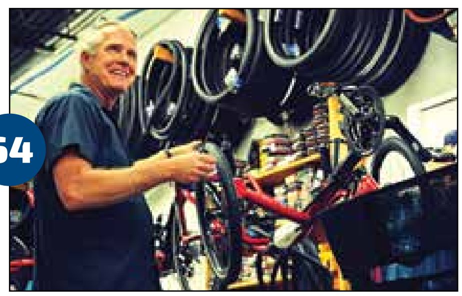
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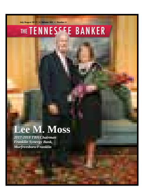

ON THE COVER

2017-2018 Chairman Lee M. Moss and wife Susan at TBA's 127th *Annual Meeting* in Naples, Fla.

COVER PHOTO:
PAUL LAWRENCE
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Working toward the future

New chairman, Lee Moss, continues TBA's tradition of successful leadership

COLIN BARRETT
President/CEO, Tennessee Bankers Association

THREE THINGS TO DO

1.
Register your team for one of TBA's seven *Membership Meetings*, held around the state between August 22-30. For more information contact Penny Powlas at *ppowlas@TNBankers.org*.

2.
Make sure your bank is represented at the TBA *Compliance Conference* on August 29-30. This year's program is going to be our strongest ever with leading national experts presenting at the program. For more information contact Debbie Brickles at *dbrickles@TNBankers.org*.

3.
Consider implementing e-signature at your bank by talking with TBA's endorsed partner and leader in the electronic signature space, SIGNiX, by contacting Paige Adams at *padams@signix.com*.

Change is the only constant in the banking industry, and that is why discussing the future of our industry is so intriguing.

We know that bank consolidations will continue trending in the near-term; already in just the last three years, the number of Tennessee banks has decreased by 15 percent. We know that technology will continue being a dual-edged sword of opportunity and threats. And we know millennials will play a huge role in shaping our customer base and industry workforce. We know change will continue—the challenge is shaping it to our advantage.

The topic of change was discussed throughout the 127th TBA *Annual Meeting*. As we gathered in Naples, Fla., I reflected on just how much has changed in the 127 years since bankers from across Tennessee first met in Memphis to charter the Tennessee Bankers Association to make sure their voices were heard in Nashville and Washington.

Fittingly, this year's theme for *Annual Meeting* was "Discover What's On the Horizon" and topics ranged from the economy to branching to M&A trends. Bankers benefited from spending time with their peers and visiting with industry service providers. With almost 700 attendees, this was the largest attendance in a decade and one of the largest state association conventions in the country.

As we looked at and discussed what lies ahead for the industry—what this constant change will bring us—I reflected on the fact that no matter how much the times are changing, the TBA remains steeped in traditions. We gather each year to learn with each other and from each other. We celebrate the strength of our association, and we reaffirm that, together, we are stronger.

One of our rich traditions is the changing of our leadership, as the outgoing TBA chairman turns the gavel over to our new one. It's a time when our membership shows its appreciation for a job well done and support for the next in line.

Over the past year, our industry has benefited from the leadership of TBA Chairman Gordon Majors, president and CEO of The Hardin County Bank in Savannah. His thoughtful leadership and steady hand has led the association during a year of change for our industry. On a personal level, Gordon has served as a mentor and friend throughout my career; someone whose opinions I value and work ethic I try to emulate.

I now look forward to working with our new chairman, Lee Moss, who brings a unique perspective to his role, having worked for Third National/SunTrust Bank before starting MidSouth Bank in Murfreesboro. When MidSouth Bank was acquired by Franklin Synergy Bank, Lee became the president of this fast-growing financial institution. Learn more about Lee in this month's Member Feature on page 40.

Expect Lee to be an active leader for the Association, bringing valuable guidance to our government relations initiatives. Our top priority continues to be regulatory reform in D.C., as the Financial CHOICE Act has moved successfully out of the House and will now be dismantled and rebuilt in the Senate Banking Committee to gain bipartisan support. In Nashville, we will prepare for another successful state legislative session by visiting with bankers and legislators across the state.

Meanwhile, here at the TBA, we will be preparing for the departures of EVP and General Counsel Tim Amos and SVP of Professional Development Susan Taylor, who will leave us at the end of 2017. And while their departures will certainly be felt, they will leave government relations and education in a strong position for continued success.

I look forward to working with you to make the 2017-2018 TBA year a success through meeting the ever-evolving needs of you and your banks. If Lee, our team, or I can be of any assistance to you, please do not hesitate to contact us.

—Colin

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June 7

Here's a look at new TBA's 2017-2018 officers—Past Chairman Gordon Majors (The Hardin County Bank), Chairman Lee Moss (Franklin Synergy Bank), Chairman-Elect John Muse (Farmers State Bank), and Vice Chairman Mott Ford (Commercial Bank and Trust - Memphis, TN). It's an honor to have such great leadership.

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July 27—20 UCC Provisions You Must Know When Cashing or Depositing Checks

Although the use of checks has declined significantly due to the rise of digital payments, billions of them are still written each year. If your staff isn't familiar with these rules, there is an increased chance of losses due to improperly negotiated or fraudulent checks. Join us for this webinar to gain the information needed to properly process check-related transactions.

August 3—Advertising Compliance: Website, Print, TV & Radio

Whether it is print media, radio, TV, lobby posters, brochures, or your website, multiple regulations impact advertising deposit and loan products. You must be knowledgeable to avoid compliance violations. This webinar will cover numerous rules and regulations that restrict advertising content and mandate specific disclosures. It will also address the general form and content for all advertising to ensure your advertising isn't deemed unfair or discriminatory.

August 24—New Compliance Officer Boot Camp

As a new compliance officer, management, the board, and regulators will expect you to provide answers and support for these questions and more. You will also be expected to develop and maintain a well-documented, effective, risk-based compliance program and stay current with the ever-changing regulatory environment, including the three pillars of the new FFIEC Consumer Compliance Rating System. This new standard will be used by examiners during your next exam. This session will provide the training, insight, and tools to ensure success.

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TBA *Washington Conference*

Nearly 90 bankers, TBA staff, and associate members travel to D.C.

TIM AMOS
Executive Vice President/ General Counsel, Tennessee Bankers Association

ABOVE: Attendees gather in the Senate Foreign Relations Committee Room for a group shot.

PHOTOS: **TYLER NELSON**

TBA's annual *Washington Conference* was attended by a record number of bankers, associate members, and staff—nearly 90. The two and a half-day conference, led by TBA Government Relations Committee Chairman Jim Rieniets, President/CEO, InsBank, Nashville, included meetings with FDIC Chairman Martin Gruenberg, and senior staff from the OCC, CFPB, and FinCEN. Briefings from the ABA, CSBS, and visits with Tennessee's Congressmen and Senators were also on the agenda. TDFI Commissioner Greg Gonzales also led a roundtable discussion on state issues.

At the top of bankers' issues list is support and passage of House Financial Services Committee Chairman Jeb Hensarling's Financial CHOICE Act (H.R. 10). Tennessee Congressman David Kustoff (R-Memphis), a member of the Financial Services Committee, discussed the committee's impending vote to move the Financial CHOICE Act while bankers were in Washington. The low bill number is significant since numbers 1-10 are reserved by the leadership for priority legislation. Kustoff noted that the Dodd-Frank Act was supposed to "lift the economy" but produced the slowest post-recession growth ever. Dodd-Frank regulations increased check fees and resulted in an increase in the unbanked population. The CHOICE Act is intended to roll back some of the burdensome regulations, giving banks more flexibility to lend money and permit consumers to borrow, start businesses, attend college, or buy homes. The CHOICE Act would also restructure the CFPB since it receives more than $600 million in funding that is not subject to any appropriations as well as repeal the DOL's burdensome fiduciary rule. At the ABA briefing and Congressional visits, bankers were greeted with optimism that some form of regulatory reform could pass Congress this year. Senator Bob Corker (R-Tenn.) indicated that he would be "stunned" if meaningful regulatory relief for community banks does not happen this year. Passage by the House, which occurred on June 8 along a party line vote, is a significant step. More significantly, the Senate Banking Committee will need to work within its own dynamics to achieve some form of regulatory burden relief before year end.

Among other key legislation on bankers' priority list is support for many of the individual components of the CHOICE Act. By passing individually, they gain greater acceptance and likelihood of inclusion in a final bill.

Among the individual items are support for the Portfolio Lending and Mortgage Access Act (HR 1210), the TAILOR Act (HR 1116 and S. 3666) and the CLEARR Act (HR 2133).

Other priority issues discussed included cyber/data security, credit unions' tax subsidy, and the unfair competition from the Farm Credit System. These and other regulatory topics were covered in a briefing by ABA staff.

FDIC

At a lunch meeting, FDIC Chairman Martin Gruenberg discussed the state of the banking industry and made observations on the concerns of the FDIC. He noted that prior to joining the board in 2005, the country experienced the longest period since World War II without a bank failure. This was followed by the worst crisis and recession, which hit the hardest in 2012. Since then the industry has had a gradual but sustained aggregate recovery with community bank growth approaching 10 percent but aggregate bank growth only 5 percent.

Overall, there has been a modest yearly recovery of only 2–2.5 percent, which is now in its eighth year. This slow growth has permitted banks to repair their balance sheet, strengthen capital, and increase liquidity. Loan balances also have grown twice as fast as the GDP.

The FDIC is still rebuilding its reserve ratio. It is currently at 1.2 percent but is expected to reach 1.35 percent some time in 2018. On the exam side, the FDIC is still watching interest rate risk as the Fed signals a rising rate environment. Greunberg noted some banks are further out on the yield curve to help generate income; however, this poses additional risk that is a focus of the exams. At this stage in the credit cycle, there is a temptation to loosen underwriting standards; however, he cautioned banks to maintain their standards, which would permit them to continue lending through the next cycle downturn. Operational risk and cyber security are also a concern.

Questioned about the lack of de novo banks—only five in the last seven years—he noted that this is also the lowest interest rate environment (near 0) in history, which makes it difficult to make money, creating a disincentive for investors to enter the banking market. In response, the FDIC has issued a new manual on how to start a bank and also lowered its expanded supervisory role from seven years to three years.

OCC AND CSBS

In separate meetings with the OCC and the CSBS, bankers learned much about the debate on the creation of the Fintech charter. The OCC indicated it was part of a larger initiative to help create a strategy and the need to address innovation in the financial services arena. The OCC's objective is to create a plan for responsible innovation that is fair to both customers and financial institutions. As part of the plan, the OCC created the Office of Innovation to provide support for community bankers and help them embrace innovative technology.

ABOVE: FDIC Chairman Martin Gruenberg gave insight to the FDIC's efforts at a luncheon.

LEFT: TBA Chairman Gordon Majors and FDIC Chairman Martin Gruenberg

BELOW: Toney Bland, Office of the Comptroller of the Curreny, and a panel of his peers discussed the Fintech charter.

John Ryan, CSBS president, explained how they strive to continue to create a seamless system for state regulation that will permit state chartered banks to compete effectively with national charters.

TDFI Commissioner Greg Gonzales and past TBA chairman David Verble

In their view, the creation of the special purpose charter is within their current authority, similar to other special purpose charters such as credit card banks and independent trust companies. Their approach to a Fintech charter is similar in that they would not be FDIC insured, would not have access to the payment systems, and would need to partner with banks for this access.

The CSBS has taken a different viewpoint and filed a lawsuit against the OCC challenging their decision. John Ryan, CSBS president, said state regulators already play an important role and currently have authority to regulate the activities of Fintech charter providers. He noted that the other OCC special purpose charters are specifically authorized by Congress. Other concerns are that Fintech charters would not have the same restrictions that are imposed on traditional banks based upon deposit insurance, fair lending, and the Community Reinvestment Act. Important to the CSBS is continuing to create a seamless system for state regulation that will permit state chartered banks to compete effectively with national charters, including Fintech charters if approved, on a more equal footing.

CONCLUSION

The *Washington Conference* continues to be one of the most informative and eye-opening experiences for Tennessee bankers. With a significant number of pending issues, both regulatory and legislative, the conference helps reinforce banker messages both to regulators and our congressional delegation of the need for regulatory burden relief from both camps. Banker engagement through the *Washington Conference* and on a consistent basis is a critical component of the association's government relations program.

Attendees got a chance to hear from 8th district Congressman David Kustoff.

The TBA group met with various members of the ABA. Above, ABA's Paul Katz, TBA's Colin Barrett, Tim Amos, Jim Rieniets, and Gordon Majors present ABA's Bethany Hoff with a BankPac check.

THANK YOU TO THE PARTICIPATING AGENCIES, ASSOCIATIONS, AND SPONSORS

TBA would like to thank our sponsors, the various agencies, and associations and their staff who met with the bankers and made the trip productive and informative. These include the ABA, CSBS, FinCen, CFPB, FDIC, OCC, Commissioner Greg Gonzales, Anthony Curcio at Summit LLC, and Tennessee's Senators and Congressmen.

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Treasury's roadmap to reg relief

ROB NICHOLS
President/CEO, American Bankers Association

There's a saying in Washington that "personnel is policy." The truth of that statement is illustrated well by the Treasury Department's recent report on ways financial regulation can be reformed to promote economic growth.

The long-awaited report, issued in response to the president's executive order and informed by outreach meetings with community bankers and 10 different ABA white papers, includes more than 100 recommendations for improving banking rules.

While many of the recommendations align with those that ABA and the state associations have long endorsed, perhaps what is most exciting is the fact that 70 to 80 percent of them, by Treasury Secretary Steven Mnuchin's estimate, can be put into motion by regulators through their independent rulemaking authority. That assumes the regulators agree with the recommendations, of course—and that's where the "personnel is policy" part comes in.

President Trump is in the process of appointing new leaders at the bank regulatory agencies. While these agencies are and will remain independent, the president will do what all presidents do and nominate qualified, experienced individuals who share his philosophy about regulatory oversight. What's more, the president has shown no hesitancy in nominating individuals who have actual experience in the field they would be overseeing—like former bank CEO Joe Otting to be the next Comptroller of the Currency. This is a welcome change, in my view. It is simply good public policy to have those with real-world banking expertise at the table when critical regulatory policy is being decided.

Otting, along with Jim Clinger, the president's nominee to replace FDIC Chairman Marty Gruenberg, and other new leaders to be installed over the next several months, can be expected to embrace, and over time, implement many of the recommendations in Treasury's report. That makes it a living roadmap with lasting impact—not a pro forma government report that is issued and forgotten.

Among the roadmap's many recommendations that have the potential to deliver much-needed relief to banks are suggestions to: Exempt community banks from Basel III; address problematic treatment of mortgage servicing assets and commercial real estate loans; ease appraisal requirements in rural areas; increase the threshold for small creditor Qualified Mortgage loans; revisit the volume and nature of supervisory Matters Requiring Attention; more clearly define the Consumer Financial Protection Bureau's UDAAP standard; streamline the FDIC de novo application process; and revisit the 2013 interagency leveraged lending guidance.

The report also highlights numerous mortgage rules that the CFPB could address on its own, including aligning the QM standard with GSE eligibility requirements, eliminating underwriting requirements that deny mortgages to qualified borrowers, modifying the ability-to-repay calculation to help banks meet the needs of self-employed and nontraditional borrowers, clarifying ongoing problems with the TILA-RESPA integrated disclosures, improving flexibility in the loan originator compensation rule, and delaying the Home Mortgage Disclosure Act data expansion.

Other action items, including those requiring legislation, would exempt community banks with less than $10 billion from the Volcker Rule, streamline the stress test process, and raise the stress test asset threshold from $10 billion to $50 billion. (For a complete summary of the report, visit *aba.com/ExecutiveOrders*.)

While some are heavier lifts than others, these are all sensible, doable reforms, and that is key. Despite spanning 150 pages, Treasury's report does not overreach. The recommendations are grounded in common sense, adding to their credibility and enact-ability. That give us hope that community banks, which helped shape this roadmap for relief, will see tangible results in the coming months and years.

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R. SCOTT HEITKAMP
ICBA Chairman, President and CEO, ValueBank Texas, Corpus Christi, Texas

When I came on board as ICBA chairman, I had no idea that part of that honor would involve handing President Donald Trump and Vice President Mike Pence "Make Community Banking Great Again" ball caps in front of more than 100 community bankers in the White House Kennedy garden. Some things in life you just can't dream up!

