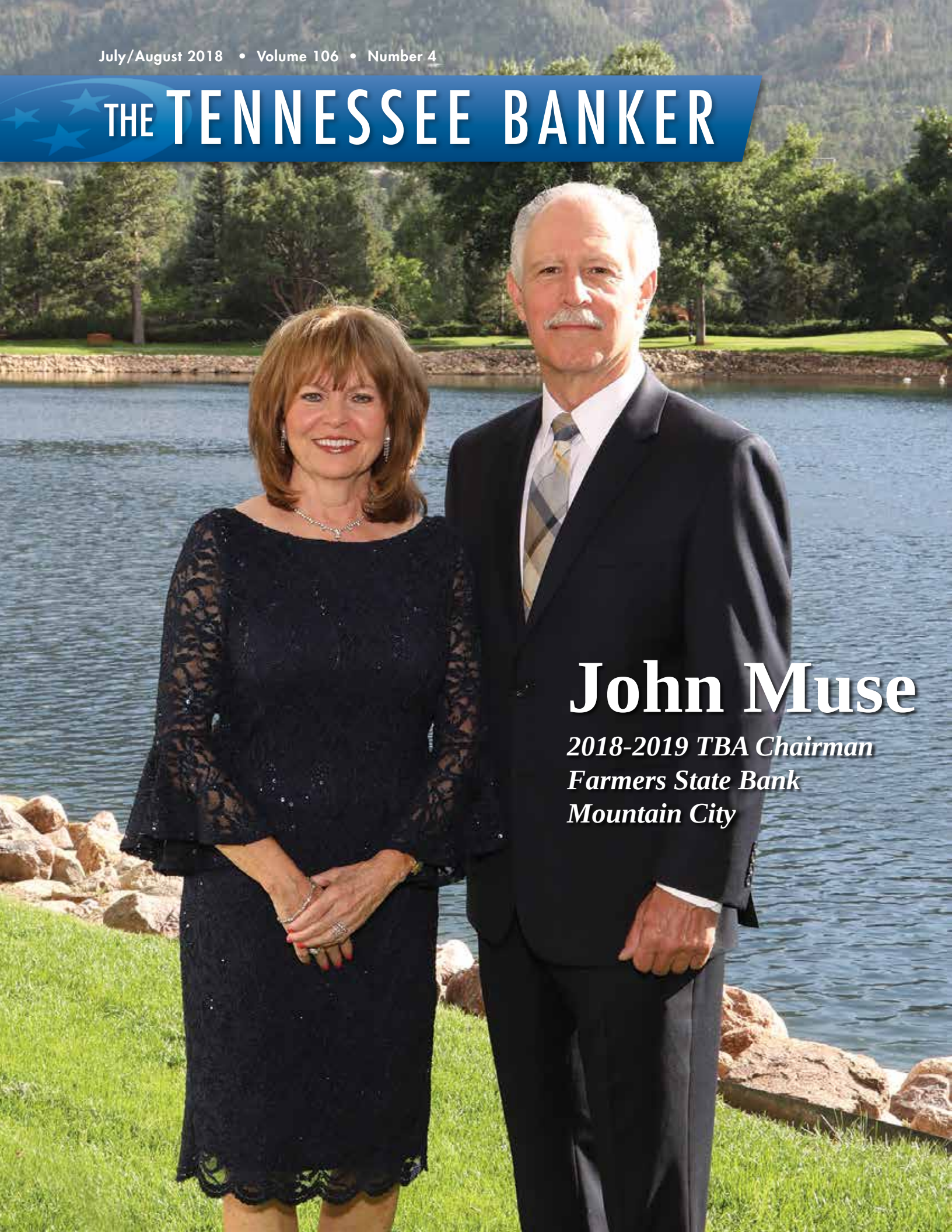


July/August 2018 • Volume 106 • Number 4

THE TENNESSEE BANKER



John Muse

*2018-2019 TBA Chairman
Farmers State Bank
Mountain City*

DON'T LET **YOUR BANK** BECOME THE NEXT STATISTIC.



MAKE SURE YOU HAVE THE PROPER CYBER BREACH COVERAGE.

As **YOUR** association's insurance agency,
call us for answers to all your
Cyber Security insurance questions.



For more information, call

Jon Goodson

901-428-1807

jgoodson@financialpsi.com

Ted Frizen

865-769-8649

tfrizen@financialpsi.com

211 Athens Way, Ste 100
Nashville, TN 37228-1383
1-800-456-5191
FinancialPSI.com

A wholly owned subsidiary
of the Tennessee Bankers Association



Is PYA the only piece that's missing in completing your enterprise risk puzzle?



With more than 30 years of experience, PYA offers a helpful approach, providing effective methods to assess and monitor operational and regulatory risk.

External Audit | FDICIA Compliance | Internal Audit Outsourcing | SOX 404 Compliance
Compliance Testing (A-Z) | Bank Secrecy Act | Loan Review | Fair Lending | Cybersecurity
Risk Assessments | Tax | Valuation | Due Diligence in Affiliations

ATLANTA | KANSAS CITY | KNOXVILLE | NASHVILLE | TAMPA
800.270.9629 | www.pyapc.com





IN THIS ISSUE

July/August 2018 | Volume 106 | Number 4

12 ON THE HILL

Nearly 100 bankers, TBA staff, and associate members travel to D.C. TBA's Washington Conference



20 ANNUAL MEETING

New board members installed and a recap of last month's event

42 MEMBER FEATURE

'There's no place like home' for new TBA Chairman John Muse



52 THE SOUTHEASTERN SCHOOL OF COMMERCIAL LENDING

39 bankers graduate



*Coming to a city
near you...*

August 21 – Manchester
August 22 – Nashville
August 23 – Jackson
August 24 – Memphis
August 28 – Chattanooga
August 29 – Kingsport
August 30 – Knoxville



Sign up Today!