That's exactly what happened when ICBA chairman-elect Tim Zimmerman, vice chairman Preston Kennedy, ICBA president and CEO Cam Fine, and I shook hands with President Trump and Vice President Pence after their remarks at the White House meeting that kicked off the 2017 ICBA Capital Summit in May.

In the exclusive meeting with ICBA, the president, the vice president, NEC director Gary Cohn and Small Business Administration chief Linda McMahon, Trump said his administration is focused on addressing regulatory burdens to help community banks lend to small businesses.

This was music to my ears! It was also sweet music to the community bankers and ICBA staff who were at the meeting, and the thousands of community bankers who were there with us in spirit. Finally: recognition for what community banks do for this great nation and a battle cry from the president of the United States to deliver us from the regulatory burdens that keep us from doing even more for our communities.

But that was just the start. At the Capital Summit, House Financial Services Committee chairman Jeb Hensarling also espoused the importance of community banks and said Congress "will throw a deregulatory life preserver to save our community banks."

The following day, Treasury Secretary Steven Mnuchin voiced his support for the community banking cause during his Q&A with Cam. Again, I'm not dreaming this up. It all really happened.

The wind is in our sails, and it's up to us to continue to sail, even when the waters get treacherous. We are getting somewhere, and it's thanks to your hard work, perseverance, and tireless advocacy. You have been the difference makers. Thank you for all you do.

Speaking of difference makers, I cannot even begin to show my gratitude to one of our biggest difference makers: Cam Fine. He sent shockwaves through the audience and press when he announced his intention to retire in May 2018 after what will be 15 years at the helm.

I think we community bankers can agree that Cam has been a tireless advocate for this great industry, giving his career, talents, and passion to a cause that he believes in so deeply, and I thank him and wish him all the best over the next year.

I know we will be well served by Cam's successor, ICBA immediate past chairman Rebeca Romero Rainey, chairman and CEO of Centinel Bank of Taos, N.M. She is a fantastic leader who will take this industry into the next generation with her talent, enthusiasm, and energy.

I'm deeply honored to have served with Cam and know that ICBA and its community bank members will be in the best of hands as he and Rebeca lead ICBA into the future.

Heitkamp along with a group of community bankers met with President Trump during the 2017 ICBA Capital Summit in May.

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TENNESSEE BANKERS ASSOCIATION'S 127TH
ANNUAL MEETING
DISCOVER WHAT'S ON THE HORIZON

EVENT RECAP: Lee Moss installed as 2017-2018 TBA Chairman

More than 670 bankers, associate members, and guests traveled to the Florida Paradise Coast's premier beach resort, The Ritz-Carlton, Naples, for TBA's 127th *Annual Meeting*.

This year's event tackled the ever-evolving trends, strategies, and innovations that are constantly taking place in the banking industry. The two general sessions, presided over by TBA Chairman Gordon Majors, featured business leaders, and experts who offered their views about the future.

The Monday, June 5, general session kicked off with Dr. Anirban Basu, Sage Policy Group Inc., discussing how he is looking for clues into the economy's direction. Dr. Basu noted that since the November 2016 election, we've seen an uptick in business spending. "They are more confident," Dr. Basu said.

And locally, business is looking strong. "Tennessee has one of the strongest economies in the country," he said. "Nashville is especially booming—and it's not just because of the Predators' run in the Stanley Cup playoffs. The city has an amazing quality of life."

During the Tuesday, June 6, general session, Edward Krei, an independent bank consultant, walked attendees through five keys to a bank's success, and entrepreneur Mark Cleveland explained the importance of embracing disruption, innovation, and failure.

Annual Meeting also featured the opportunity for attendees to customize their own experience with six new breakout sessions.

There was also plenty of events allowing guests to network with new professional acquaintances and catch up with old friends, while enjoying all that Naples has to offer.

Activities included a shopping excursion at the exclusive Waterside Shops in Naples, a golf tournament at The Ritz-Carlton Tiburón Golf Resort, and even a Nashville Predators Stanley Cup Watch Party.

Past Chairman Gordon Majors passes the gavel to newly elected Chairman Lee Moss.

Lee M. Moss, president of Franklin Synergy Bank in Murfreesboro/Franklin, was installed as chairman of the Tennessee Bankers Association (TBA) during the ceremony at the closing banquet on Tuesday, June 7. Moss accepted the chairman's gavel from Gordon Majors, president and CEO of The Hardin County Bank, Savannah. Majors will remain a member of the Association's board of directors for the next three years to help ensure continuity of leadership.

Delegates from TBA-member institutions elect new executive officers and new board members each year during the Annual Meeting, with members receiving one vote per charter.

Executive officers elected for 2017–2018 are:

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

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

Vice Chairman – R. Molitor Ford, Jr, vice chairman and CEO, Commercial Bank & Trust Co., Memphis

For the board discussion, sho
members as well?

In addition to the executive officers, TBA members elected one new director from each of the three grand divisions of the state. Directors serve three-year terms on the TBA board. New directors are:

East Tennessee – Brandon Hull, president/CEO, Greeneville Federal Bank, Greeneville
Middle Tennessee – DeVan Ard, president/CEO, Reliant Bank, Brentwood
West Tennessee – Andrea Browning, CEO, Centennial Bank, Trezevant

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

Continuing their terms on the board are:
Michael Kramer, President and COO, FSG Bank, a Div. of Atlantic Capital, Chattanooga
Betty Sue Hibdon, President and CEO Emeritus, Citizens Bank, Hartsville
D. Bryan Jordan, President and CEO, First Tennessee Bank, Memphis
George Shirley, Chairman, President, and CEO, Citizens Bank and Trust Company of Grainger County, Rutledge
Bill Nigh, Regional CEO, The Bank of Nashville, a Div. of Synovus Bank, Nashville
H. McCall Wilson, Jr, President and CEO, Bank of Fayette County, Piperton
Chris Holmes, President and CEO, FirstBank, Nashville

Ex-Officio Directors by division are:
Independent Bankers Division: **Bill Yoder**, President/CEO, Southern Community Bank, Tullahoma
Young Bankers Division: **Michelle Bing**, Senior Vice President, Bank3, Union City
Correspondent Bank Division: **Ronald G. Smith**, Mid-America Regional President, Regions Bank, Nashville
ABA State Chairman: **John Jordan**, Area President, The Community Bank of East Tennessee, a div. of Southern Bank of Tennessee, Clinton
ICBA State Chairman: **Thomas Bates, Jr.**, President/COO, Legends Bank, Clarksville
Financial Products & Services, Inc, Chairman: **Radford West**, President/CEO, Macon Bank and Trust Company, Lafayette
Government Relations Committee Chairman: **James H. Rieniets, Jr.**, President/CEO, InsBank, Nashville
Visit *www.TNBankers.org/about* for a complete list of TBA leadership.

TOP: The 2017-2018 TBA Board Officers: Past Chairman Gordon Majors, Chairman Lee Moss, TBA President/CEO Colin Barrett, Chairman-elect John Muse, and Vice Chairman R. Molitor Ford, Jr.

ABOVE: The new TBA directors are DeVan Ard, Andrea Browning, and Brandon Hull.

ould we list ex-officio board

Newly Elected Vice Chairman and Directors of the TBA

MOTT FORD
TBA Vice Chairman,
Vice Chairman/CEO,
Commercial Bank
& Trust Co.,
Memphis

As Vice Chairman and CEO, Mott Ford is responsible for the strategic and operating initiatives for Commercial Bank and Trust Company, a $725 million institution with banking operations in Memphis, Paris, Union City, and Jackson, Tenn. Ford began his career in the banking industry in 1988 at National Bank of Commerce, where he served in various capacities until 1995. From there, he joined Commercial Bank and Trust Co. as the Memphis community president. Transferring to Paris, Tenn., in 1997, he accepted the position of vice chairman and in 1998 was promoted to his current role of Chief Executive Officer. Ford currently serves as a director of the Memphis branch of the Federal Reserve Board of St. Louis as well as on several nonprofit boards in the Memphis area.

What banking or career advice have you received that has stuck with you throughout your career?

Hire bright and articulate people that possess a positive attitude. Create a professional and supportive work environment that allows them the latitude to do their jobs and take care of their clients. Everything else will take care of itself.

If someone was new to TBA, which event would you recommend as a must attend?

Depending on where one is in their career, I would encourage the appropriate TBA school: banking school, commercial lending, consumer lending, etc. They will learn from a talented faculty and meet a group of peers that they will enjoy knowing and growing with for years to come.

ANDREA BROWNING
Director,
West Tennessee,
CEO,
Centennial Bank,
Trezevant

Andrea Browning's great-grandfather established Farmers & Merchants Bank on January 21, 1916, as a community bank founded on honesty and integrity. As a 4th generation banker, Browning started as a teller the summer of 1993. After earning her degree from Union University in 1998, Browning began her fulltime career in the bookkeeping department and advanced to internal auditor in 2002. She transitioned to the executive team as EVP/chief banking officer and became a member of the board of directors in 2014. The bank celebrated 100 years in January 2016 and changed its name to Centennial Bank. Andrea was named chief executive officer in January 2017. She is a member at First Baptist Church of Milan and volunteers in the children's department. Browning and her husband, Ricky, live in Trezevant with their two children, Trey and Sarah.

What banking or career advice have you received that has stuck with you throughout your career?

Former bank President Barry Cary coined our bank's 6 Core Values early in my career, one of which is, "Do the right thing." These core values can be applied not only in my career, but to my daily life.

If someone was new to TBA, which event would you recommend as a must attend?

I would recommend the annual *Membership Meetings*. They are held in seven different locations throughout the state, so they are convenient for everyone to attend. They provide wonderful networking opportunities with other bankers and industry vendors.

DeVan Ard, Jr. began his career with AmSouth Bank, Birmingham, Ala., in 1981 holding various positions of increasing responsibility until 2004, including serving the bank in several Southeastern markets. From 1999-2004, Ard served as executive vice president and Middle Tennessee regional executive. He is responsible for the integration of First American Bank (Nashville) and AmSouth Bank in Middle Tennessee, managing all Middle Tennessee operations, including commercial banking, retail banking, mortgage lending, trust, and private banking. He left AmSouth in 2004 to organize a de novo bank in Williamson County, Tenn. Reliant Bank opened in January 2006 as the first Williamson County bank chartered in more than five years. Ard is a graduate of Vanderbilt University and earned his MBA from the University of Alabama.

What banking or career advice have you received that has stuck with you throughout your career?

Take care of your people before you take care of yourself. Happy employees will bring you great success!

If someone was new to TBA, which event would you recommend as a must attend?

The annual *Credit Conference*. It is a great way to combine networking with a top-notch learning experience.

DEVAN ARD, JR.
Director,
Middle Tennessee,
President/CEO,
Reliant Bank,
Brentwood

Brandon C. Hull began his banking career at Greeneville Federal Bank in 1984. He was elected as chairman, president and CEO in 1989. Hull is active in the community serving as chairman of the Greeneville Water Commission, a member of the Kiwanis Club, board member of the Laughlin Health Care Foundation, and a member of Asbury United Methodist Church. He has an entrepreneurial spirit having started several local businesses. His hobbies include golf, racquetball, tennis and pickleball. He also enjoys traveling.

Hull is a 7th generation Greenevillian. He is a graduate of Greeneville High School, and earned a bachelor of science in business from the University of Tennessee. He is married to Paige McDonald Hull, and they have three children, Laura Caroline, Meredith Grace, and Thomas Gray.

What banking or career advice have you received that has stuck with you throughout your career?

I learned early in my career you are only as successful as the people around you, so you need to hire the best talent you can find.

If someone was new to TBA, which event would you recommend as a must attend?

Because the banking environment is constantly changing, I especially recommend the *Credit Conference*. The volume and quality of information presented is always very informative and helpful. I also recommend attending the *Annual Meeting*. It is fantastic as well.

BRANDON C. HULL
Director,
East Tennessee,
Chairman/President/CEO,
Greeneville Federal Bank, FSB,
Greeneville

Thank You to Our Sponsors

The 127th *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 golf tournament, Nashville Predators Watch Party, receptions, and dinners, this *Annual Meeting* shaped up to be one of the best in TBA's history.

PLATINUM

Financial Products and Services Inc, Nashville, Tenn.—*Banquet*
FTN Financial, Memphis, Tenn.—*TBA Board Dinner*
Investors Title Insurance Company, Chapel Hill, N.C.—*Dessert Reception*
Olsen Palmer, Washington, D.C. —*Chairman's Reception*

GOLD

Crowe Horwath LLP, Franklin, Tenn.—*Guest Room Key Cards*
Elliott Davis Decosimo, LLC, Franklin, Tenn.—*"Double Sunshine" Boat Cruise*
Federal Home Loan Bank of Cincinnati, Cincinnati, Ohio—*Closing Reception*
ICBA Bancard and TCM Bank, Washington, D.C.—*Continental Breakfast Monday/Tuesday*
Pathway Lending, Nashville, Tenn.—*Golf Tournament, Chairman's Private Reception, and Viewing of the Nashville Predators vs. Pittsburgh Penguins: Game 4 on Monday, June 5*

SILVER

Alexander Thompson Arnold, PLLC, Milan, Tenn.—*Dessert Reception Music*
Bankers Healthcare Group, LLC, Syracuse, N.Y.—*Mobile App*
CenterState Bank, Brentwood, Tenn.—*Photography Session*
Earl R. Whaley and Company, and **Mountain Life Insurance Company**, Alcoa, Tenn.—*Agenda–at–a-Glance*
First Community Mortgage Inc, Murfreesboro, Tenn.—*Program Printing*
First National Banker's Bank and FNBB Capital Markets, Birmingham, Ala.—*Grand Prize Giveaway and Pens*
Helms Briscoe, Atlanta, Ga.—*TBA Board Dinner*
Kasasa, Austin, Texas—*Monday Coffee Bar*
Mauldin & Jenkins CPA, LLC, Chattanooga, Tenn.—*Banquet Wine*
Pugh CPAs, Knoxville, Tenn.—*Banquet Centerpieces*
SHAZAM Network, Collierville, Tenn.—*Tuesday Coffee Bar*
The Hardin County Bank, Savannah, Tenn. —*Refreshments at Registration*

BRONZE

American Bankers Association, Washington, D.C.—*General Sponsor*
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, Nashville, Tenn. —*Viewing of the Nashville Predators vs. Pittsburgh Penguins: Game 4 on Monday, June 5*
BKD, LLP, Nashville, Tenn.—*Business Session Wifi*
Kraft CPAs PLLC, Nashville, Tenn.—*Printed Registration Lists*
Lee & Mason Financial Services Inc, Norcross, Ga.—*General Sponsor*
Level 5, Atlanta, Ga.—*Charging Station*
The Plateau Group Inc, Crossville, Tenn.—*Bus Transportation for Cruise*
PYA, Knoxville, Tenn.—*Note Pads*
Q2 Software Inc, Austin, Texas—*General Sponsor*
S&P Global Market Intelligence, Charlottesville, Va.—*General Sponsor*
ServisFirst Bank, Birmingham, Ala.—*Bags at Registration*
Travelers, Charlotte, N.C.—*Boxed Lunches for Golfers*

Platinum Sponsor FinancialPSI sponsored the *Annual Meeting* banquet. Pictured are Ted Frizen, Brian Mobley, and Jon Goodson talking with an attendee.

Exhibit Hall

For those who joined TBA at The Ritz-Carlton in Naples, Fla., the Margaritaville-themed exhibit hall was on the to-do list. With 39 exhibitors participating, guests explored products and services that could benefit their bank and registered for an array of prizes.

EXHIBITORS

1. **Vining Sparks**, Memphis, Tenn.
2. **Federal Home Loan Bank of Cincinnati**, Cincinnati, Ohio
3. **TraceSecurity**, Baton Rouge, La.
4. **Travelers**, Charlotte, N.C.
5. **BrandPoint Design**, Brookfield, Wis.
6. **Financial PSI**, Nashville, Tenn.
7. **Bankpak Inc**, Morrison, Tenn.
8. **Construction Consultants**, Chattanooga, Tenn.
9. **Bank Financial Services Group Inc**, Nashville, Tenn.
10. **Eclipse Brand Builders**, Suwanee, Ga.
11. **CSI**, Paducah, Ky.
12. **Comptroller of the Currency**, Washington, D.C.
13. **First Community Mortgage Inc**, Murfreesboro, Tenn.
14. **Investors Title Insurance Company**, Chapel Hill, N.C.
15. **Pathway Lending**, Nashville, Tenn.
16. **Integrity Solutions,** Nashville, Tenn.
17. **Bankers Healthcare Group, LLC**, Syracuse, N.Y.
18. **Harland Clarke**, San Antonio, Texas
19. **ProBank Austin**, Brentwood, Tenn.
20. **Ellsworth Systems, LLC**, Franklin, Tenn.
21. **Promontory Interfinancial Network, LLC**, Arlington, Va.
22. **Baird**, Nashville, Tenn.
23. **National Payment Systems**, Greenbrier, Tenn.
24. **Kasasa**, Austin, Texas
25. **NetGain Technologies,** Chattanooga, Tenn.
26. **Ncontracts**, Brentwood, Tenn.
27. **NCR**, Franklin, Tenn.
28. **TransFund**, Tulsa, Okla.
29. **AmTrust North America**, Cleveland, Ohio
30. **NFP Executive Benefits**, Brentwood, Tenn.
31. **KraftCPAs PLLC**, Nashville, Tenn.
32. **SBS CyberSecurity**, Nashville, Tenn.
33. **FNB Mortgage**, McMinnville, Tenn.
34. **PYA**, Knoxville, Tenn.
35. **CBSi**, Cumming, Ga.
36. **VGM Forbin**, Waterloo, Iowa
37. **High Cotton**, Birmingham, Ala.
38. **NewGround**, Chesterfield, Mo.
39. **Office Depot**, Murfreesboro, Tenn.

ABOVE: First National Banker's Bank and FNBB Capital Markets sponsored the grand prize giveaway in the exhibit hall, won by Tim Daniel of Chester County Bank, Henderson. Presenting the prize were FNBB's Charles Morris and Charles Kown.

Golf Tournament

One reason The Ritz-Carlton in Naples, Fla., is such a popular convention site for TBA members is the resort's beautiful and challenging Gold Course, site of the Monday, June 5 afternoon golf tournament. Sponsored by Pathway Lending, the four-person scramble tournament featured prizes for the first- and second-place team in three flights plus three skill-shot prizes. Congratulations to the winners.

FIRST FLIGHT

1ST PLACE

Bill Marsh, First Commerce Bank, Lewisburg
David Bagley, First National Bank of Pulaski, Pulaski
Eddie Wiles, First Commerce Bank, Lewisburg
Terry Eastwood, First Bank of Tennessee, Dayton

2ND PLACE

Mike Thomasson, Andrew Johnson Bank, Cleveland
Doug Debusk, Andrew Johnson Bank, Greeneville
Robert Thompson, Greeneville Federal Bank, FSB, Greeneville
Brandon Hull, Greeneville Federal Bank, FSB, Greeneville

SECOND FLIGHT

1ST PLACE

Rob Buchanan, SHAZAM Network, Collierville
Don Vick, Fiserv Inc, Franklin
Johnny Carson, Sandler O'Neill, New York, N.Y.

2ND PLACE

David Reynolds, Peoples Bank of the South, LaFollette
Allen McClary, UBank, Jellico
Kevin Kilpatrick, Citizens National Bank, Sevierville
Rick Shelton, Earl R. Whaley and Company, Alcoa

THIRD FLIGHT

1ST PLACE

Jeff Agee, First Citizens National Bank, Dyersburg
Michael Davis, KraftCPAs PLLC, Nashville
Wynne Baker, KraftCPAs PLLC, Nashville
Wynne E. Baker KraftCPAs PLLC, Nashville

2ND PLACE

Tim Murphy, NewGround, Chesterfield, Mo.
Chris Loyd, Elliott Davis Decosimo, LLC, Franklin
Mike Fisher, Integrity Solutions, Nashville
Brian Tannenbaum, BKD, LLP, Nashville

SKILL-SHOTS

CLOSEST TO PIN

John Liddy, Farmers & Merchants Bank, Adamsville

LONGEST DRIVE

Wynne Baker, KraftCPAs PLLC, Nashville

STRAIGHTEST DRIVE

Michael Davis, KraftCPAs PLLC, Nashville

Despite the wet conditions, the golf tournament was a success and an attendee favorite.

THANK YOU SPONSORS

Pathway Lending

Tournament Sponsor

TRAVELERS

Boxed Lunch Sponsor

Photo Recap

PHOTOS: **TYLER NELSON, TBA,** AND **PAUL LAWRENCE, TAL-ENT PRODUCTIONS**

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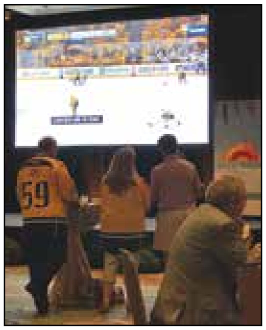
WHAT ATTENDEES SAID ON SOCIAL MEDIA

Tim Zimmerman
@Forbesjets22

Proud to be with ICBA Team - Helping community banks improve investment performance. #TBAannualmeeting

NetGain Technologies
@NetGainTech

@BretAAnderson speaking @TNBankers #TBAannualmeeting on how banks can stay one step ahead as technology evolves. #NetGainNation



Chaz Molder
@chaz_molder

.@TNBankers doing things right. #Smashville in #Naples #StanleyCupFinals2017 #WeWantTheCup

Sarah Saunders
@SKSaundersCPA

3 most common ages in the US: 25, 26, 24... w/in next 10 yrs this group will settle down... bankers & realtors, get ready! #TBAannualmeeting

Mark A. Cleveland
@MarkACleveland

A great time @TNBankers annual Director's Dinner with banking advocate and honoree Tim Amos. Thanks to @FirstTennessee for your sponsorship!

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EXIT


BANKPAC

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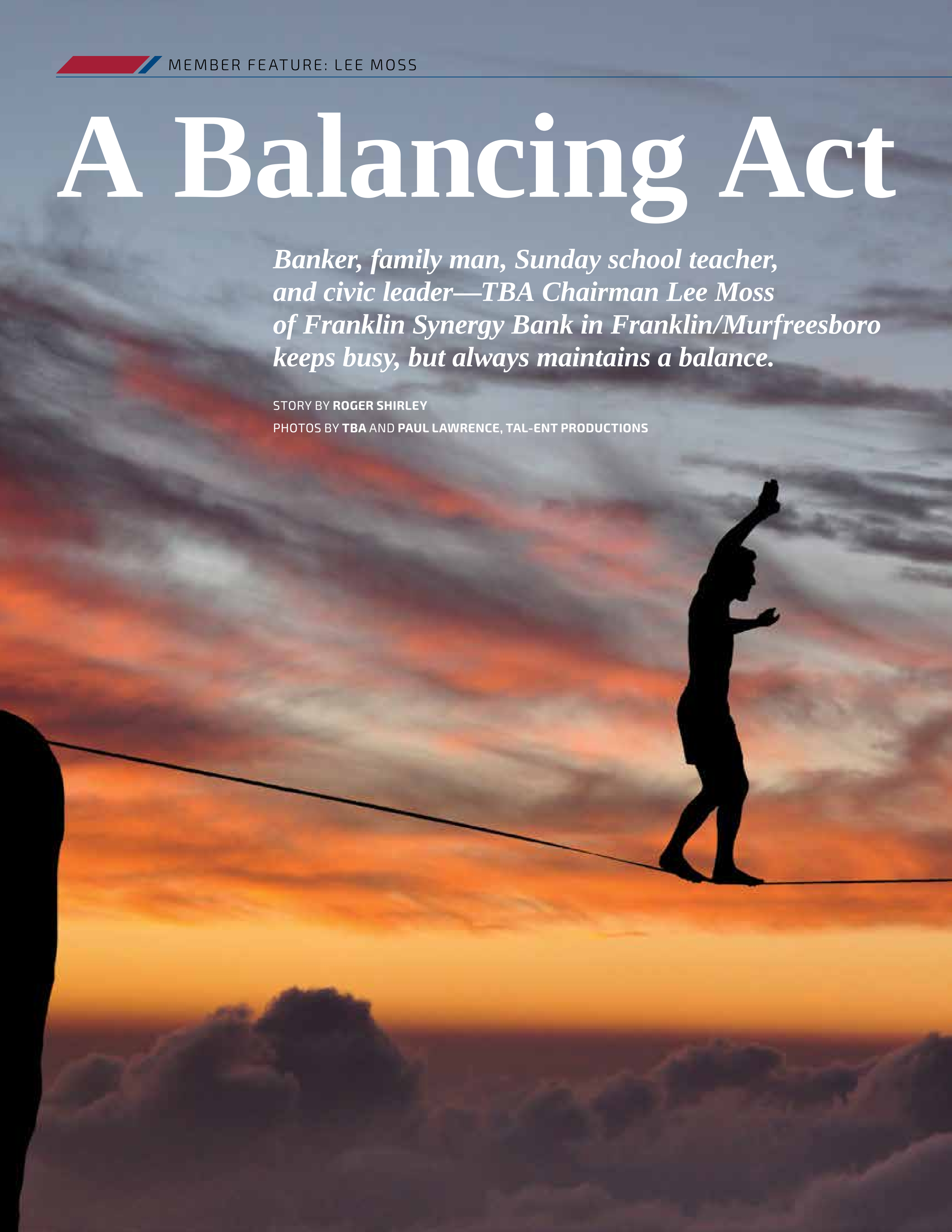
A Balancing Act

Banker, family man, Sunday school teacher, and civic leader—TBA Chairman Lee Moss of Franklin Synergy Bank in Franklin/Murfreesboro keeps busy, but always maintains a balance.

STORY BY **ROGER SHIRLEY**

PHOTOS BY **TBA** AND **PAUL LAWRENCE, TAL-ENT PRODUCTIONS**



If anyone could be genetically predisposed to becoming chairman of the Tennessee Bankers Association, it would be Lee Moss.

His great-grandfather and grandfather were both bankers in Lewisburg, Tenn., with his grandfather, James Lee Moss, holding the distinction of being Tennessee's longest-tenured active banker—serving as chairman and CEO for over 40 years and on the board of First National Bank of Lewisburg well into his 90s and living to be 103 years old.

His father, Chase Moss, was a correspondent banker at the former Third National Bank and later became chairman of its holding company, Third National Corp., before his death in 1974. Chase Moss also served as president (now called chairman) of the TBA from 1969 to 1970, and he was actively involved in the compromises regarding bank holding companies and branching that maintained a unified association.

And, by the way, Lee's cousin on his mother's side, John Muse of Farmers State Bank in Mountain City, is the TBA's chairman-elect.

Despite his pedigree, Lee Moss says it was not certain that he would go into banking as a career and that he did not feel pressure to follow in his father and grandfather's footsteps.

"Actually, when I was growing up, I was either going to be a high school football coach or a minister," said Moss, who became president of Franklin Synergy Bank after its merger with MidSouth Bank in Murfreesboro, which he previously led as chairman and CEO. "But as I would listen to dad and granddad talk about being a banker, I realized it was all about working with people and solving problems, and I enjoy doing both of those. So, when I headed to the University of Tennessee, I went in as a banking major."

That Moss may have wound up being a high school coach or a minister is not surprising for those who know him well. Growing up in Nashville, Moss attended Hillwood High School from 1966 to 1969, lettering in football, basketball, and track. He remains passionate about sports and still plays golf, runs 15 miles weekly, and has completed 12 half-marathons and spends many summer weekends at Center Hill Lake with family and friends.

Continued on next page

> "I try to be a situational leader. What a situational leader does is understand an individual's strengths and weaknesses, making sure they are focused on the right initiatives with the right level of coaching from me and that they have the resources they need to accomplish their objectives. That's what I see as my role, whether it is at the bank or at the Tennessee Bankers Association."

The Moss family's banking history runs deep, as made evident by a few items framed on the wall in his office. Top piece is a shareholder certificate from Third National Bank signed by his father, Chase Moss. The $10 bill was issued by First National Bank of Lewisburg signed by his grandfather, back from the 1920s when banks could issue their own currency. On the bottom is Lee's shareholder certificate for MidSouth bank.

As an outlet for his sports passion, Moss refereed high school basketball for 26 years as a member of the TSSAA officiating crew. He was chosen as a referee in two state basketball tournaments—a big honor since those selected are essentially on the "all-star team" of officials from across the state.

"I wanted to do it on the college level, but I determined I couldn't make it work with my life due to the extensive travel," Moss said. "I would probably have been divorced and fired from my job—and those are not very attractive alternatives."

Being a referee has helped Moss professionally, he says, as managing a basketball game and a bank operation have similarities.

"During a game, something is constantly happening, and you have to make quick decisions on whether to call something or not; and if you call it, you have to immediately live with the consequences. You have to forget that half the fans are going to love the call, and half are going to hate it. My job was less about implementing the rules and more about controlling the flow of the game. It was about keeping the game under control, and also about controlling my emotions when I had 5,000 people giving me their clear vocal opinion."

Being involved in his church is also important to Moss. He's on the administrative board of the First United Methodist Church in Murfreesboro and is a longtime Sunday school teacher—something he says has provided him with insight that he uses in his professional life.

"I've been teaching Sunday school for more than 35 years—with the last 20 years being adult classes. One of the things I say to parents is that you can control your children from birth to about 7 or 8 years; and then from that age to about 12 years, you can influence what they do. After that, all you can do is love them.

"So what does that say about how we work with adults? I think quite a bit. I may be a CEO or president of an organization, but I can't make you do anything. What I can do first is to understand what motivates you and then be an effective influencer on how you can use your God-given talents to the fullest. And then the concept of love in that example is to reinforce you and make sure you know how valuable you are to the organization.

"I've tried to use that as my philosophy at work," Moss said. "I try to be a situational leader—more of a leader than a manager. I've worked with a lot of talented people who know what to do and how to do it; so the last thing they need is someone telling them how to do it. What a situational leader does is understand an individual's strengths and weaknesses, making sure they are focused on the right initiatives with the right level of coaching from me and that they have the resources they need to accomplish their objectives. That's what I see as my role, whether it is at the bank or at the Tennessee Bankers Association."

STRATEGIC DECISION

After graduating from UT's College of Business Administration in 1973, Moss landed his first career job at the former Valley Fidelity Bank in Knoxville. A year later, he and his wife, Susan, decided to move back to their hometown of Nashville after the death of his father.

"I joined Third National Bank in 1974, went through the bank's management training program and then ended up managing three different branch offices, overseeing the commercial offices, and then ran the middle market up until SunTrust's acquisition of Third National in 1995," Moss said.

Moss became SunTrust's Murfreesboro Regional President, a position he held until the end of 2003 when he left to help organize MidSouth Bank with legendary banker Jack Weatherford and his son, Ben (now Rutherford County president of FirstBank), along with Dallas Caudle.

The elder Weatherford, a former TBA president who Moss said "has been like a father to me," began his career in the 1950s at Murfreesboro Bank and Trust Company, where he rose through the ranks to chairman and CEO in 1970. After Third National acquired the bank in 1985, Weatherford continued as CEO, and later became Third National's vice chairman before retiring after the SunTrust merger.

"Jack felt strongly that Murfreesboro needed another community bank, and it was his idea to start one," Moss said. "He talked to Ben and me to see if we were interested, and we agreed to work together on it."

After a year of organizing the bank led by the Weatherfords and Moss, the new MidSouth Bank was chartered in January 2004. "At that point in time, we believe we raised the largest amount of capital to start a bank in Tennessee—$30 million, which has subsequently been surpassed," Moss said. "We ended up with 1,800 investors in Rutherford County."

Ten years later, MidSouth agreed to be acquired by Franklin Financial Corp., the holding company for Franklin Synergy Bank, which closed in July 2014.

Continued on next page

TOP: Lee's father, Chase Moss, was TBA president from 1969 to 1970. Alongside his wife, Dot, Chase received the gavel from outgoing TBA president Walter Barnes and wife Martha Alice.

ABOVE: At the 2017 *Annual Meeting*, Lee received the same gavel given to his father. He is next to his wife, Susan, and on stage with outgoing TBA Chairman, Gordan Majors, and wife, Jeanie.

"Coming out of the recession, we had a strategic decision to make," Moss said. "Do we remain MidSouth and do some acquisitions, or do we look at other partners? The board charged me to begin the process of exploring partnerships since I had been active in the TBA and knew a lot of bankers throughout the state. As it turns out, one of our shareholders was also a shareholder in Franklin Synergy, and he encouraged both of us to talk.