- ★ Meetings are 11:30 a.m. to 1:00 p.m.
- ★ Lunch is included
- ★ For more information, contact Penny Powlas
at ppowlas@TNBankers.org or 615-244-4871x115
- ★ Register online at TNBankers.org

Sponsored by



**Loan Review
solutions.**



CEIS REVIEW INC.

PORTFOLIO LOAN REVIEW
STRESS TESTING SERVICES
ALL METHODOLOGY VALIDATION

Call 888-967-7380 or visit
CEISReview.com to learn more



MORE IN THIS ISSUE

8. From the Executive Office—Colin Barrett:
The more we change, the more we stay the same

10. TBA Online

18. Staff Column—Amy Heaslet:
S.2155 signing brings regulatory relief to banks

19. Guest Column—Jim Fuchs, Federal Reserve Bank of St. Louis: *Federal Reserve Study—The smallest Tenn. banks pay more for regulatory compliance*

48. TBA Endorsed Partner—Brian Mobley, Financial Products and Services, Inc.: *Data breaches: A growing D&O concern*

50. TBA Endorsed Partner—David Shoemaker and Beth Taylor, Equias Alliance: *The value of customized deferred compensation*

54. Guest Column—David W. Saylor, Genesys Technology Group, LLC: *Designing your renewal game plan*

56. Guest Column—Dennis Falk, PCBB: *Credit reminders: now is the time to review*

57. Event Recap—Graduate School of Banking at LSU graduates 31 Tennessee bankers

58. ICBA Column—Tina Giorgio, ICBA Bankcard: *Increasing cybersecurity: 3 steps to mitigate the hacker's heist*

60. Guest Column—Steve DuPerrieu, CSI: *5 strategies for dealing with changing customer expectations*

62. TBA Staff—TBA's Debbie Brickles retires after 21 Years of dedication to Tennessee banking

64. New Associate Members

66. People on the Move/Bank Notes/Community Corner

74. Featured Events

76. Employment Opportunities

78. From the Vault

79. TBA Professional Development Calendar



19



48



62



78



ON THE COVER

2018-2019 Chairman John Muse and wife Kaye at TBA's 128th Annual Meeting held at The Broadmoor in Colorado Springs, Colo..

COVER PHOTO: Mic Garofolo, Mic Click Photography, Inc.



OFFICERS

JOHN MUSE, Chairman
Farmers State Bank, Mountain City

R. MOLITOR FORD, Chairman-Elect
Commercial Bank & Trust Co., Memphis

CHRIS HOLMES, Vice Chairman
FirstBank, Nashville

STAFF

ADMINISTRATION

COLIN BARRETT, President/CEO

STACEY LANGFORD, Executive Vice President/
Chief Membership Officer

STEVE CURTIS, Vice President
of Information Technology

SHARON JUSTICE-MCCRAY, Vice President
of Human Resources/Facilities

PENNY L. POWLAS, Vice President
of Administration

T'LANIE LUU, Member Services Specialist

SANDRA JOHNSON
Training Center Coordinator

ACCOUNTING/INSURANCE

ANGELA D. GRIFFIN, CPA
Executive Vice President/CFO

MIKE AILINGER, Senior Accountant

SHEMEKA GREER, Accounts Receivable Clerk/
Accounts Payable Clerk

LEGAL/GOVERNMENT RELATIONS

AMY HEASLET, Executive Vice President/
General Counsel

EDUCATION

MONIQUE JENKINS
Director of Education

SHEENA FRECH
Director of Education

COMMUNICATIONS

TYLER NELSON, Vice President
of Communications

MATT RADFORD, Vice President
of Creative Services

LILA GRIFFIN, Proofreader

LACY YORK, Communications Assistant

CONTRIBUTORS

ROGER SHIRLEY, Editorial Director,
McNeely Pigott & Fox Public Relations

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

Copyright © 2018, Tennessee Bankers Association; all rights reserved. The Tennessee Bankers Association disclaims all responsibility for opinion expressed in addresses, papers, or communications published in The Tennessee Banker unless such opinion has been endorsed by the Tennessee Bankers Association.

*A community bank's
trusted ally for over a century.*



First Tennessee Correspondent Services offers a range of robust financial and business solutions to support community banks. When you work with First Tennessee, you'll get the personal attention that has made us a continuous provider of correspondent services for over 100 years.

**TALK TO A RELATIONSHIP MANAGER ABOUT YOUR BANK'S NEEDS.
CALL 800-453-7686 OR EMAIL CORRESPONDENTSERVICES@FTB.COM**

Holding Company Loans | Fed Funds | Letters of Credit | International Services
Image Cash Letter | Settlement Services | Commercial Safekeeping



The more we change, the more we stay the same

Changes in staff, leadership, and legislation keep TBA on a path of success.



COLIN BARRETT

President/CEO, Tennessee
Bankers Association

THREE THINGS TO DO

1.

Congratulate members of our TBA team on their recent promotions! For more information, see page 11.

2.

Mark your calendar for the 129th Annual Meeting that will be held June 16-18, 2019 at The Ritz-Carlton Orlando, Grande Lakes, Orlando, Fla.

3.

Make plans to join us for our upcoming TBA Membership Meetings taking place throughout the state from August 21-30. Register by visiting TNBankers.org.

If I were to identify a theme for the past TBA year, “change” would certainly be at the top of the list. Although we saw retirements of several senior officers in education and government relations, these departments remain on a path for continued success. In fact, I am very excited about the new ideas and initiatives coming out of these departments as they continue to evolve to meet the needs of tomorrow.

Last month we celebrated the success of our industry and Association at the 128th Annual Meeting at The Broadmoor in Colorado Springs. A key factor in our accomplishments this past year was TBA Chairman Lee Moss. Lee’s track record of community engagement and nonprofit service was invaluable to me and our team. I believe God places people in our lives at certain times, and Lee is the perfect example. I’ve appreciated Lee’s knowledge and experience as we worked to build an Association that will continue to serve our industry.

Another key takeaway from this year is the power of our Association when our staff and bankers work hand-in-hand to tackle issues important to our industry. From the Capitols in Nashville and Washington, the power of a united industry could not have been more evident.

NASHVILLE

For the first time in three decades, TBA had a new chief lobbyist and general counsel, Amy Heaslet, representing the industry in Nashville. Under the steady hand of Amy and EVP Stacey Langford, TBA had one of our most successful legislative sessions in recent memory. Thanks

to the leadership of Security Bank’s Barry McIntosh and outreach by bankers across the state to their legislators our team passed legislation that will allow Tennessee banks to pledge out-of-state bonds as collateral for public deposits. This is truly a “win-win” for our industry and the public depositors they serve.

Behind the scenes at the Capitol, Amy and Stacey were also able to stop multiple pieces of legislation that would have had a negative effect on our industry, including attempts to restrict liens and implement bank fees. There is nothing more important for an industry than strong representation at the State Capitol, and rest assured that you are represented by the very best.

WASHINGTON, D.C.

The focus for much of the past year has been on Senate bill 2155, which was signed into law by the President just before Memorial Day. This legislation would not have been possible without Tennessee bankers advocating for its passage and our Tennessee Congressional delegation that voted 8-2-1 in favor of the bill. Special recognition goes to U.S. Rep. David Kustoff, who worked closely with and conveyed the beneficial aspects of this legislation for Tennessee banks to House Financial Services Chairman Jeb Hensarling. And a huge “thank you” goes to TBA Government Relations Chairman Jim Rieniets who made *seven* trips to D.C. over the past year working on this legislation. His commitment is demonstrative of what we can accomplish when we work together as an industry. For more information on the impact of S. 2155, please see Amy’s column on page 18.

EDUCATION

No area of the Association has evolved more than our education department this past year. With the retirements of Susan Taylor and Debbie Brickles, we have new leaders of our education initiatives with Monique Jenkins and Sheena Frech. I have the utmost confidence in and respect for Monique and Sheena, and I know they will do an excellent job in leading our best in class training and development. Additionally, Stacey Langford will now be overseeing education as well as communications, which will allow the TBA to better coordinate our education and communications efforts.

This past year has continued record participation in TBA education, but we are not resting on past success. We are currently looking at ways to improve our schools, having recently brought Ronnie Boling on board as our Director of Schools to take a look at our curriculum and delivery methods. I look forward to welcoming him, the Independent Board, and trust-

ees of our schools for a comprehensive meeting in August to make sure the schools are meeting the needs of our banks in the most relevant and efficient manner.

Combining our banker engagement, talented team, and the strongest financial year we have had in a decade, we are well positioned to serve our industry well into the future.

And if there is ever anything I can do for you, please let me know. 🇺🇸

-Colin



MAKING A DIFFERENCE FOR OUR CLIENTS AND COMMUNITY.

We deliver high quality, specialized services designed to meet the needs of each client.

Pugh CPAs offers a wide range of services and expertise to support community banks. Here are just a few:

- External & Internal Audits
- Risk Assessment
- Regulatory Compliance Consulting
- Taxation & Compliance
- Valuation , SOC 1 & SOC 2 Engagements
- Due Diligence
- Information Technology & Cybersecurity



📞 865-769-0660

🌐 Pughcpas.com

Here are just a few of our familiar faces:

Barrett Simonis, R.E. Foust, Barron Kennedy, Larry Elmore, Kim Young, Jimmy Jones

TBA Online

We're on social media. Follow us for the latest in all TBA news, events, and much more.



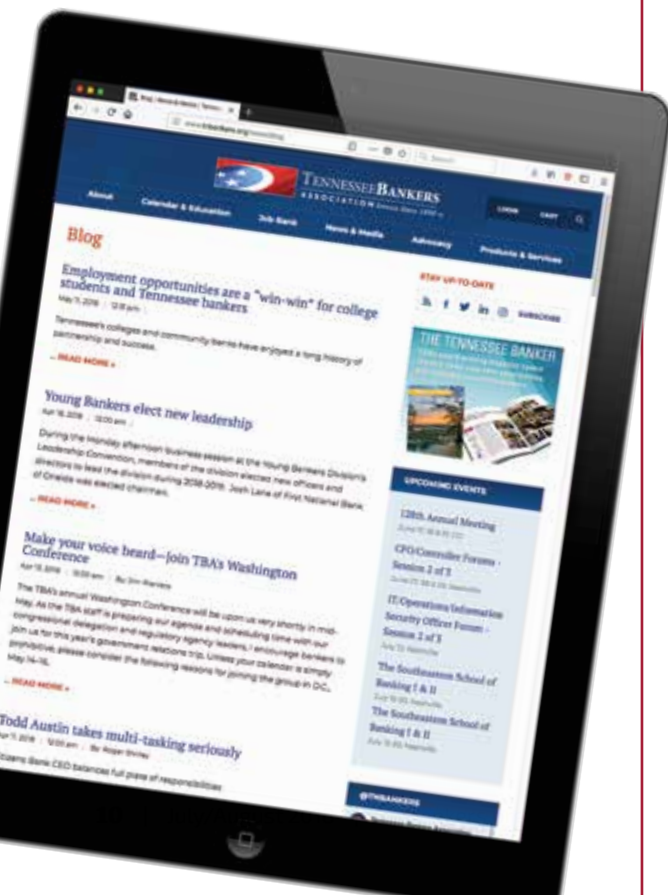
/tnbankers, June 6

TBA's T'Lanie Luu, who is always working to improve the financial literacy of Tennessee's youth, is taking part in the 14th annual Tennessee Jump\$tart Personal Financial Educator Conference! The conference provides educators with state and national personal finance credentialing opportunities as well as delivers ongoing professional development for personal finance educators in education, nonprofit, and industry.



VISIT TNBANKERS.ORG

TBA's blog covers Tennessee's most important and interesting bankers, emerging trends in the industry, and more. Check it out at TNBankers.org/news/blog.