"Richard Herrington (chairman and CEO of Franklin Synergy) and I had known each other for years. We talked and it didn't take too long for us to realize that we could capitalize on the two fastest growing counties in Tennessee, and that the two markets—Williamson and Rutherford counties—were so complementary. We had no market overlap, and Williamson County was a wealthy white collar market while Rutherford County was what I called a very healthy gray-collar market—a good mix of white collar and blue collar jobs.

Moss has embraced his transition from chairman and CEO of MidSouth Bank to president of Franklin Synergy and is looking forward to helping the bank continue to grow. Moss maintains offices in Murfreesboro and Franklin, with a focus on Franklin Synergy's M&A activity.

FINDING THE BALANCE

There's no doubt that Moss has a full plate of commitments and responsibilities above and beyond his "day job" at Franklin Synergy and his tenure as TBA chairman, but in looking back over his career and his record of community involvement, that is par for the course.

Moss has been active in UT Alumni boards at the local and national level and has served as national president of his college fraternity, Phi Gamma Delta, and has chaired the boards of organizations such as the Rutherford County Chamber of Commerce, United Way, American Heart Association, and Discovery Center. In 2012 he was named the Rutherford County Family YMCA's Humanitarian of the Year, in 2006 the Chamber's Business Person of the Year, and in 2004 MTSU Business School's Champion of Free Enterprise. He is a 1996 graduate of Leadership Rutherford and 2011 graduate of Leadership Middle Tennessee.

Moss is the most recent past chairman of the St. Thomas Rutherford Hospital board of directors, while also serving on St. Thomas's statewide board, for which he is slated to become chairman next year.

He has especially gravitated toward working with young people, something he finds both

4 Questions with Lee Moss

What will your priorities be as chairman?

First of all, the TBA is in great shape, so I'm going to do what Colin tells me to do. But seriously, we are recognized as one of the strongest bankers associations in the country as well as one of the most fiscally sound associations. Our dues are among the lowest; we own a top-rate multimillion dollar building outright, with no debt, which we additionally use as a significant training facility. Many other associations are struggling in light of consolidation. One big reason for our overall success is that our banking members have remained unified over the years; that's crucial on a number of fronts, especially in government relations.

Our TBA has two primary focuses, government relations and education of our bankers. My biggest push as chairman will be to continue promoting the need for bankers to remain engaged politically at the local, state, and federal levels. My other focus is education and training. We need to make sure that young bankers continue to get exposed to broad-based training. There's been a shift in the industry as a whole toward silos of specialization and away from the type of broad management training programs that were once prevalent. We need to make sure that the TBA works to fill some of this void, created as far as exposure to broad-based training.

The Young Bankers Division is playing an important role in that. Anything we can do to expose young bankers—especially at smaller banks—to a broader group of tenured, senior executives throughout the state is critical.

What is your general approach to government relations?

It's not just about persuading the legislature how to vote; it is about giving them objective, factual information so they can make the wisest decisions possible, considering all of their constituencies. If an elected official thinks I'm so prejudiced in what I am representing that I can't see the bigger picture, they are going to be less inclined to listen to me. But if they think I'm going to give them the facts, and say, "Here is what we think the consequences would be of what you are considering—weigh that with the other voices," then to me that comes across as more respectful and sincere and is more effective.

Moss with Sen. Bill Ketron, District 13, at the TBA Legislative Reception in February earlier this year.

rewarding and inspiring, and a way to stay in touch with generational changes.

His involvement in church, civic, and business activities and his role along with his wife as parents of four children and grandparents of six grandchildren, are part of Moss's personal operating philosophy.

"It is critical to find effective balance in life. When I die, I don't want to be known as Lee Moss, the banker. I want to be known as an effective and loving father/grandfather, a loving husband, a Christian, and someone who gave back to his community and helped young people see the kind of life they can have based on wise choices.

"When I come to work, I give it 100 percent effort, but when I come home, that's my focus, and I've always felt a responsibility to be involved in things that make our communities better. You have to make time for that. Too many people, including a lot of people in the banking industry, allow themselves to become workaholics, totally absorbed in their jobs and careers, and that's so unfair—to them and others.

"Life is about balance."

Moss and TBA chairman-elect John Muse, are cousins. This photo was taken with John's wife Kaye and Lee's wife Susan at the 2016 TBA *Annual Meeting* in Charleston, S.C.

You are past chairman of the St. Thomas Rutherford Hospital board, and you also serve on St. Thomas Hospital's statewide board and will become chairman next year. The hospital and banking industries are very different, but are there any notable similarities?

It's been a fun and very rewarding relationship. Banks and hospitals are in two of the most highly regulated industries in the country, and in many ways the hospital industry is going through what the banking industry did 20 years ago. Traditionally, every town of any size has a community hospital, just like there was a community bank in virtually every town. The hospital industry has retained a lot of small hospitals, but with the evolution of health care, it will be very difficult for smaller hospitals to survive. Does this sound vaguely familiar?

So, they are going through a consolidation phase like the one that started in banking many years ago. It's been rewarding to me to share with them what I've learned in banking, what's worked with consolidation and what has not. I'm not an expert on health care, but it is very interesting to see how they are strategically moving forward and how much it mirrors banking in terms of dealing with the high degree of regulation. The tragedy of any regulation is the unintended consequences.

Besides regulation, what big challenges are facing the banking industry?

Through the recession the image of banking dropped to its lowest level ever. By and large, banking is filled with people who are passionate about their communities, helping them grow not only economically but from a civic and social perspective, and 98 percent of bankers are role models for younger people in how to serve their communities. We have to do a better job of promoting the image of those bankers. Every industry has to perpetually replace itself, and I think we are at a crossroads in terms of whether we continue to be an industry that people aspire to go into.

I went to my grandson's kindergarten graduation, and they asked each child what they want to be when they grew up. There were several teachers, police officers, firefighters, a few doctors and veterinarians, BUT NO BANKERS. There was one who said he wanted to be president, and he got a standing ovation. I think everyone was thinking, whether they were a Republican or a Democrat, "We want you today!" Ultimately, we should strive for banking to be an industry of choice for millennials entering the workplace.

COMPLIANCE ALLIANCE

Fintechs: To charter or not to charter?

ABBEY COHEN
Associate General Counsel, Compliance Alliance

The fintech charter saga seems to be far from over. Recently, the Conference of State Bank Supervisors (CSBS) slapped the Office of the Comptroller (OCC) with a lawsuit over their December 2016 announcement to create a new national bank charter for nonbank companies (Non-Bank Charter Rule). This NonBank Charter Rule will grant chartered nonbank companies access into the national banking regulatory arena and could ultimately preempt state-based banking regulation, licensing, and supervisory responsibility of state authorities.

The CSBS is seeking an injunction against the OCC to prevent it from issuing charters under the Non-Bank Charter Rule. Additionally, the CSBS wants a declaration from the court stating that the OCC lacks the statutory authority to issue such charters and a finding that the OCC failed to follow the required process under the Administrative Procedure Act by not creating the charter through notice-and-comment rulemaking. The CSBS's argument breaks down to three broad points: (1) The OCC is not legally able to issue this type of charter; (2) The process the OCC used to create the charter was improper and made the OCC's decision arbitrary and capricious; and (3) The OCC's actions wrongly intervene on state sovereignty without getting prior Congressional authorization.

Let's dive into those three points a bit further. The suit alleges that the National Bank Act (NBA) must be strictly read and that the authority granted to the OCC is limited to chartering entities that (1) carry-on the "business of banking" (which heavily implies that, at a minimum, deposits should be accepted), or (2) carry-on a special purpose expressly authorized by Congress. The CSBS relies on case law, legislative history, and various federal banking statutes, including the Bank Holding Company Act, to substantiate its argument that the "business of banking" requires receiving deposits. The suit alleges that the OCC failed to follow the Administrative Procedures Act, which requires proper notice and comment procedures to ensure "reasoned decision making," as opposed to "opting merely to publish a high-level white paper" on the nonbank charter program. The CSBS also contends that the OCC does not have statutory authority under the NBA or any other federal banking law to charter nondepository companies without specific Congressional authorization. The suit claims that this type of rulemaking infringes on the Tenth Amendment of the U.S. Constitution (which provides that states retain powers not delegated to Congress) and would preempt state rights under the Supremacy Clause. Put plainly, the CSBS's main argument is that the OCC has no authority to charter nondepository entities and thus is without statutory power to act further in granting these charters.

Since August 2015, the OCC has taken several steps to position itself as the leading federal regulator for fintech companies. In its response, the OCC claims that it has power under the NBA and its implementing regulation, 12 C.F.R. 5.20(e)(1), to grant special purpose national bank charters to companies that partake in fiduciary activities or "any other activities within the business of banking." The OCC considers the "business of banking" to include at least one of the following three core banking functions: receiving deposits, paying checks, or lending money. The OCC claims that as part of the chartering process, it will use each fintech entity's operational model to determine which federal banking laws are to be applied. Supposedly, this legal determination will be incorporated into the charter's authority through private operating agreements on a case by case basis. This type of flexibility and ambiguity is likely to cause unease to many fintech applicants and to nonfintech financial institutions as they try to imagine the banking industry where new competitors will hold such national charters

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under the Non-Bank Charter Rule.

Since the first rumors of its possible introduction, the idea of a national fintech charter has caused both strong support and intense opposition among bankers, fintech executives, and others who see financial services in a transition phase. The CSBS argues that the OCC will be picking winners and losers in the market by granting special purpose fintech charters. It is foreseeable that existing community banks and small businesses seeking to serve local communities may be subject to the most harm by the implementation of the Non-Bank Charter Rule. For fintech companies, the ability to obtain a national charter on the federal level can be seen as a regulatory advantage since they would not need to register to do business or satisfy laws and regulations on a state-by-state basis.

While the rapidly growing fintech market may be viewed as a competitive threat to traditional banks and financial services, it may represent a profound opportunity. The proposed charter would be an avenue for large, dominant firms to control the development of technology solutions in the financial services industry. Additionally, there is a solid argument that fintech companies and banks could mutually benefit from partnership agreements or even acquisitions. Each could capitalize on their respective advantages and capabilities in order to serve their own customers better, improve risk management systems, and grow market share.

Even though there are both pros and cons to fintech companies entering the banking industry as potential players, it looks as though this bitter legal battle will temporarily halt any sort of progress. It'll be left to the courts to wade through murky legal arguments in order to determine if the OCC has overstepped its authority in releasing the Non-Bank Charter Rule. What is certain is the fact that this case has the potential to set a new precedent for the future of the banking industry.

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Graduate School of Banking at LSU Graduates 15 Tennessee Bankers

On June 2, 2017, 164 bankers from 15 states and Mexico received diplomas from the *Graduate School of Banking at Louisiana State University (GSB at LSU), Baton Rouge.* Sponsored by the Tennessee Bankers Association and 14 other Southern state bankers associations in cooperation with the Division of Continuing Education at LSU, the banking school requires attendance on campus for three years, with extensive bank study assignments between sessions. Representing 21 states and Mexico, 551 bankers took part in the 68th annual two-week session held May 21 through June 2.

Tennessee faculty for the 2017 session included: Harvey Church, First Farmers and Merchants Bank, Columbia; Jeff Hudson, FirstBank, Memphis; John Jordan, Community Bank of East Tennessee, Clinton; Thomas Payne, Ph.D., Tennessee Technological University; Mary Neil Price, ProBank Austin, Brentwood; Ronny Roberts, ProBank Austin, Brentwood; and Tod Trulove, Tennessee Department of Financial Institutions, Nashville.

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

Congratulations to the TBA members who received diplomas among the Class of 2017.

2017 GRADUATE SCHOOL OF BANKING AT LSU GRADUATES

JEFFREY AMBURN, Peoples Bank of East Tennessee, Madisonville

DEAN BLANKENSHIP, Homeland Community Bank, McMinnville

DUSTIN BRACKINS, SmartBank, Pigeon Forge

ALBERT CARTNER, Community Bank & Trust, Springfield

LEIGHANN COVINGTON, TNBANK, Oak Ridge

JASON EPLEY, TriStar Bank, Dickson

BRIAN HORD, CBBC Bank, Maryville

JOHN LIDDY, Farmers & Merchants Bank, Adamsville

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Thirty-five bankers graduate from *The Southeastern School of Commercial Lending*

In May, 35 banker students graduated from The Southeastern School of Commercial Lending (TSSCL). Established in 1984, the intensive, one-week school concentrates on all aspects of commercial lending. Students receive over 45 hours of classroom instruction, discussion, and case studies. The TBA conducts the annual school in cooperation with the Georgia, Louisiana, and Mississippi bankers associations. The 2017 graduating class included 27 students from Tennessee as well as bankers from Mississippi (6), Alabama (1), and Arkansas (1).

HONORS

Four 2017 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:

- Nathan Best, First Commercial Bank, Jackson, Miss.
- Andy Boyer, Pinnacle Bank, Oak Ridge
- James Fuller, Southern Community Bank, Tullahoma
- Dillon Lamberth, The Farmers Bank, Portland

ATTEND 2018 TSSCL

The 2018 session of TSSCL is tentatively scheduled for May 20-26 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 *TNBankers.org* or contact Susan Taylor, CMP, at 615-244-4871 or 800-964-5525 or *staylor@TNBankers.org*.

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2017 TSSCL students

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KIMBERLY BUEHRING, Guaranty Bank & Trust Company, Cleveland, Miss.
BUFFY BUNDSHUH, CapStar Bank, Nashville
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CHELSEA HARDWICK, Commercial Bank & Trust Co., Memphis
EDWARD JENNINGS, Simmons Bank, Hendersonville
BLAKE JOHNSON, Evolve Bank & Trust, Jonesboro, Ark.
***DILLON LAMBERTH**, The Farmers Bank, Portland*
CARL LAWRENCE, Guaranty Bank & Trust Company, Senatobia, Miss.
MATT LEDBETTER, First Vision Bank of Tennessee, Murfreesboro
TIMOTHY MARTIN, Triumph Bank, Memphis
CHRIS MCGILL, First National Bank of Pulaski, Pulaski
JASON MELTON, The First National Bank of Manchester, Woodbury
CHRISTOPHER PEPPER, The First National Bank of Middle Tennessee, McMinnville
MATT PILLOW, First Freedom Bank, Lebanon
STACIA REAGAN, Tennessee State Bank, Pigeon Forge
JENNY RICHARDS, First Bank of Tennessee, Dayton
CARLY SELLERS, Home Federal Bank of Tennessee, Knoxville
HUNTER SMITH, Triumph Bank, Memphis
COREY STOVALL, U.S. Bank, N.A., Knoxville
WILLIAM TINGLE, Triumph Bank, Memphis
MATT TRUSTY, First Bank, Jackson, Miss.
LAURA TUCKER, INSOUTH Bank, Brownsville
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6 to 10 Years	19
11 to 20 Years	8
20+ Years	2

SIZE OF BANK'S LOAN PORTFOLIO

1 to 5 Million	6
6 to 10 Million	2
11 to 50 Million	1
51 to 100 Million	1
Over 100 Million	25

SIZE OF BANK'S ASSETS

Under 50 million	9
101 to 500 million	14
501 million to 1 billion	12

EXIT

1. 

2. 

3. 

Top: The 2016-2017 TSSCL Board of Trustees: Daniel (Dee) Lenderman, Richard Shaffer, Tim Shanks, Kirk Goehring, Mitch Higdon, Lyman Cox, William Forbes, Lee McCollum, J.B. Owens, and Brent Ball. Lee McCollum is new to the board.

1. Richard Shaffer receives a plaque for his services as trustee from chairman Mitch Higdon.

2. The 2016-2017 TSSCL Executive Committee consists of Terry Eastwood and Mitch Higdon.

3. Incoming chairman Kirk Goehring presents an engraved clock to outgoing chairman Mitch Higdon.

PHOTOS BY **SUSAN TAYLOR**

1.