TBA WEBINARS

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

Understanding Tax Reform: Community Bank Taxation in 2018 & Beyond July 23

The Tax Cuts and Jobs Act signed by President Trump in December 2017 creates the most significant changes to the corporate tax landscape since the 1980s. Community bankers need to carefully consider how tax reform impacts their organization and its shareholders. This session will include topics related to both C corporation and S corporation institutions and will cover tax rate changes, the Section 199A deduction, and shareholder considerations, among other topics. Attend this webinar to learn the key topics community banks need to consider regarding tax reform.

ACH Rules & Responsibilities for RDFIs July 31

This webinar provides a detailed overview of your obligations, rights, and responsibilities as a Receiving Depository Financial Institution (RDFI) in the Automated Clearing House (ACH) payment process. Join us to learn about the National Automated Clearing House Association (NACHA) operating procedures for your financial institution as you receive and process ACH transactions. If you are new to ACH operations, serve as backup, or just want to know more about ACH processing, this course will give you the basic information you need in a fun, easy-to-follow format.

TBA Announces Staff Promotions

The Tennessee Bankers Association, much like the industry we represent, continues to evolve on a daily basis. The Association is blessed to have a dynamic team that supports Tennessee's banks as they perform their critical role in energizing the economy and helping communities thrive.

As a result, TBA has promoted Sheena Frech to director of education; Amy Heaslet to executive vice president and general counsel; Monique Jenkins to director of education; Stacey Langford to executive vice president and chief membership officer; Tyler Nelson to vice president of communications; Penny Powlas to vice president of administration; and Matt Radford to vice president of creative services.

Thank you for your continued support of the TBA, and please join us in congratulating these team members. 🇺🇸



FRECH



HEASLET



JENKINS



LANGFORD



NELSON



POWLAS



RADFORD



Providing Merchant Card Services to Community Banks!

Face to face old fashion service:

Offices in: Nashville
Memphis
Knoxville
Jackson
Tri-Cities

Contact: Mark Barrett
1-888-741-2262
Fax: 615-352-6946
mbarrett@banccard.com

www.banccard.com



TBA Washington Conference

Nearly 100 bankers, TBA staff, and associate members travel to D.C.



AMY HEASLET
Executive Vice President/
General Counsel,
Tennessee Bankers
Association

TBA's annual Washington Conference was attended by a record number—nearly 100—bankers, associate members, and staff. The conference, held May 14-16 and led by TBA Government Relations Committee Chairman Jim Rieniets, President/CEO, Ins-Bank, Nashville, included meetings with FDIC Chairman Martin Gruenberg, and senior staff from the OCC, CFPB, Treasury, and FinCEN. Also on the agenda were briefings from the ICBA, ABA and CSBS; visits with Tennessee's Senators and Representatives; and a roundtable discussion with TDFI Commissioner Greg Gonzales.

The conference could not have occurred at a better time—just one week before the House took up the Senate's regulatory relief bill (S. 2155). Discussion of the importance of S. 2155 for banks dominated the discussions with Tennessee's Congressional delegation. Bankers urged support for what is viewed as the first meaningful reform to address the overly burdensome, unnecessary regulations set in place by the Dodd-Frank Act nearly eight years ago. Among their chief talking points, bankers advocated for S. 2155's treatment of all loans held in portfolio as qualified mortgages; instituting longer exam cycles for community banks; and an exemption for reciprocal deposits from the FDIC restrictions on brokered deposits.

During an address to the full group, Tennessee U.S. Rep. David Kustoff (R-TN 8th Dis-

trict) was optimistic that a full House vote on the legislation would come very soon. He was right. Just eight days after Tennessee bankers left Washington, the House passed S. 2155 by vote of 258-159, with the majority of our Congressmen supporting it. For more details on S.2155 and its impact on the banking industry, see page 18.

Although S. 2155 was a central issue during our time in Washington, much time was also spent advocating for modernizing CRA and BSA/AML, enacting cybersecurity standards across all business sectors, and leveling the playing field with credit unions. These topics as well as a few others garnered significant attention during our visits with the regulatory agencies and national trade associations.

FDIC

FDIC Chairman Martin Gruenberg, during a lunch briefing with the group, discussed the state of the banking industry, noting that he sees gradual, consistent improvement for community banks with increased loan growth and net income. This is consistent with the overall recovery from the financial crisis, which is now in its ninth year and is the second longest recovery on record.

From an examination perspective, Gruenberg said the agency is focused on four key areas: interest rate risk; credit risk; liquidity risk; and cybersecurity risk. He encouraged bankers to remain focused on these areas so

they can continue lending and remain strong during the next economic downturn and emphasized that community banks are not replaceable and are vital to the nation's economic well-being.

OCC

Senior staff of the OCC led the meeting with bankers and began by discussing their efforts on CRA modernization. As news reports have recently indicated, OCC staff confirmed this is one of the agency's top priorities, which was welcome news for bankers.

The impetus behind this is simple—CRA was enacted over 30 years ago and has not undergone any substantive revisions since that time. In fact, the last time it was amended was 1995—when only 10 percent of people used the internet for any purpose. As it stands today, CRA is simply not set up to deal with the range of business models that banks serve.

OCC staff made it clear that their objective in modernizing this outdated, costly to comply with regulation is for banks to no longer spend more time trying to appease examiners than making sure their capital gets to the right place and supports the communities they serve. Essentially, they would like to see a focus on performance and impact—not just compliance.

Bankers can expect to see movement on this issue relatively soon, as this was cited as one of the big regulatory issues for 2018 and 2019 by the ABA. The OCC concurred, stating they expect to put out an advance notice of proposed rulemaking in the near future. Issues they expect to address include what is covered; what qualifies; and how compliance is measured and what goes into ratings.

CFPB

Our visit with CFPB staff proved that the saying is true—it matters who governs. The difference in their agendas between our visit in 2017 and this year is remarkable, to say the least. Acting Director Mick Mulvaney has made it clear that the agency will no longer “push the envelope” when it comes to governing and instead will follow what the law says they can do, but go no further.

Now that President Trump has nominated Kathy Kraninger, an associate director of the Office of Management and Budget, as the next CFPB Director, acting director Mulvaney will remain in that position until she is confirmed.

In the meantime, the agency staff has seemingly put on hold any actions on new rules and announced to the bankers during our meeting that the small business data collec-



ABOVE: TBA Chairman Lee Moss, FDIC Chairman Martin Gruenberg, TBA Government Relations Committee Chairman Jim Rieniets, and TDFI Commissioner Greg Gonzales



LEFT: Toney Bland from the OCC and Southern Heritage Bank's Lee Stewart talk after the OCC panel addressed the group.

BELOW: CFPB's Dan Smith explained the Bureau will hold off on new rules until a director is in place.





Members of the group met with 8th district Rep. David Kustoff.



Seventh District Rep. Marsha Blackburn met with Tennessee Bankers during the conference.

Attendees got a chance to hear from 6th district Rep. Diane Black.



tion rules will remain current and active until March 2019 but will not go into effect until at least then. Many in the room inferred from their comments that the agency has heard and taken into consideration bankers' concerns with this rule and how imposing fair lending standards on small business loans could be detrimental to both banks and borrowers.

FINCEN/TREASURY

Much like the OCC's desire to modernize CRA, Treasury and FinCEN staff have similar interests in updating outdated BSA/AML regulations. Bankers continue to identify BSA/AML compliance as one of the most costly and burdensome regulations. The basic compliance structure has not changed since 1970, yet banking, law enforcement, and technology have undergone significant transformations.

A specific issue raised by bankers during these visits was the number of SARs required to be reported, yet filers have received no responses or feedback on whether their information had any meaningful impact on stopping criminal activity. Unfortunately, FinCEN cited the confidentiality of their investigations and inability to provide specific data on arrests or criminal actions taken as a result of SARs being filed.

Another concern for bankers is the threshold for filing Currency Transaction Reports, which has never been raised from \$10,000. If adjusted using the Consumer Price Index, the threshold would be just over \$60,000. Bankers realize this is an unlikely change but would like to see it increased to at least \$20,000 or \$30,000.

Overall, both FinCEN and Treasury staff were receptive to bankers and assured them their goals are to prioritize resources, diminish burdens on banks given technological advances, and always keep in mind "is there a better way to achieve their regulatory goals?"

CONCLUSION

The *Washington Conference* is always a highlight of my TBA year, and I hope it continues to serve as an informative and beneficial opportunity for our members. Your engagement and advocacy have played a key role in achieving positive results for the industry. This can be seen with the passage of S. 2155 and more receptive overall atmosphere at the federal banking agencies. This will bode well for our industry in the coming years, and I expect more positive results to come. 🇺🇸



Senators Lamar Alexander and Bob Corker made time to meet with members of the group.



James Ballentine and other members of ABA's staff discussed the national association's current efforts in Washington.

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, and Tennessee's senators and representatives.

BAKER DONELSON
BEARMAN, CALDWELL & BERKOWITZ, PC



**BONE
MCALLESTER
NORTON** PLLC
ATTORNEYS | www.bonelaw.com

**MAULDIN
& JENKINS**
CERTIFIED PUBLIC ACCOUNTANTS, LLC



CONTRACTS
The Upside of Risk

elliott davis

**Pathway
Lending**

**FHLB
CINCINNATI**



**ProBank
Austin**

ICBA
INDEPENDENT COMMUNITY
BANKERS of AMERICA

Servis1st Bank®





S. 2155 signing brings regulatory relief to banks



AMY HEASLET

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

President Trump holds a press conference after signing S. 2155, the Economic Growth, Regulatory Relief and Consumer Protection Act. Tenn. Rep. David Kustoff supported the legislation and is pictured on the far right.

PHOTO: SHUTTERSTOCK

When President Trump signed S. 2155—the Economic Growth, Regulatory Relief and Consumer Protection Act—into law on May 24, 2018, it marked an effort that was nearly eight years in the making. S. 2155 is the most significant piece of regulatory reform legislation for financial institutions since passage of the Dodd-Frank Act in July 2010.

In the years following until now, bankers have advocated for targeted relief from some of the more onerous provisions of Dodd-Frank that made it more difficult to lend to consumers. And Senators and House members on both sides of the aisle had been working on how to provide appropriate relief that would not jeopardize the safety and soundness of the financial system.

S. 2155 achieves just that—it rightsizes burdensome regulations for Tennessee banks, which will allow them to focus more on lending and, in turn, help support the small businesses and customers they serve in their communities. Rather than spending time on compliance, banks can now focus on what they do best—approving mortgages, providing credit, and lending to small businesses and families.

Some of the legislation's more significant provisions for Tennessee banks include:

- Designating all mortgages held in portfolio as Qualified Mortgages for banks with less than \$10 billion in assets
- Providing relief from appraisal requirements in rural areas, where appraisers are scarce
- Protecting the original information that HMDA was designed to collect, while providing a path for relief from new requirements for lenders that originate 500 or fewer mortgages
- Providing an exception to TILA escrow requirements for banks with less than \$10 billion in assets that have originated 1,000 or fewer loans secured by a first lien on a principal dwelling during the preceding calendar year
- Making sure consumers do not have to wait for a lower rate by removing the three-day waiting period requirement in TILA/RESPA mortgage disclosures for second offer of credit
- Simplifying capital calculations for banks with less than \$10 billion in assets
- Helping smaller banks raise stable funding by providing an exception for reciprocal deposits from FDIC restrictions on acceptance of brokered deposits
- Exempting banks with less than \$10 billion in assets from Volcker Rule requirements
- Raising eligibility for short-form Call Reports from banks up to \$1 billion in assets to banks with \$5 billion in assets
- Raising eligibility for the 18-month exam cycle from banks up to \$1 billion in assets to banks with \$3 billion in assets

Make no mistake—S. 2155 is not the end of the industry's efforts to alleviate the unnecessary burdens on Tennessee banks. This marks the first step in our efforts to engage with bankers and lawmakers to continue making meaningful reforms that will enable banks to better serve their customers without imposing any additional risks to their safety and soundness. 🇺🇸



Federal Reserve Study: The smallest Tenn. banks pay more for regulatory compliance



JIM FUCHS

Assistant Vice President,
Federal Reserve Bank
of St. Louis

The smallest community banks in Tennessee may be dedicating an equivalent of 19 percent of their workforce to comply with regulations that govern how they operate.