Protect your bank against internal control weaknesses

TAYLOR TIPTON
Associate, Baker Donelson

ABOUT THE AUTHOR

Taylor Tipton, an associate in Baker Donelson's Knoxville, Tenn., and Washington, D.C. offices, represents banks, bank holding companies, and investors in merger and acquisition, restructuring and recapitalization, and securities transactions. He can be reached at *ttipton@bakerdonelson.com.*

In recent months, banks have come under increased scrutiny from auditors, regulators, politicians, and the market related to the accuracy of financial reports and lack of internal controls. Several publicly traded bank holding companies, including Central Pacific Financial Corporation, have been forced by their auditors to disclose material weaknesses. The Public Company Accounting Oversight Board (PCAOB) has criticized KPMG LLP for its failures to properly evaluate bank internal controls. Senators Elizabeth Warren (D-Mass.) and Edward Markey (D-Mass.) continue to ask for an investigation into KPMG to determine how the auditor failed to identify wrongdoing at Wells Fargo. And, bank holding companies, such as Hope Bancorp have seen their stock prices tumble (21 percent in the case of Hope) after having to delay filing 10-Ks because of financial reporting issues.

When added to the compliance costs of other regulatory and accounting mandates, the cost of remediating internal control weaknesses, and resolving audit issues can pose a major threat to the bottom line of a bank. How can banks protect against internal control weaknesses and mitigate the damage when such weaknesses exist? Here are five steps your bank can take.

1. HIRE AND EMPOWER QUALITY INTERNAL AUDIT PERSONNEL.

In the current interest rate and regulatory environment, community banks are often strapped for cash and tempted to cut back office personnel. In the case of an internal auditor, bank management should avoid this temptation. Even if the internal auditor has to be dual-hatted with another position, bank management should appoint an internal auditor with the institutional political capital to present an effective challenge to management and observe good corporate governance policies by giving the internal auditor a direct reporting line to the board of directors and audit committee.

2. CONSIDER THE TRACK RECORD OF POTENTIAL EXTERNAL AUDITORS.

This step is multi-faceted. On the one hand, banks should avoid auditors who have come under fire from government regulators or self-regulatory organizations, both because the auditor has not demonstrated the ability to ensure that a bank's financial statements are true and correct in all material respects and because an auditor who has faced criticism may be more likely to want to "look tough" by criticizing a bank's internal controls that are in line with market norms and good accounting practices. On the other hand, a bank, especially one that is looking to grow or raise capital, should consider hiring an auditor with an established record in the banking industry. Such an auditor not only is more likely to ensure accurate financial statements but will also inspire confidence in investors and the market.

3. MAKE SURE INTERNAL POLICIES AND PROCEDURES ARE IMPLEMENTED IN PRACTICE AND NOT JUST DEAD LETTER.

The most expensive internal policies and procedures drafted by accountants, lawyers, or consultants are worthless if not effectively put into practice by bank management. Recently, Webster Financial Corporation

With banks under increased scrutiny over the accuracy of financial reports and lack of internal controls, keep these five tips in mind.

PHOTO: **SHUTTERSTOCK**

was criticized by its auditors for failing to document changes to its loan-loss reserving procedures. Such a failure created a situation where the bank's auditors were unable to compare bank personnel's actions to an objective standard or ensure uniform compliance across the organization.

4. CONSIDER WHETHER BEING A PUBLIC COMPANY IS RIGHT FOR YOUR BANK.

As noted above, bank's regulatory and compliance costs are substantial and eat into a bank's bottom line. Becoming a public company only increases these costs. While material internal control weaknesses are never acceptable, the consequences of such weaknesses are exacerbated for public companies where audit criticism or restatement of financial statements may mean a lawsuit from a disgruntled shareholder, demands by an activist investor, or inquiries from a regulator.

5. PROVIDE LEADERSHIP FROM THE C-SUITE.

While technical compliance with accounting standards is important, so is the attitude of a bank's senior management towards internal controls. Banc of California was criticized by its auditors for a number of issues related to reporting and disclosure, but the auditors also criticized the bank's management's attitude towards the importance of controls as shedding light on other compliance issues. While it may be impossible to ensure total compliance with internal controls and accounting standards, taking the above steps can mitigate the risk of material control weaknesses and may limit the damage of such weaknesses.

> "The most expensive internal policies and procedures drafted by accountants, lawyers, or consultants are worthless if not effectively put into practice by bank management."

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On Air

How one banker is using her platform to help Middle Tennessee's Hispanic community

STORY AND PHOTOS BY **TYLER NELSON**

Claudia Hile's passion for helping others is magnified when she puts on her headset and pulls up to the microphone. Every Tuesday around 12:30 p.m., Hile makes the short trip from her Regions Bank office on Nashville's Nolensville Pike to Radio LUZ 900 AM, where she is a co-host of Todo Financiero Show (All About Financial). The hour-long platform gives her the opportunity to raise awareness in the Hispanic community about the importance of financial literacy.

With the Hispanic population growing in Middle Tennessee, along with their collective wealth, Hile says it's important that they are financially competent and confident and able to address financial concerns head-on.

"The biggest reward is to see the progress in our communities, the hunger for people to grow, learn, and live better," Hile said.

Hile was born and raised in Mexico City, and her family eventually relocated to Celaya in the state of Guanajuato, Mexico. Once there, she dove into learning the ins and outs of the English language, which would prove helpful to her during college and once she began her career.

After earning her bachelor's degree in accounting from a local university, she started working for a company that was General Electric's counterpart. Her work ethic and ability to speak English fluently paid dividends as she rose up the ranks to become team lead for accounts receivable.

Then in 2003, her family opted to move to the United States for a business opportunity. With a family connection, she tried her hand at running a Sonic Drive-In franchise in Nashville. "Being an entrepreneur gave me a completely different prospective when it comes to small businesses," Hile said. "It was a great learning opportunity."

After selling the business in the late 2000s, she decided to switch careers and enter the banking industry. She began her career as a Bank of America teller in January 2009 and was determined to show her worth. "After having years of experience as an accountant and running a business, I'll be honest, it was a humbling start," Hile said. "But I knew who I was, and I told myself 'I'm going to get my foot in the door, and then the sky's the limit for me.' "

True to her word, Hile was promoted to personal banker within six months. The promotion came with a little bit of self-discovery. "As a personal banker, that's when I realized my passion for helping others. It was amazing to see people I interact with build their savings or get a mortgage to purchase their first house. It was very rewarding."

In April 2012, Hile joined Regions' Woodbine branch in Nashville as a financial services specialist. The branch, located on Nolensville Pike, is in the heart of Music City's "international corridor."

"I noticed Regions didn't have a strong presence in the Hispanic community, so I took it upon myself to help change that," Hile said. "I'm like a lot of my Hispanic peers—if you're given lemons, let's make lemonade."

Above: TBA's Colin Barrett visits with the staff at the Regions Bank office on Nashville's Nolensville Pike. Pictured are staff members Axel Irizarry, Claudia Hile, Kathrin Lowery, Sonya White, Nelanie Tardy, Aurora Saucedo, and Sandra Maksic.

Opposite page: Claudia Hile hosts her weekly radio show, Todo Financiero Show (All About Financial), on LUZ 900 AM at 12:30 p.m.

Hile and Melanie Blank, Regions' consumer banking executive manager, set out to educate both the Hispanic community and the bank's executives about the beneficial opportunities each possessed. Backed with her passion to help people and her financial acumen, Hile barnstormed Middle Tennessee to help Hispanics learn about personal finance.

"The Hispanic community's education about money and banking is unfortunately almost nonexistent," Hile said. "There are customers who come to the U.S. and have never had a bank account, let alone know how to manage it. Why? Ignorance. I set out to attack ignorance with knowledge so everyone can be their best selves."

Continued on next page

"There are customers who come to the U.S. and have never had a bank account, let alone know how to manage it. Why? Ignorance. I set out to attack ignorance with knowledge so everyone can be their best selves."

At the time, Nashville's foreign-born population was nearing 12 percent, about double from 2002 when Hile herself moved to Middle Tennessee. And many immigrants choose to operate businesses on Nolensville Pike thanks to the colorful mix of multinational retailers, restaurants, and service shops.

In 2015, Hile was presented with an opportunity to give her advice to a much bigger audience: She was approached by Viviana Milam, a customer, who noticed she spoke Spanish. Milam, who hosted *Todo Finaciero Show* on AM radio, was curious whether she'd be interested in giving financial advice and if the bank would be interested in becoming a sponsor.

After discussing the idea with her marketing director, Brian O'Meara, Hile submitted a formal proposal with demographic statistics and a budget. Eager about the opportunity to help this market, Regions executives gave the go-ahead.

Hile was equally excited, but she soon discovered a slight problem—fighting the "stage fright" once the show was broadcast live to thousands. "The thought of talking on air was nerve-wracking," Hile said. "I have a pretty outgoing personality, but being in front of a mic—it was a lot to take in."

Hile sought the guidance of Dianne Spencer, Regions' financial wellness coordinator, who had experience in interviews and giving presentations at large forums. Spencer sat with Hile and explained the intricacies of appearing on radio, such as not audibly ruffling through her paper notes or turning her head away from the mic if she had to cough.

Spencer's advice was a great help, Hile says, but the fear of speaking on the radio is one of those activities that can only really be conquered by actually doing it. "As I walked into the studio, I was super nervous," Hile said. "I asked Viviana 'Oh my gosh, what am I doing?' She's been doing this for years, so she simply responded 'Claudia, you share information so well. We're just having a conversation that's going to help people. We just have on some headphones, and you're talking into a mic.' "

It worked, as the music picked up and they got the cue from the producer across the glass that they were on air. Turns out, her lively personality played quite well on air. "Quite honestly, after the first five minutes, I was just a fish in a pond," Hile said with a laugh.

Through the show, Hile shared tips on a number of subjects, including how to create a budget, saving for retirement, and homeownership. After a few months on air, she realized she was getting a great reception from her audience. Listeners would call in to suggest topics for her to tackle, and they eventually came into the branch to open personal and business accounts.

"Claudia has done an amazing job serving the community," said Jim Schmitz, Regions' Middle Tennessee Area President. "Through this venture, she's been able to reach more people and small businesses. With her advice, they can feel empowered, build financial stability, and produce more. It's one of these things where it rises the tide for everyone in that community."

For Hile, the radio show has been an extension for her love of helping others, and one of her many examples stick out. "With the Nashville rental market booming, I had a frustrated caller explain she wanted to own a home due to rising rent prices but didn't know where to start. After meeting with her, we realized she didn't have any credit. We laid out a 12-month plan and worked with her to build credit history.

"After a year, she applied for a mortgage, and after some time, she was able to purchase her first house. The pride she felt for herself was overwhelming. Once she was moved in, she brought me my favorite Mexican dish and said 'Thanks to you, I'm never going to rent again.' "

The Community Reinvestment Act turns 40: Current successes, future challenges

JULIE STACKHOUSE
Executive Vice President, Federal Reserve Bank of St. Louis

The Community Reinvestment Act (CRA) was passed by Congress in 1977, a year in which the U.S. Supreme Court wrestled with the issue of racial discrimination in low and moderate income housing. It was a time when roughly 15,000 banks conducted business largely in their local communities; the internet was in its infancy, securitization markets were under-developed, and credit scoring/credit reporting mechanisms had not reached scale. Instead, banks sorted through color-coded maps, based on race, to determine which areas were worthy of mortgage lending—a practice known as redlining.

The CRA was intended to address practices such as redlining and expand the provision of credit to low and moderate income communities. It affirmed the obligation of federally insured depository institutions to help meet the credit needs of communities in which they were chartered, consistent with safe and sound banking practices, and in return for the privilege of deposit insurance protection and access to the Federal Reserve's discount window. It established metrics for performance that have evolved over time to encompass lending, investment, services and community development, depending on the size of the institution.

Many things have worked well with the CRA. The incentives provided by the CRA, as well as "fair lending" regulations, have prompted many healthy partnerships between banks and community groups to promote access to credit for low to moderate income communities. Other policy developments, such as the Community Development Financial Institution Fund, the Low Income Housing Tax Credit Program, and the New Markets Tax Credit program, have provided important underwriting support. The synergies in combination are worthy of note.

Nonetheless, there have been many changes in the financial and banking markets since enactment of the CRA that challenge its relevance. Foremost, we have seen a rapid growth in internet technology for financial services, making the long-term use of bank branches, on which part of the CRA is focused, less than clear. We have also seen significant consolidation in bank charters; in 20 years, the number of charters has dropped from more than 10,000 to less than 6,000. Small banks, in particular, are struggling with the cost of regulation, declining population, and weak economies in some rural communities, and often times, an inability to attract qualified new talent to provide succession for existing management. We also have better information on the challenges facing low and moderate income communities, including through our research here at the Federal Reserve Bank of St. Louis. That research confirms that many wealth building issues are generational and will be complex to address.

Regardless of the future of the CRA, change often occurs because of many small efforts over a long period of time, facilitated by strong, passionate leaders. The true strength of the CRA is that it acts as a catalyst for community partners and financial institutions to work together to build stronger communities. Strong communities are good for everyone.

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ANDY VOYLES
Executive Vice President/ Director of Lending, First Community Mortgage

The residential real estate market may have its ups and downs, but one thing is certain—Hispanic homeownership will rise.

Hispanics represent the fastest-growing segment of the U.S. population. By 2060 nearly one third of U.S. residents will be of Hispanic origin. At the same time, more and more Hispanics are completing college, leading to career success, and greater buying power. In 2016, the collective buying power of U.S. Hispanics should surpass 1/10 of the U.S. economy ($1.5 trillion)!

GROWTH OF HISPANIC HOMEOWNERS

As they achieve socioeconomic success, more Hispanics are becoming homeowners. According to the 2015 State of Hispanic Home Ownership Report, Hispanics accounted for 69 percent of the total net growth in U.S. homeownership in 2015. Second-generation Hispanics have now achieved a 50 percent rate of homeownership.

Continued growth is expected—A TD Bank survey found that through 2017, Latinos are 9 percent more likely than the general market to purchase a home. And the Home Ownership Report predicts that Hispanics will account for 52 percent of new homeowners between 2010 and 2030.

BARRIERS REMAIN

Despite this growth, there are still considerable barriers that are preventing many from achieving home ownership—first and foremost is the limited access to credit. According to the Home Ownership Report, 27 percent of the Hispanic consumer population is not accurately rated by the predominant credit scoring models used in the U.S. today. This is partly due to culture—Hispanics traditionally shy away from credit, preferring to pay in cash for most purchases, so their good payment history (using cash) is not considered in a credit score. Additionally, more Hispanics tend to be self-employed, derive earnings from multiple sources, hold seasonal jobs, or have multiple wage earners in the household, all of which can lead to unrated credit worthiness.

Another challenge is the lack of education for the mortgage process; this issue is not limited to Hispanics. According to a recent Wells Fargo survey, a large percentage of consumers continue to overestimate what they need to qualify for a home loan. Although borrowers can qualify with marginal credit scores, the majority of survey respondents believe they need an excellent credit rating to qualify. In fact, 45 percent believe a "good credit score" is over 780. Thirty-six percent think a down payment of 20 percent is always required. Most are unfamiliar with down payment assistance programs that exist for first-time homebuyers.

OPPORTUNITIES TO INCREASE HISPANIC HOMEOWNERSHIP—HOW CAN A LENDER MAKE THE DIFFERENCE?

The most fundamental way to connect with Hispanics is to hire and train support staff who speak Spanish and understand the varying cultural differences. According to the Home Ownership Report, 7 percent of real estate agents and 4 percent of mortgage professionals are Hispanic. However, 25 percent of all Hispanic buyers admit they prefer a real estate agent they can connect with! Seventy-five percent of Hispanics prefer to speak Spanish at home as the predominant language. Clearly, if Hispanic homeownership is going to reach its potential, industries must add professional staff members that can bridge the gap.

As a business considers reaching out to connect with Hispanics, you must accept the

MORE FROM FIRST COMMUNITY MORTGAGE

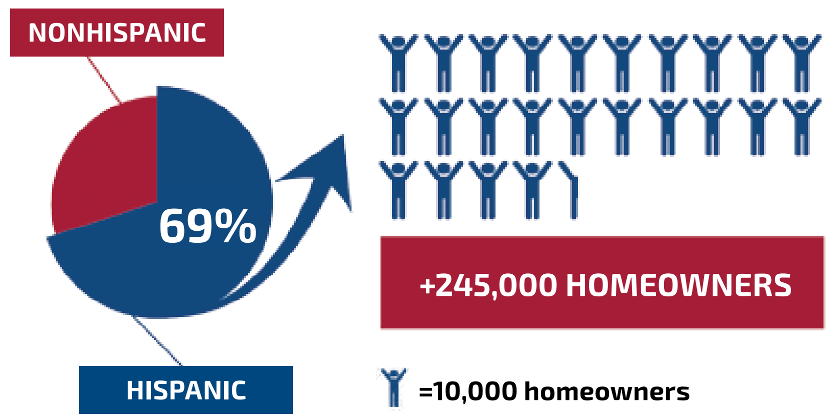
In 2016, FCM launched its Multi-Cultural Lending Initiative by assembling a six-person team to conquer this challenge. Led by Miguel Vega and Jeremy Warren, the team's focus is centered around educational initiatives, Spanish speaking/written advertising efforts, translation services, and building a loan program that fits the unique cultural differences. For more information, visit *humanmortgage.com* or call 615-896-4141.

fact that there is no blanket formula for connecting with this market. While two thirds of Hispanics in the U.S. are of Mexican origin, the remainder (Puerto Ricans, Salvadorans, Cubans, Dominicans, and more) have their own unique cultures and customs. We must take into account the differences in reaching Hispanics who are fully acculturated, semi-acculturated, and non-acculturated to life in the U.S.