The dollar amount of this expenditure would be \$241,000 for a typical bank with less than \$100 million in assets. For all 149 community banks currently headquartered in the state, the collective cost would exceed \$100 million annually. A community bank is defined as having less than \$10 billion in total assets.

The cost estimates were calculated by researchers at the Federal Reserve Bank of St. Louis (Fed) using the responses of more than 500 community bankers to a national survey conducted by the Conference of State Bank Supervisors (CSBS) in 2015, 2016, and 2017. The Tennessee Department of Financial Institutions (TDFI) is a member of CSBS and administered the survey statewide.


A key component of the estimation procedure extends from a question on the survey concerning the percentage of bank operating expenses attributable to compliance activities. This nationally-determined percentage was applied to operating expenses at community banks in Tennessee to estimate statewide dollar costs of compliance. The number of full-time equivalent employees devoted to compliance was estimated by applying the same percentage to statewide data on bank personnel expenses.

The CSBS survey serves as the basis for a recently-released report by the Fed on economies of scale in satisfying regulatory obligations. From this perspective, estimated compliance costs at community banks with between \$1 billion and \$10 billion in assets would represent the equivalent of nine percent of a bank's workforce—about half the previously mentioned 19 percent incurred by those with under \$100 million in assets.

"I want to commend the St. Louis Fed for compiling important evidence to support what many of us in Tennessee have believed for some time. That compliance costs hit the smallest community banks the hardest," said Greg Gonzales, Commissioner of the TDFI.

"This is one of the reasons that our Department has pushed a balanced regulatory approach to tailor regulation to the risk profile of each bank and avoid one-size-fits-all regulation. Because our small community banks are critical to rural Tennessee communities in particular, the Department's Regulatory Balance mission is one of our contributions to Governor Haslam's Rural Economic Development initiative. We are grateful for the partnership we have with all of our federal partners, such as the St. Louis Fed, that supports this balanced approach and I thank them again for this important study on community banks."

Community bankers voiced similar concerns about regulatory costs in interviews conducted by the TDFI to supplement the national survey results. They said costs were highest for the Bank Secrecy Act, overdraft rules and mortgage rules enacted under the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

The CSBS survey, associated interviews with Tennessee bankers, and the Fed report on compliance costs are all available at www.communitybanking.org. 



TDFI administered the survey, and the St. Louis Fed compiled the results. TDFI Commissioner Gonzales praised the study.



JOHN MUSE INSTALLED AS 2018-2019 TBA CHAIRMAN

More than 640 bankers, associate members and guests traveled to the majestic Broadmoor in Colorado Springs, Colo., for TBA's 128th Annual Meeting.

This year's event tackled the ever-evolving trends, strategies, and innovations that are taking place in the banking industry. The two general sessions, presided over by TBA

Chairman Lee Moss, featured industry leaders and business experts offering their views on the current state of the economy, political landscape, and banking environment.

The Monday, June 18, business session included an address by Bruce Bittles on the economy and A.B. Stoddard on politics. The business session on Tuesday, June 19, featured TDFI Commissioner Greg Gonzales, a panel discussion with ABA and ICBA leadership, and retired Lt. Col. Robert J. Darling who shared captivating insights from the president's bunker during 9/11.

Annual Meeting also featured the opportunity for attendees to customize their own experience with six industry insight sessions. These included talks from ABA's Rob Morgan on fintech opportunities for banks and Dr. Sean Payant of Haberfeld Associates about using unconventional wisdom to grow core deposits. Other sessions focused on updates for directors, cyber security, growing customer relationships, and TN rural development.

The meeting featured plenty of events allowing guests to network with new professional acquaintances and catch up with old friends, while enjoying all that Colorado Springs has to offer.

Activities included exploring the foothills above Colorado Springs by Jeep, a zipline adventure around the famed Seven Falls, the TBA golf tournament, and a dessert party showcasing views from Cheyenne Mountain and up-close encounters with local wildlife.



John Muse, chairman, president and CEO of Farmers State Bank in Mountain City, was installed as chairman of the Tennessee Bankers Association during ceremonies at the closing banquet on Tuesday, June 19. Muse accepted the chairman's gavel from Lee Moss, president of Franklin Synergy Bank, Murfreesboro/Franklin. Moss 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 each year during the annual convention, with members receiving one vote per charter.

Executive officers elected for 2018–2019 are:
Chairman—John Muse, chairman, president and CEO, Farmers State Bank, Mountain City

Chairman-elect—R. Molitor Ford, Jr., vice chairman and CEO, Commercial Bank & Trust Co., Memphis

Vice Chairman—Chris Holmes, president and CEO, FirstBank, Nashville

Newly elected Chairman John Muse accepts the gavel from past Chairman Lee Moss.



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—David Reynolds, CEO, President and Director, Peoples Bank of the South, LaFollette

Middle Tennessee—Ted H. Williams, President and CEO, TriStar Bank, Dickson

West Tennessee—Gene Henson, President, Memphis/North Mississippi Region, Trustmark National Bank, Memphis

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

Michael Kramer, Chairman, Southeastern Trust Company, Chattanooga

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

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

Continuing their terms on the board are:

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

Mark Hayes, Chairman/CEO, First National Bank of Pulaski, Pulaski,

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

Brandon Hull, president/CEO, Greenville Federal Bank, Greenville

DeVan Ard, president/CEO, Reliant Bank, Brentwood

Andrea Browning, CEO, Centennial Bank, Trezevant

As TBA's governing body, members of the



board are always available for members to share questions, thoughts, or suggestions concerning the TBA and the banking industry. Visit www.TNBankers.org/about/board-of-directors for a complete list of TBA leadership. 📄

TOP: The 2018-2019 TBA Board Officers: Vice Chairman Chris Holmes, Chairman-elect Mott Ford, Chairman John Muse, Past Chairman Lee Moss, and TBA President/CEO Colin Barrett.

ABOVE: The new TBA directors are Gene Henson for West Tennessee and David Reynolds for East Tennessee. Not pictured is Middle Tennessee Director Ted Williams.



NEWLY ELECTED VICE CHAIRMAN AND DIRECTORS OF THE TBA



CHRIS HOLMES
TBA Vice Chairman

*President & CEO,
FirstBank,
Nashville*

After joining FirstBank in 2010 as chief banking officer, Chris Holmes was named president in 2012 and CEO in 2013. In 2016, Holmes led FirstBank's transition from a privately held, single shareholder bank to a publicly traded company listed on the New York Stock Exchange, along with the acquisitions of Northwest Georgia Bank (2015), Clayton Bank and Trust (2017), and American City Bank (2017), which expanded the bank's footprint across Tennessee. Holmes' career has included work in 14 countries, and prior to joining FirstBank he served as the Director of Corporate Financial Services and the chief retail banking officer for Greenville, S.C.-based South Financial Group. Originally from Lexington, Tenn., he lives in Nashville with his wife, Susan, and three daughters, Hayley, Hannah, and Hope.

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

You are only as good as the people you have around you. I have been very fortunate over the course of my career to have worked with some of the best and brightest people in this business. It's been key to our success here at FirstBank, and I remember that every day.

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

When you are new to the TBA, membership meetings are a good way to meet other bankers and learn about the TBA's activities and mission. To really go all-in on your involvement, the *Annual Meeting* is a great way to learn more and spend quality time with your peers.



DAVID REYNOLDS
East Tennessee
Director

*CEO, President
and Director,
Peoples Bank
of the South,
LaFollette*

David Reynolds began his banking career in 1978 at Peoples Bank of the South in LaFollette. From 1985 to 1988, Reynolds was employed by First Tennessee Bank and Prudential Bache selling securities to community banks. He returned to Peoples Bank of the South in 1988 and was elected to the board. Reynolds has held various positions over the years and currently serves as president and CEO. He also served as president of the TBA Young Bankers Division from 1997 to 1998. His grandfather helped establish the bank in 1917. As a third-generation banker, Reynolds has had the privilege to spend his career working alongside his father, John T. Reynolds, the current chairman. He is married to Dee Anne Collins Reynolds, and they have two daughters, Campbell and Camille.

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

Smile, look people in the eye, and treat them the way you would like to be treated yourself.

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

The must attend event is the annual *Credit Conference*; however, I recommend attending as many events as possible because the networking opportunities are invaluable.

Ted H. Williams was hired in 1987 as a loan officer trainee for a \$70 million community bank in his town of Dickson.

He worked in the organization for almost 12 years, while the bank doubled in size, and Williams eventually became EVP and COO. Williams left to become the first banker hired and to serve as president of TriStar Bank as they organized to open for business on January 1, 2000. Since then, the bank has grown from being a new bank with \$7.5 million in capital to a \$285 million bank in total assets with five offices in three counties. He has been married 32 years with three grown boys and lives on his family's farm in Dickson.

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

Banking is thought of as a financial services business, but it is not, community banking is a people business.

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

The Young Bankers' *Day on the Hill* is a must attend event.



TED H. WILLIAMS
Middle Tennessee
Director

*President and CEO,
TriStar Bank,
Dickson*

Gene Henson serves as the president of the Memphis and North Mississippi Region for Trustmark National Bank, a \$14 billion asset financial institution operating in five states and headquartered in Jackson, Miss.

Henson brings to Trustmark 42 years in financial industry experience, including 27 years he's spent with Trustmark. Henson has also spent much of his career engaged with the American Bankers Association, Tennessee Bankers Association, and business and economic development organizations in the greater Memphis area. He is a graduate of The University of Mississippi and the Graduate School of Banking at LSU.

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

Early in my professional career, my boss and mentor provided me with some sound and simple advice: always reach above and beyond that which is expected; remain actively engaged in the community; and always take care of your customers. This advice has served me well for many years, and I have shared this with others on many occasions.

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

If I chose one TBA event to encourage a TBA member to attend, it would be the TBA Government Relations Committee *Washington Conference* in May each year. This conference provides an opportunity to strengthen relationships with other Tennessee bankers while making a positive impact on our industry through legislative contacts. 🇺🇸



GENE HENSON
West Tennessee
Director

*President, Memphis/
North Mississippi
Region,
Trustmark National
Bank, Memphis*



THANK YOU TO OUR SPONSORS

The 128th 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, 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*
Pathway Lending, Nashville, Tenn. – *Golf Tournament/Chairman's Private Reception*



GOLD

Crowe LLP, Franklin, Tenn. – *Key Cards*
Elliott Davis, LLC, Franklin, Tenn. – *WiFi in Business Sessions*
Federal Home Loan Bank of Cincinnati, Cincinnati, Ohio – *Closing Reception*
ICBA Bancard and TCM Bank, Washington, D.C. – *Continental Breakfasts in Exhibit Hall*