Ads, brochures, websites, and other marketing tools should include storylines that are culturally relevant, tap into passion points—like music, sports, religion, and family—and reflect the realities of Hispanics living in the United States.

Helping Hispanics feel more comfortable with the home-buying process can go a long way towards overcoming barriers. Through education programs offered by lenders, Hispanics can better understand the requirements to qualify for homeownership, with strategic objectives for improving credit worthiness.

TOTAL HISPANIC HOMEOWNERSHIP INCREASE IN 2015



In 2015, Hispanics achieved a net increase of 245,000 owner households, accounting for 69 percent of the total net growth in U.S. homeownership.

2015 STATE OF HISPANIC HOME OWNERSHIP REPORT

Four steps for better cybersecurity

ANTHONY McFARLAND
Partner,
Bass, Berry & Sims

ABOUT THE AUTHOR

Anthony (Tony) McFarland is a partner in the Nashville, Tenn., office of Bass, Berry & Sims, PLLC, where he is co-chair of the firm's financial institutions group and its data security and privacy practice group. He can be reached at *amcfarland@bassberry.com*.

In the wake of the May 2017 WannaCry ransomware attack, businesses of all types are wondering what they can reasonably do to protect themselves from cyber threats and, most importantly, where to begin. Because financial institutions remain prime targets for digital thieves, they must spend significant time and resources digesting and culling through an information barrage of recommended actions and products to reduce vulnerability and mitigate cyber event losses.

Moreover, a financial institution's board, senior management, and information services department face a monumental challenge of keeping up-to-date on cybersecurity regulatory standards and recommendations from entities like The National Institute of Standards and Technology (NIST), the Federal Financial Institutions Examination Council (FFIEC), and the New York Department of Financial Institutions (NYDFS)—not to mention countless overviews on prevention and response steps from numerous other resources.

Sorting through and prioritizing countless cybersecurity practices can lead to analysis paralysis, particularly for institutions without an established information technology department, containing trained and dedicated cybersecurity personnel.

So what to do? Without undermining the importance of a comprehensive cybersecurity program, a financial institution should adopt a simple four-step starter plan: Train. Maintain. Test. Repeat.

TRAIN

By now it is widely known and accepted that the overwhelming majority of cyber incidents in an organization are the result of social engineering attacks and resultant user error. Phishing, and especially spear phishing, scams continue to top the list of cyber threats to a company. Trite as it may seem, there is no substitute for ongoing cybersecurity training, inclusive of the institution's directors and C-suite officers, beginning with the onboarding process. An appropriate person or group should be charged with conducting due diligence on the many training sources and methods available, and recommending which to put in place.

Often overlooked is the need to train customers in good cybersecurity hygiene—commercial and consumer—who normally do not have the bank's level of cybersecurity awareness and sophistication, and certainly not its resources. Including privacy pointers in website blurbs, monthly statement inserts, email alerts, and social media postings, for example, is a low risk/high return cybersecurity best practice.

MAINTAIN

If there is a single lesson to be learned from the WannaCry ransomware attack, it is that user cybersecurity training alone is not enough. WannaCry victims' computers were infected and their data encrypted not through the typical phishing attack but directly through a Windows operating system security flaw. We also now know that the ransom-

"Without undermining the importance of a comprehensive cybersecurity program, a financial institution should adopt a simple four-step starter plan: Train. Maintain. Test. Repeat."

The WannaCry ransomware attack was a worldwide cyberattack that started in May. The virus targeted computers running the Microsoft Windows operating system by encrypting data and demanding ransom payments in the Bitcoin cryptocurrency. The ransomware campaign was unprecedented in scale. An estimated 200,000 computers were infected across 150 countries.

PHOTO: **SHUTTERSTOCK**

ware attack could have been thwarted, or at least minimized, through a regular, diligent program of applying updates and patches as soon as they are made available.

Because bank employees can be expected to visit the bank's website on a regular basis from within the institution's network, bank websites are attractive targets for a "watering hole attack," wherein a hacker infects a site with malware aimed at infecting the visitor's own computer and eventually gaining network access. Conversely, but equally destructive, a distributed denial of service (DDoS) attack on the bank's website may make it inaccessible to the bank's customers, at best resulting in a reputational black eye. In either instance, having in place appropriate firewalls and intrusion detection systems—kept current—should prevent the attack from succeeding.

TEST

Typically, cybersecurity testing has been synonymous with penetration testing ("pen testing"), where a third party is hired to try to gain unauthorized computer network access from outside the organization. Every institution should seriously consider undergoing a pen test on a regular basis public-facing applications, which often are over-looked as an avenue for intrusion or infection.

In addition to third-party testing, a bank can and should implement its own internal pen testing on more frequent intervals. No one knows an institution's systems and network better than its own systems engineers and network administrators. Conducting ongoing "table top" exercises will help the bank identify potential security weaknesses and educate its technology associates on cybersecurity risks. [To simulate real world conditions, these internal tests should include scenarios where certain personnel are unavailable.] Not to be underestimated is the added value of instilling in the technology team confidence in their individual and collective abilities to spot cyber threats before they become cyber events.

Separately, as an adjunct to employee cybersecurity training, an institution should periodically transmit phishing email "lures" to its own personnel—customer service representative and CEO alike. Typically, a bank is pleasantly surprised at the low number of its associates who take the bait and click on the fake infected link or open the phony malicious attachment. And those who do fall prey to the manufactured scam receive an invaluable cautionary lesson.

REPEAT

See: Train, Maintain, and Test sections above.

Cybersecurity is a culture, not a cost center; a mindset, not a mine field. It is the responsibility of bank management at all levels to communicate that message throughout the organization. Fostering that culture is the single most effective defense against a cyber event and the best way to safeguard the assets of the institution and its customers, employees, and shareholders.

Pathway Lending celebrates ten years of the Tennessee Rural Opportunity Fund

A lifelong cyclist, Mark Power built his first recumbent bike for his wife while stationed in Germany. The second was for himself so she wouldn't feel self-conscious on their rides. This new hobby became a business and the veteran never looked back.

"After I retired from the Air Force, we opened a brick-and-mortar store in Florida, and from there we got into the adaptive cycling world," said Power.

At home in the States, his business grew as Veterans Hospitals began bringing patients to the store to get them on bikes. Veterans soon made up a good portion of his client list.

> The Fund has generated 117 loans totaling more than $21 million, creating and retaining 800-plus jobs for Tennessee small businesses.

In 2009, the Powers relocated to East Tennessee. They envisioned an easy shift from retail to manufacturing, but changing their business model and setting up shop wouldn't be as easy as they'd hoped. "I've had a successful business since 1999 and never had a loss," said Power. "We still couldn't get financing. Nobody wanted to touch us."

A chance conversation led Power to Pathway Lending, a regional not-for-profit Community Development Financial Institution that provides loans to businesses lacking access to traditional financing. Through the Tennessee Rural Opportunity Fund (TNROF), Pathway Lending provides loans to small businesses across the state that are unable to access traditional bank financing.

"I made the call to Pathway and the ball started rolling very quickly. That shocked me after so many doors had been closed," said Power. "I was in Washington state doing an adaptive camp with the Air Force when I got a phone call from Hank Helton. He said, 'Mark, you've got your building and your machines.' I was so floored that I drove to Nashville the next week to thank them in person."

Pathway helped Power purchase his workshop as well as two CNC machines and a powder coating booth and oven. This new equipment not only brought more work in-house but also automated a few processes to speed up production.

This year, Pathway Lending is celebrating the 10th anniversary of the TNROF. The TNROF is a public-private partnership between Pathway Lending, the State of Tennessee, and the Tennessee Bankers Association.

The Fund was capitalized with $10 million in community development investments from TBA member banks. Over the past decade, these initial investments have generated 117 loans totaling $21,505,635 to 75 businesses in 34 counties throughout Tennessee, created over 330 jobs within the state, and retained over 500 more.

"These loans help small businesses grow and turn them into viable bank customers, providing an avenue for them to succeed and support small communities throughout our state," said Colin Barrett, president of the Tennessee Bankers Association.

Through the support of its partners, the TNROF has had significant impact on expanding capital access to underserved small businesses. The impact ranges from financing Main Street revitalization efforts to expanding manufacturing facilities increasing production while creating and retaining jobs in rural communities throughout Tennessee.

"Banks who have invested in the Rural Op-

portunity Fund so far have received over $10 million in Franchise and Excise Tax Credits from the State of Tennessee, received CRA credit from their regulators, and have earned over $3 million in interest income," continued Barrett. "The Rural Opportunity Fund is important for the success of all Tennesseans, our banks and our communities. Every dollar that's loaned into the community is returned threefold in economic development in Tennessee."

Tennessee Rural Opportunity Fund bank investors include Capital Bank, CB&S Bank Inc., Centennial Bank, Citizens Bank, Commercial Bank & Trust, Decatur County Bank, F&M Bank, FirstBank, First National Bank of Oneida, Foundation Bank, HomeTrust Bank, Legends Bank, Macon Bank & Trust Company, Peoples Bank, Pinnacle Bank, Reliant Bank, Simmons Bank, and Wayne County Bank.

"Our goal at Pathway Lending is to act as a partner to the banks in our state," said Clint Gwin, president of Pathway Lending. "We focus on the interest of our clients, partners, and communities. The Rural Opportunity Fund has been a tremendous success for everyone involved, and we are excited about continuing to attract additional capital into the Fund, so it will continue to be available now and into the future."

U.S. Air Force veteran Mark Power and his wife own Power On Cycling, a recumbent bike manufacturing company in East Tennessee. When they relocated from Florida, the only way they were able to get funding for their business was through Pathway Lending and the Tennessee Rural Opportunity Fund.

PHOTO: **COURTESY OF PATHWAY**

People on the Move


DINICOLANTONIO

Atlantic Capital Bank, Chattanooga, has named **Joe DiNicolantonio** as new executive vice president and president of the Tennessee and Northwest Georgia markets. He succeeds **Nathan Hunter**, formerly the executive vice president and managing director of commercial banking, who retired May 31.

Bass, Berry & Sims, PLC, Nashville, has named **William Lay, Sara Morgan, Katherine Smalley, Craig Stewart, and Craig Turner** as associates.

Bank of America, N.A. Nashville, has promoted **Tyson Moore** to market president.

The Bank of Nashville, div. of Synovus Bank, Nashville, has named **Joe Dillingham** as director of corporate banking.

BankTennessee, Collierville, has named **Chameka Watson** as loan processor.


HARRIS


DAVIS


CARRIERO

CBBC Bank, Maryville, has named veteran banker **John Harris** as executive vice president and chief lending officer, **Paige Davis** as senior vice president and senior credit officer, and **Heidi Carriero** as vice president and senior operations manager/ chief compliance officer.

Commercial Bank & Trust Co., Paris, has appointed **Andrea Gladney** as community president for its Memphis market.

Community Bank & Trust, Ashland City, has named **Sean Hart** as senior vice president and regional lender.

Community First Bank & Trust, Columbia, has promoted **Charlie Goatz** to vice president and loan officer.

Cumberland Trust and Investment Company, Nashville, has promoted **C. Runcle Clements, IV** to executive vice president and general counsel; and **Michelle Diamond** to executive vice president and director of business development and regional markets. The firm has named **Lisa Torch** as vice president and special assets officer; **Jonathan Thomaston** as trust officer for estate administration; **Gabriele Svigelj** as trust administrator for the personal trust division; and **Coleman Kimbrough** as assistant fiduciary counsel.

Built Technologies, Nashville, has promoted **Tyler Matheny** to quality assurance manager.

Diversified Trust, Memphis, has promoted **Brad Crawford** and **Doug Turner** to principal; **Jennifer Callaway, Hadley Miller**, and **Jason Rich** each to senior vice president; and **Carolyn Hicks**, **Megan Mayhew,** and **Lindsay Youngbauer** each were promoted to vice president.

Dixon Hughes Goodman LLP, Memphis, has named **Nate Rogers** as senior manager for tax.

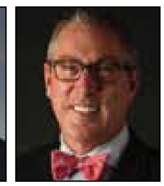
F&M Bank, Clarksville, has promoted **Joy Daniels** to vice president and branch manager; **Stacey Streetman** to vice president for business development. **Deborah Hawkins, Debbie Marks,** and **Kim Newton** each were promoted to assistant vice president and assistant branch manager.

First Citizens National Bank, Dyersburg, has named **Sydney Ball** as business development and public relations representative.


HOSKINS

First Community Mortgage, Murfreesboro, has named **Christy L. Hoskins** as senior vice president of strategy and chief marketing officer.


HOLLAND


CHURCH


MEYER


GARVIN

First Farmers and Merchants Bank, Columbia, has elevated **Craig Holland** to senior operations officer and **Harvey Church** to senior retail banking executive. Both Holland and Church have worked for First Farmers for 10 years. First Farmers has named **Mark Meyer** as senior financial advisor and **Mack Garvin** as mortgage banking sales manager leading the bank's mortgage loan program.


ETHERIDGE


FLATT

First Freedom Bank, Lebanon, has promoted **Michelle Johnson** to senior loan specialist; and named **Jennifer Etheridge** and **Tori Flatt** as financial services representatives.


TRAMMEL

JOHNSON

HULSE

First Freedom Bank, Mount Juliet, has promoted **Christy Trammel**, who has served the bank since it opened, to shareholder services representative; and **Laura Johnson**, AAP, CAMS, who serves as deposit operations manager, to assistant vice president. In addition, the bank has named **Kim Hulse** as deposit operations clerk.

InsBank, Nashville, has named **Chris Frazier** and **Fran Levy** as deposit portfolio managers.

LBMC, Brentwood, has named **Krystal Zheng** as senior tax accountant; **Abby Parsons** and **Jeff Taylor** as staff accountants for audit and advisory; **Samuel McKinstry, Tori Meyer,** and **Ashton Storey** as staff accountants for tax; and **Deborah Hamby** as administrative assistant.

Landmark Community Bank, Nashville, has named **Amy Delk** as vice president and private banker.


WAMPLER

HARRIS

BROSHEARS

Mountain Commerce Bank, Knoxville, has promoted two key staff members to key regulatory oversight positions: career banker **Phillip G. Wampler** was elevated to senior vice president and chief compliance officer; seasoned IT banker **Kelli R. Harris** was appointed vice president and BSA/AML officer. Wampler succeeds **Barbara Broshears** who has announced her retirement.

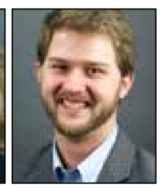
Paragon Bank, Memphis, has named **Vicki Walk** as vice president, mortgage consultant.

Pinnacle Financial Partners, Nashville, has named **Melinda Cannon, Amanda Harden**, and **Ashley Jirik** as service specialists.

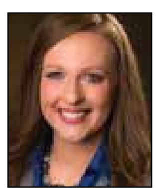
PYA, Knoxville, has promoted **Jeremy Park** to audit manager; and **Christina Hummel** to consulting manager.

Regions Bank, Memphis, has promoted **Jerri Chamberlin** to branch manager and named **Chris Ford** and **Susan Anderson** as mortgage loan originators.


HOBBS

SMITH

DEVRIES

SmartBank, Chattanooga, has promoted **Sandy Hobbs** to first vice president, director of branch administration; and **Moira Smith** to banking officer, compliance & CRA officer. The firm has named **Jon DeVries** as banking officer, credit underwriter.


WELKER

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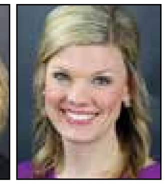
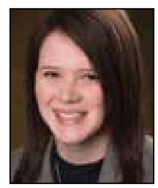
WILLIAMS

STEWART


BRACKINS

MINOR

HORNER

SmartBank, Knoxville, has promoted **Kim Welker** to vice president relationship manager; **Brittany King** to assistant vice president, assistant controller; **Missy L. Williams** to assistant vice president, senior loan administrator; and **Linda Stewart** to assistant vice president, senior loan administrator; **Dustin Brackins** to FVP, relationship manager; **Jennifer Minor**, banking officer, credit card manager; and **Staci Horner** to banking officer, marketing manager.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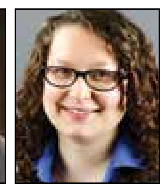
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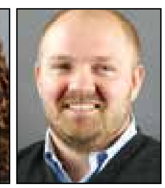

ROSENTHAL

SmartBank, Pigeon Forge, has promoted **Sarah Wilson** to vice president, electronic banking core solutions manager. In addition, the bank has named **Daria Booth** as banking officer, client services manager; and **Sean Rosenthal** as banking officer, credit underwriter.

Waller, Nashville, has promoted **Morgan Ribeiro** to chief business development officer.

Wayne County Bank, Waynesboro, has named **Camryn Eaton** as branch manager of Collinwood office.

Wilson Bank & Trust, Lebanon, has promoted **Janice Durnberger** to vice president and office manager; **Zachary Childress to** mortgage loan officer; **Lisa Mullins** to assistant vice president and assistant office manager; **Tracy Blackburn** to assistant office manager; and **Seth Thurman** to assistant manager. In addition, **Elizabeth Bazzell** was named as loan officer.

Bank Notes

In **Nashville, Baird's** managing director **Malcolm Liles** was recognized on *Barron's* annual list of America's Top 1,200 financial advisors in Tennessee.

Bank3 officials from left: Stephanie Foote, manager of deposit and treasury operations; Lynn Carson, CEO; and Scott Hauss, chief banking officer.

Bank3, Memphis, was featured in the *American Banker,* March 24, as part of their Community Bank Tech Projects series, in an article by Brian Patrick Eha, "How Core Conversion Spurred a Community Bank's Explosive Growth."

Nashville's Bank of America Merrill Lynch managing director of wealth management **Timothy Roberson** was named the top adviser from Tennessee in 2017 *Barron's* list. In addition, he was selected by 2017 *Financial Times* to the Top 400 financial advisors.

Nashville's Bank of America, Merrill Lynch managing director for wealth management **Mitzi Michaelson** was recognized by *Forbes* as one of the Top Female Wealth Advisors.

Bank of Tennessee, Kingsport, held a grand opening in May for its downtown corporate headquarters on E. Center St., Kingsport. The 12,000 square-foot banking center replaces the two-story structure built in 1974.

In March, **The Bank of Fayette County, Piperton**, bank officials, board members, bank employees, and interested individuals from the community all enjoyed a historic groundbreaking for the bank's newest location in Collierville and the Collierville Insurance Agency. The property is on Houston Levee Rd. near West Poplar Ave.

Wright Cox stands next to a photo of his father Herman Wright Cox, Jr. in the BankTennessee boardroom. His father was Mayor of the Town of Collierville for 24 years, and he served on the bank's board of directors for 11 years. The boardroom is dedicated to Mayor Cox.

BankTennessee, Collierville, celebrated its 25th anniversary along with **Wright Cox**, executive vice president and community president and a member of the board of directors. When a group of investors, led by board Chairman Joel Porter; Jack Everett; the late John S. Wilder, Sr. with Wright Cox, came together to purchase First Federal Savings and Loan Association. They changed the name to First Federal FSB, established two branches in Memphis, and later opened a loan production office in Collierville. Wright Cox began his service as senior vice president in East Memphis until the Collierville office was opened. In 1997, First Federal FSB converted to a state-chartered institution and changed its name to BankTennessee.

Built, Nashville, a provider of construction lending automation software, announced that its collaboration and draw management platform will be available through Ellie Mae's Encompass® all-in-one mortgage management solution to Encompass' customers this summer. The seamless integration allows Encompass users to efficiently manage construction loans from pre-closing through post-closing via Built's construction lending automation software.

Cadence Bank, headquartered in Birmingham, Ala. with an office in Memphis, celebrated their recent #IPO and listing on the New York Stock Exchange (NYSE: CADE) and representatives rang the opening bell.

Community Trust Bancorp Inc, headquartered in **Pikeville, Ken.,** with four locations and a trust office in Tennessee was recognized by *Forbes* magazine for the fourth time as one of "America's 50 Most Trustworthy Financial Companies" by MSCI ESG Research, earning extra recognition this year by the magazine for achieving an almost perfect AGR score of 99 out of 100 points for the last four financial quarters.

The Office of the Comptroller of the Currency (OCC) has appointed **Elizabethton Federal Savings Bank's** president and CEO, **Shirley Hughes**, to its Mutual Savings Association Advisory Committee (MSAAC). The MSAAC's role includes assessing the condition of mutual savings associations, regulatory changes, or other steps the OCC may take to ensure the health and vitality of mutual savings associations and other issues of concern to these institutions.

Nashville-based **FB Financial Corp**. entered into a stock purchase agreement for its unit FirstBank to buy Clayton HC Inc. units from Knoxville-based **Clayton Bank and Trust** and Tullahoma-based **American City Bank**. The deal is valued at about $284.2 million, based on FB Financial's common stock closing price as of Feb. 7. The acquisition is expected to close in the third quarter and is subject to approval by regulators and the shareholders of both holding companies. Both Clayton bank subsidiaries are S-corporations, and they are expected to be merged into FirstBank after the completion of the merger. As of Dec. 31, 2016, Clayton Bank and Trust had $886.9 million in assets, American City Bank had $307.9 million in assets, and FirstBank had $3.28 billion in assets.

First Horizon National Corp., **Memphis,** has announced it will acquire Capital Bank Financial Corp. of Charlotte, N.C. The combined companies will have $40 billion in assets, $32 billion in deposits, $27 billion in loans with more than 300 branches in Tennessee, North Carolina, South Carolina, Florida, Mississippi, Georgia, Texas, and Virginia. In Tennessee, First Horizon will retain its First Tennessee Bank, N.A. brand. Elsewhere, it will operate as Capital Bank Corp.

InsBank, Nashville, celebrated the grand opening of its three-story location in Brentwood in April with InsBank staff, clients, and local community leaders.

Reelfoot Bank, Union City, has merged with Security Bank and Trust Company, Paris. Reelfoot Bank's offices are now branches with the name "**Reelfoot Bank, a div. of Security Bank and Trust Company.**"

Regina B. Ellis, vice president and corporate secretary of **Mountain Commerce Bank, Knoxville,** was selected to receive the prestigious *Stuart E. Wood Jr. Memorial Award* in recognition of her commitment to values of integrity, leadership, and excellence. This annual award is presented by the bank board to an employee who reflects the principles and standards exhibited by Wood, a prolific East Tennessee businessman, community leader, and former chairman of MCB board of directors. In honor of Ellis' selection, the bank made a contribution to the East Tennessee chapter of the Alzheimer's Association in memory of Stuart E. Wood Jr., as requested by Wood's children, Meredith Wood Seeley Roberts and MCB board member Frank Wood.

ELLIS

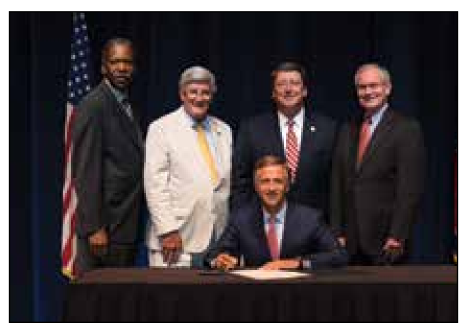
Ncontracts, Brentwood, has acquired Supernal Software, increasing its risk management service offering to a rapidly-expanding customer base of more than 750 financial institutions among 49 states. This is the second acquisition for Ncontracts in less than 24 months and demonstrates its commitment to improving risk management for U.S. financial institutions.

Nashville's Pinnacle Financial Partners' president and CEO **Terry Turner** was named Entrepreneur of the Year 2017 for the Southeast region in financial services. Turner received the award from the Entrepreneur of the Year at a ceremony at the College Football Hall of Fame, Atlanta, Ga., June 8. As a Southeast award winner, he is eligible for consideration for the EY 2017 national program of awards later this year.

Scottsboro, Ala.-based **FNS Bancshares** Inc. plans to acquire Nolensville, Tenn.-based **Commerce Bancshares Inc**. Following deal completion, **Peoples State Bank of Commerce** will merge with and into FNB Bank, and its branches will operate under FNB Bank. Expected to close third quarter, FNB Bank will add three branches—in Nolensville and Ardmore, Tenn., and Grant, Ala.—to its existing nine branches in Alabama. Peoples State Bank reported total assets of $156.7 million, while FNB Bank reported total assets of $373.1 million, for the period ended Dec. 31, 2016.

SmartFinancial Inc. Knoxville, parent company of **SmartBank,** has signed a definitive merger agreement with Tuscaloosa, Ala.-based **Capstone Bancshares Inc.,** resulting in Capstone Bancshares' merger into SmartFinancial and Capstone Bank's merger into SmartBank. SmartBank operates 14 branches and two loan production offices in East Tennessee and the Florida panhandle. Capstone Bank has eight locations in Tuscaloosa, Washington, Clarke and Baldwin counties in Alabama, and had $510.8 million in assets as of March 31. The resulting institution from the pending merger is set to have more than $1.5 billion in assets. The deal is set to close in the fourth quarter and is subject to approvals from each party's shareholders and applicable regulators.

In **Nashville, Stites & Harbison, PLLC**, member **Julian Bibb** has received the 2017 *Elizabeth Collins Award for Distinguished Service* by the Tennessee Lawyers Assistance Program. In addition, Bibb has earned the 2017 *Civic Leadership Award* from the Education Foundation for Williamson County.



On Wednesday, June 14, **Sens. Reginald Tate, Todd Gardenhire, Mark Norris**, and **TBA's Tim Amos** joined **Governor Bill Haslam** for the signing of the Elderly and Vulnerable Adult Financial Exploitation Prevention Act. This legislation gives Tennessee bankers additional tools and greater flexibility to help protect their elderly or vulnerable adult customers when they have reason to suspect financial exploitation has occurred or is attempted.

Bank Notes *continued*

Volunteer State Bank, Portland, opened their new Murfreesboro (2240 Medical Center Parkway) office March 27 with Crystal Glenn as branch manager.

Wilson Bank & Trust, Lebanon, is marking its 30th anniversary by donating $30,000 to charities in the communities it serves. Further, each of the bank's branch staff gave at least 30 hours of volunteer time to nonprofits into each of the communities they serve. The year-round celebration was kicked off with a caravan tour of executives from Wilson Bank & Trust to area branch locations in May and June, where the bank leaders celebrated with the staff at the branches by giving away prizes and checks of $1,000 to selected charities. Chief executive officer Randall Clemons was one of a group of Lebanon business leaders who founded the bank and on February 1, 1987, the first share of stock was sold, and Clemons was hired as the bank's first employee. WBT has grown from their original location, a small, two-bedroom home in downtown Lebanon to 26 full-service branch offices in eight Middle Tennessee counties.

Community Corner

American Bank & Trust of the Cumberlands, Livingston, gave donations in March and April to the Rickman Saddle Club, IMPACT in support of their upcoming Juneteenth celebration, Adopt-a-School Program for Avery Trace Middle School and Baxter Primary School, Overton County Retired Teachers luncheon, Overton County Lions Club, Jakes Day, to the Retired and Senior Volunteer Program, and to TRI-COUNTY Forestry for their annual dinner, and they helped the local American Legions club to send a delegate to Boys' State.

Athens Federal Community Bank, Athens, headquarters and branches supported McMinn County High School Life Skills Class Mock Wreck May 2. As a community partner, Athens Federal staff was asked to wear white to represent "the clean slate we begin as we make the necessary changes to avoid distracted driving." The class and the local emergency service personnel hosted performances throughout the day to raise awareness of the dangers of drunk and distracted driving.

Athens Federal Community Bank's Cleveland branches celebrated their tenth anniversary by having a "10 for 10" Days, 10 days of local giveaways throughout May. Athens Federal shared their anniversary with a local radio station, Mix 104.1 WCLE, as they celebrated their 60th anniversary. North Ocoee Street branch hosted a live remote 2-hour broadcast with Mix 104.1 WCLE featuring Athens Federal Bank president and CEO Jeff Cunningham and Debra Loftis, vice president of lending who gave presentations about Athens Federal Foundation and the bank mortgage loan program respectively.

In May, **Bank of Ripley, Ripley,** sponsored the annual Relay for Life cookout at the Farmers Market, behind the bank headquarters and all the proceeds were donated to the cancer drive.

In April, **Bank of Tennessee, Kingsport**, hosted a Women Empowered Seminar at the MedTech branch in Johnson City and featured Amanda Johns Vaden, who spoke about the differences in the way men and women communicate in the workplace.

This spring, **The Farmers & Merchants Bank, Dyer**, sponsored the second Annual Food Drive, and when all the food collected in just six business days across five bank offices was sorted and counted, there was enough food to donate to the food pantries in Dyer, Trenton, and Humboldt!

Portland's The Farmers Bank and Volunteer State Bank were two of the corporate sponsors for Middle Tennessee's *Annual Strawberry Festival & Parade* May 13 celebrating the 2017 theme "Berry Sweet Traditions."

UWWUC president John McMillin and First Tennessee community president, Wilson County regional sales manager, John Sergent

First Tennessee Bank, Lebanon, awarded United Way of Wilson County and the Upper Cumberland with check for $2,217.55, a gift made possible through the First Tennessee Foundation.

In May, **First Tennessee Bank, Murfreesboro**, leaders were joined with John Hope Bryant, founder, chairman, and CEO of Operation HOPE and local officials to celebrate the grand opening of the newest HOPE Inside location in First Tennessee's Church St office in Murfreesboro. Part of a $1 million partnership between First Tennessee's Financial Education & Empowerment Program and global financial dignity and economic empowerment nonprofit free financial education through Operation HOPE Inc. offers free financial education to area residents and small businesses.

On hand to honor the first responders were Sarah Wilson, Barry Henderson, Missy N. Williams, Julie K. Floodquist, Bobby Castle, Janice H. Castle, and Marc Robertson.

Pigeon Forge's SmartBank's Senior Vice President Marc Robertson and six other bank teammates honored Sevier County's first responders from the Gatlinburg wildfires for their courageous efforts at the annual Good Scout Award dinner in Gatlinburg.

SouthEast Bank, Cleveland, sponsored a student team from Cleveland High School who participated in Habitat for Humanity of Cleveland's *Women Build Initiative* in April. SouthEast Bank city president, DeWayne Morrow joined the team on the construction site for a check presentation and to show support from the bank.

TNBANK, Oak Ridge, supported the Boys and Girls Club of the Club of Clinch Valley in April with a $700 donation. On hand to present the extra-large check was bank vice president of retail Leslie C. England and Destinee Trent.

In **Memphis, Triumph Bank** teammates served lunch to the Work Life program students at Advance Memphis in April. Triumph's team included: senior loan officer **Patti Sachenbacher, SVP marketing Traci B. Strickland,** and teammates **Kelly H. Kimery and Oliver Scoggin.** Work Life is a six-week soft skills training class preparing adults for employment in the 38126 zip code neighborhood.

Community Corner *continued*

Triumph Bank, Memphis, was the corporate sponsor for the largest hometown and nationally recognized music festival, *Memphis in May*, for the third consecutive year.

Wayne County Bank, Waynesboro, hosted the 13 th Annual Benefit Bass Tournament in April and raised more than $2,220 which covered their expenses and a donation of more than $1,000 to benefit the American Cancer Society.

John Foster, Senior Vice President; Amelia Vance, Senior Vice President; Randall Clemons, CEO; John McDearman, Executive Vice President; John Goodman, Senior Vice President West Region; Doug Gold, Commercial Lender

Wilson Bank & Trust, Lebanon, sponsored an all-day, kid- friendly, end-of-school celebration at the Donelson branch location May 20 for the Donelson neighborhood that included something for everyone—children's fun activities, an antique car display, petting zoo, and concessions. The public was asked to bring empty aluminum cans to support The Shelby Foundation in memory of long-time Donelson resident, Donnie Whitworth. WBT's president and CEO, Randall Clemons and other bank executives visited the Donelson branch for a special check presentation to The Shelby Foundation during Wilson Bank's 30 th anniversary celebration.

Volunteer Federal Savings Bank, Madisonville, held a lunch fundraiser in April to support the restoration of Donna's Old Town Café and the Donna's Family, a Madisonville full-service restaurant that closed and left its staff of 25 out of work in early spring because it was heavily damaged by fire.

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Employment Opportunities

1707-6 EXECUTIVE FINANCIAL MANAGER

Do you welcome being held accountable for results? Are you someone who owns your mistakes as well as your successes? First Volunteer Bank in Chattanooga is seeking a high-level executive financial manager who is capable of leading people to deliver outstanding business results by meeting the needs of both long-term and new clients. This position is responsible for developing and implementing business plans as well as providing direction and guidance to the officers and employees of the organization. Success in this position will be accompanied by a strong desire to learn as well as keen business acumen. To learn more about this opportunity, send a resume to *resumes@firstvolunteer.com*.

1707-5 LOAN OPERATIONS PRE-CLOSING MANAGER

First Volunteer Bank in Chattanooga is seeking a manager for its Loan Operations Pre-Closing Department. This position reports to the Chief Credit Officer and supervises consumer underwriters, small business underwriters, and loan documentation staff. POSITION SUMMARY: Responsible for managing the Bank's centralized underwriting and loan document processing activities and staff. This person should enjoy managing people in fast-paced environment. Most of the work is created using three software packages and this position will manage and update these with minimal impact to workflow. This position is ultimately responsible for the quality of the loan decisions and documents and the responsiveness of the staff to its lending partners. MINIMUM REQUIREMENTS FOR POSITION: Bachelor's degree in business or management-related field; 3 years of experience in consumer and small business underwriting along with experience in commercial and residential loan document processing; Experience with or knowledge of Decision Pro, Laser Pro, and Jack Henry Silverlake. Experience managing and troubleshooting these systems and how they interface with each other; Experience in effectively managing a staff of 10+; Effective verbal and written communications skills; Strong interpersonal skills that are utilized in building relationships; Self-starter, able to work independently and to effectively lead others; First Volunteer offers competitive compensation, full benefits including medical, dental, vision, health savings accounts, flexible savings accounts, life and disability insurance, 401(k), ESOP and vacation. Apply at *www.firstvolunteer.com* > View Our Job Postings. EOE M/F/V/D

1707-3 CHIEF CREDIT OFFICER

Citizens Savings Bank and Trust Company, Nashville, is seeking a Chief Credit Officer. The Chief Credit Officer is responsible for loan portfolio growth, risk management and contribution to profit. The CCO provides direction and oversight of all loan production and the credit approval process. The CCO will manage the institution's commercial lending staff and be responsible for monitoring calling efforts and overall portfolio management. This includes assisting the lending staff with credit structures and financial analysis, pre-screening loan requests and mentoring the staff on prospect and customer calls. Participate in the development of the corporation's plans and programs as a strategic partner. Evaluate and advise on the impact of long range planning, introduction of new programs/strategies and regulatory action. Develop credibility for the finance group by providing timely and accurate analysis of budgets, financial reports and financial trends in order to assist the CFO, the Board and other senior executives in performing their responsibilities. Enhance and/or develop, implement and enforce policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the corporation. Establish credibility throughout the organization and with the Board as an effective developer of solutions to business challenges. Provide technical financial advice and knowledge to others within the financial discipline. The Chief Credit Officer is responsible for tracking and reporting the calling efforts of the commercial lending staff to senior management; will review and recommend/decline loans prior to submission to the loan committee; will review, critique and either recommend or decline credit presentations submitted to management for review, responsible for assisting the lenders with consumer and commercial compliance issues, development of new lending products, and training programs as needed for staff development. POSITION REQUIREMENTS: Bachelor's Degree in Business, Accounting and/or Finance or a related field or equivalent work experience; 5-7 years experience in a financial insitution, preferably banking. Preferred Education and Experience: MBA. PRIMARY RESPONSIBILITIES AND DUTIES: Bank Management – To participate in the overall management of the Bank and assist in achieving the long-term profitability, growth and prudent long-term strategic direction. Reinforces the application of exceptional customer service through his or her own example along with appropriate follow through. Management of Department. Responsible for evaluating the performance of personnel in the Commercial Lending Department. This individual recommends training requirements, has the duty to keep the staff at the highest level of skill necessary to meet the company's needs and objectives, and may recommend that personnel be hired or removed from the Department. Responses should be sent to *pmays@bankcbn.com*.

1707-2 LOAN DOCUMENTATION SPECIALIST

Citizens Savings Bank and Trust Company, Nashville, is seeking Loan Documentation Specialists. The Loan Documentation Specialists are responsible for processing home (mortgages), student, car personal or small business loan applications. They meet with potential customers to assess their needs. They will prepare, review and provide top quality, error free loan documents in a consistent and timely manner. Performs and conducts all necessary due diligence filings, recordings and searches, and regulatory requirements (I.e. FEMA, Reg U, Reg B, etc.) as applicable to ensure loan documents conform to approved internal procedures and credit policy, while always protecting the bank's collateral position. Assists with funding of a loan by ensuring all regulatory requirements are met prior to funding and with conducting a final review of all due diligence and loan documents presented to specialist. Prioritizes and processes all loan requests to ensure that loans are efficiently funded, booked and reviewed, as applicable by predetermined funding/booking date. Interacts and works with commercial and mortgage loan officers, administrative assistants, credit officers, and counsel if applicable to address and identify any discrepancies and or deficiencies with any request for a loan; processes and addresses concerns/questions to develop a solution by analyzing information collected. Reviews imaged loan documents and or collateral file for possible missing documentation items pertaining to the loan request and or the borrowing relationship. Issues any documents deemed necessary as a result of the collateral documentation review. Complies with all applicable federal and state laws and regulations. You may be required to assist clients with payments and to bring in revenue for the financial institution. MINIMUM REQUIREMENTS: This position requires a general knowledge of basic loan concepts and working knowledge of mortgage processing and underwriting, lending practices and procedures, bank policies, governing regulations, at both the state and federal levels. Candidate must be both energetic and analytical with high ethical standards, interpersonal skills and an appropriate professional image. The person chosen must be a well-organized and self-directed individual who is astute, intelligent and articulate, who can relate to people at all levels of an organization and possesses excellent communication skills. Education – Bachelors Degree in Business, Finance, or Accounting or a related degree, or the equivalent of three (3) to five (5) years related experience and/or training; or an equivalent combination of education and experience. Language Skills – Ability to read, analyze and interpret the most complex documents. Ability to respond effectively to the most sensitive inquiries or complaints. Responses should be sent to *pmays@bankcbn.com*.

1705-6 LENDING COMPLIANCE SPECIALIST
Citizens Bank is seeking a Lending Compliance Specialist. JOB DESCRIPTION: Conducts internal compliance reviews of bank records to ensure bank operations are being conducted in accordance with bank policy and procedure, and banking laws and regulations. NOTE: The Lending Compliance Specialist reports to the Bank's Senior Compliance Officer. Job Requirements: Education: High School Graduate; Minimum of 5 years of banking experience, preferably in loan or compliance related positions; Good understanding and ability to respond to the application of internal reviews, standards, procedures and techniques; Ability to read, study and understand government regulations. Must be able to respond to common inquiries from regulatory agencies and outside consultants; Good understanding of human relations and the ability to maintain satisfactory relationships with coworkers; Good organizational, time management, and verbal and written communication skills; Requires completion of Lending Compliance Certification through ABA (to be completed as scheduled by the bank's compliance officer). Proficient in Word and Excel software use. Some traveling required for branch review and continuing education requirements. Overtime may be required when involved in reviews, exams and annual federal submissions. Specific Job Functions: Performs an internal review program, which includes regular review procedures and activities for bank branches; Responsible for all aspects of lending compliance regulations including but not limited to: Reg. B (Adverse Action)(Appraisals); Fair Credit Reporting Act(Risk Based Pricing)(Red Flag); Truth in Lending Act (Reg. Z)(as it applies to real estate secured loans); RESPA (Real Estate Procedures Act)(as it applies to real estate secured loans), Home Mortgage Disclosure Act (HMDA) (definitions, exemptions, data collection and reporting); Flood Disaster Protection Act(required notices, flood insurance); Military Lending Act (Military Lending status as it applies to a covered borrower); UDAAP (Unfair Deceptive or Abusive Acts or Practices); Conducts independent reviews and examinations of the Bank's records in accordance with compliance review program established by the Compliance Officer, to ensure operations are being conducted in accordance with bank policy and procedure, and banking laws and regulations. Recommends and assists in the development of procedures and controls which are indicated through normal reviews. Submits written results of internal reviews in accordance with format prescribed by the bank's Compliance Officer. May assist external review firm during the conduct of their exam. Performs other duties as assigned by supervisor. Specific Goals: Completes internal and compliance reviews within schedule. Ensures all significant internal control weaknesses related to consumer compliance regulations are identified; Ensures all regulatory compliance issues are identified and reported to the compliance officer; Assists in achieving "satisfactory" ratings from auditors relative to the professional scope of the audit and/or compliance exam. Citizens Bank promotes an equal employment opportunity workplace which includes reasonable accommodation of otherwise qualified disabled applicants and employees. Please contact the bank's Human Resources Director should you have questions about this policy or these job duties. Please send responses to *srogers@citizens-bank.org.*

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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Swedish banker meets “Annie”

Thirty years ago, 28 Swedish bankers were among representatives from 80 financial institutions in 27 states, the District of Columbia, and seven foreign countries who were in Nashville to attend a briefing on the operation and maintenance of automated teller machines.

The group took a visit to a local First American National Bank, where the bank’s vice president, Richard L. Goodwin (left), explained to Bo Gunnarsson, deputy manager of the Swedish Bankers Association, of Stockholm, Sweden, how the machine operated. Nashville’s First American installed the machines in 1976, and at the time, led the nation in usage.

Originally featured in *The Tennessee Banker*, July 1977

Featured Events

For more information or to register for these events, visit *TNBankers.org/calendar*.

AUGUST 22 & 23

TRAINING THE CREDIT ANALYST

TBA Barrett Training Center, Nashville

Registration Deadline: August 8
TBA Member/Associate Member Registration: $510
TBA Contact: Susan Taylor, *staylor@TNBankers.org*

This two-day program gives lenders and analysts the tools required to understand and use financial information provided by borrowers. The key to producing high-quality analysis is being able to understand the actions or inactions of your borrower's management team. You then must ask the borrower just the right questions. The goal is to measure risk, develop loan structure, and assure the borrower's capacity to repay the loan. The loan officer/analyst must communicate that information to the loan committee and the customer. Ultimately, good loan officers are able to offer value-added information allowing their borrowers to make better business decisions.

Benefits of attending

- A better understanding of risk factors
- The ability to identify the business activities that cause the need for cash
- The skills to write better credit memos
- The ability to provide consulting services for your clients

AUGUST 29 & 30

COMPLIANCE CONFERENCE

Franklin Marriott Cool Springs, Franklin

Early Registration Deadline: August 15
TBA Member/Associate Member Early Registration: $560
TBA Contact: Debbie Brickles, *dbrickles@TNBankers.org*

We all are concerned about regulatory requirements from past, present, and future changes. Do you ever feel lost? Don't let compliance be a roadblock for your organization. Negotiating compliance challenges remains a complex, burdensome task with all the sublime smoothness of finding an unknown destination without a GPS. Straighten the regulatory curves with the 2017 TBA *Compliance Conference*. Be a part of the conference and hear from nationally recognized experts, regional, and local regulators on hot topics and examination concerns. This two-day event gives you the opportunity to discuss your concerns and enjoy sharing and exchanging ideas with others facing the same regulatory changes.

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Professional Development Calendar

July 14
IT/Operations/Information Security Officer Forum – Session 2 of 3
TBA Barrett Training Center, Nashville

July 16–21
The Southeastern School of BankingSM I & II
Belmont University, Nashville

August 7, 9
TRID Essentials
Knoxville, Nashville

August 8, 10
Implementing the Revised HMDA Rules
Knoxville, Nashville

August 17
2016-2017 Senior Compliance Officer Forums – Session 4 of 4
TBA Barrett Training Center, Nashville

August 22, 23, 24, 25, 28, 29, 30
Membership Meetings
Manchester, Chattanooga, Kingsport, Knoxville, Nashville, Memphis, Jackson

August 22 & 23
Training the Credit Analyst
TBA Barrett Training Center, Nashville

August 24 & 25
Basic Consumer Lending
TBA Barrett Training Center, Nashville

August 29 & 30
Compliance Conference
Franklin Marriott, Franklin

September 6
2017–2018 Retail Banking Officer Forums – Session 1 of 3
TBA Gilliam Board Room, Nashville

September 7
NEW CONTENT/FORMAT
Branch Management School – Session 3 of 4
TBA Barrett Training Center, Nashville

September 11, 12, 13, 14
BSA/AML Compliance Management
Kingsport, Knoxville, Jackson, Nashville

September 11 & 12, 18 & 19, 20 & 21
Compliance with Federal Lending Regulations
Jackson, Nashville, Knoxville

September 19 & 20
The Southeastern Institute for IRA Training
Franklin Marriott Cool Springs, Franklin

September 20, 21, 22
2017–2018 Senior Lender Forums – Session 1 of 3
TBA Gilliam Board Room, Nashville

September 21
2016–2017 Senior Human Resources Forums – Session 3 of 3
TBA Barrett Training Center, Nashville

September 25, 26, 27, 28
EVENING **New Business Accounts in Tennessee**
Kingsport, Knoxville, Jackson, Nashville

September 26, 27, 28
CEO Forums – Session 3 of 3
TBA Gilliam Board Room, Nashville

September 29
In-Bank Training: How to Train Staff Using Bank Policies, Procedures, Forms & Disclosures
TBA Barrett Training Center, Nashville

October TBD
Young Bankers Division Leadership Luncheons
Chattanooga, Cookeville, Jackson, Johnson City, Knoxville, Memphis, Nashville

October 1–3
CEO/Executive Management Conference
Newport Marriott, Newport, RI

October 3 & 4
Internal Bank Audit and Risk Assessment School
TBA Barrett Training Center, Nashville

October 5
Women in Banking Conference
TBA Barrett Training Center, Nashville

October 18 & 19
Bank Directors Retreat
Westin Nashville, Nashville

October 19 & 20
Independent Bankers Division Convention
Westin Nashville, Nashville

October 19 & 20
Trust and Wealth Management Conference
TBA Barrett Training Center, Nashville

October 24
2017–2018 Senior Human Resources Forums – Session 1 of 3
TBA Barrett Training Center, Nashville

October 25, 26, 27
CFO/Controller Forums – Session 3 of 3
TBA Gilliam Board Room, Nashville

October 26
NEW **Advanced Financial Statement Analysis**
TBA Barrett Training Center, Nashville

November 2
2017–2018 Senior Compliance Officer Forums – Session 1 of 4
TBA Barrett Training Center, Nashville

November 2 & 3
Bank Security and Risk Management Conference
Nashville Airport Marriott, Nashville

November 14
2017–2018 Retail Banking Officer Forums – Session 2 of 3
TBA Gilliam Board Room, Nashville

November 15
NEW CONTENT/FORMAT
Branch Management School – Session 4 of 4
TBA Barrett Training Center, Nashville

November 17
IT/Operations/Information Security Officer Forum – Session 3 of 3
TBA Barrett Training Center, Nashville

November 28
Call Report Preparation
TBA Barrett Training Center, Nashville

November 28, 29, 30
IRA Advanced Update and Review
Knoxville, Nashville, Jackson

November 30
2017–2018 Senior Human Resources 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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First National Bankers Bank is a proven partner in helping community banks grow and succeed and we will never compete for your customers. With a full range of products and services we are a resource you can trust in Tennessee. Contact us for solutions designed to meet your specific needs.

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- Insurance Products & Services
- Image Check Exchange
- International Services
- Bank-Owned Life Insurance
- Retirement Plan Services
- Capital Markets Division
  - Sales/Trading
  - Bond Accounting
  - Safekeeping
- Lending
  - Officer and Director Loans
  - Holding Company Loans
  - Loan Participations