SILVER

Alexander Thompson Arnold PLLC, Milan, Tenn. – *Dessert Reception Music*
CRS Data, Knoxville, Tenn. – *Agenda-at-a-Glance*
Earl R. Whaley and Co/Mountain Life Insurance, Alcoa, Tenn. – *Printed Program*
First National Banker's Bank and FNBB Capital Markets, Birmingham, Ala. – *Pens and Grand Prize Giveaway*
Franklin Synergy Bank, Franklin/Murfreesboro, Tenn. – *Refreshments at Registration*
Helms Briscoe, Atlanta, Ga. – *TBA Board Dinner*
KraftCPAs PLLC, Nashville, Tenn. – *Coffee Bar (Monday)*
Mauldin & Jenkins CPA, LLC, Chattanooga, Tenn. – *Banquet Wine*
Pugh CPAs, Knoxville, Tenn. – *Banquet Table Centerpieces*
Raymond James, Nashville, Tenn. – *Mobile App*



BRONZE

American Bankers Association, Washington, D.C. – *Banquet Reception Music*
Bankers Healthcare Group, Syracuse, N.Y. – *Charging Station*
Bone McAllester Norton PLLC, Nashville, Tenn. – *CEO Roundtable*
Butler Snow, Nashville, Tenn. – *General Sponsor*
Diebold Nixdorf, North Canton, Ohio – *General Sponsor*
Haberfeld Associates, Lincoln, Neb. – *General Sponsor*
Harland Clarke, San Antonio, Texas – *Logo bags*
Integrity Solutions, Nashville, Tenn. – *General Sponsor*
Ncontracts, Brentwood, Tenn. – *General Sponsor*
PYA, Knoxville, Tenn. – *Note Pads*
S&P Global, Charlottesville, Va. – *General Sponsor*
The Plateau Group, Crossville, Tenn. – *General Sponsor*
Travelers, Charlotte, N.C. – *Golfers Boxed Lunches*



HELMSBRISCOE



CERTIFIED PUBLIC ACCOUNTANTS, LLC





Platinum Sponsor
FinancialPSI sponsored
the Annual Meeting
banquet. Here, Ted
Frizen talks with
attendees in the
exhibit hall.





EXHIBIT HALL

For those who joined TBA at The Broadmoor in Colorado Springs, Colo., the exhibit hall was on the to-do list. With 47 exhibitors participating, guests explored products and services that could benefit their bank and registered for an array of prizes. The \$1,000 Grand Prize Drawing, sponsored by First National Banker's Bank and FNBB Capital Markets, went to Daniel Cullop of Farmers State Bank. 🇺🇸

5 Iron, LLC, Franklin, Tenn.
Acumen Technology LLC, Nashville, Tenn.
Affinion Insurance Solutions, Franklin, Tenn.
AmTrust North America, Cleveland, Ohio
Ascensus Inc, Brainerd, Minn.
ATM USA, LLC, Morrisville, N.C.
Baird, Nashville, Tenn.
Banc Compliance Group LLC, Franklin, Tenn.
Bankers Healthcare Group LLC, Syracuse, N.Y.
Bankpak Inc, Morrison, Tenn.
Brandpoint Design, Brookfield, Wis.
Compliance Alliance, Austin, Texas
Crescent Mortgage Company, Knoxville, Tenn.
CRS Data, Knoxville, Tenn.
CSI, Paducah, Ky.
Eclipse Brand Builders, Suwanee, Ga.
Federal Home Loan Bank of Cincinnati, Cincinnati, Ohio
Financial PSI, Inc, Nashville, Tenn.
Haberfeld Associates, Lincoln, Neb.
Harland Clarke, San Antonio, Texas
High Cotton, Birmingham, Ala.
Holtmeyer & Monson, Memphis, Tenn.
Independent Community Bankers of America, Washington, D.C.
Integrity Solutions, Nashville, Tenn.
Investors Title Insurance Company, Chapel Hill, N.C.
Jack Henry & Associates Inc, Monett, Mo.
Kasasa, Austin, Texas
KraftCPAs PLLC, Nashville, Tenn.
Level 5, Atlanta, Ga.
MAD Security, Athens, Tenn.
Main Street Inc, Birmingham, Ala.
National Payment Systems, Nashville, Tenn.
Ncontracts, Brentwood, Tenn.
NetGain Technologies, Chattanooga, Tenn.
NFP Executive Benefits, Brentwood, Tenn.
Oculus Software, Cookeville, Tenn.
Pathway Lending, Nashville, Tenn.
ProBank Austin, Brentwood, Tenn.
Promontory Interfinancial Network LLC, Arlington, Va.
PYA, Knoxville, Tenn.
S&P Global Market Intelligence, Charlottesville, Va.
SBS CyberSecurity, Nashville, Tenn.
Shazam Network, Johnston, Iowa
TransFund, Tulsa, Okla.
Travelers, Charlotte, N.C.
Visible Equity, Salt Lake City, Utah
Works24, Ridgetop, Tenn.







GOLF TOURNAMENT



One reason The Broadmoor in Colorado Springs, Colo., is such a popular convention site for TBA members is the resort's beautiful and challenging West Course, site of the Monday, June 18 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: SCORE 130

Jeff Agee
Wynne E. Baker
Wynne A. Baker
Michael Davis

2ND PLACE: SCORE 134

Joesph Hamdi
Charles Kown
Mark McDearman
John McDearman

3RD PLACE: SCORE 137

Doug DeBusk
Brandon Hull
Mike Thomasson
Jim Vaughn

SECOND FLIGHT

1ST PLACE: 152

David Bagley
Luke Buckley
Bill Marsh
Eddie Wiles

2ND PLACE: 154

Donnie Hibdon
Ken Hodge
Ronny Roberts
Marta Roberts

3RD PLACE: SCORE 156

Tommy Duncan
Zach Harris
Chad Hill
Matt Neilson

SKILL CONTESTS

CLOSEST TO PIN #5

Doug DeBusk

LONGEST DRIVE #18

Wynne Baker

STRAIGHTEST DRIVE #14

Rob Buchanan



THANK YOU SPONSORS



Pathway Lending

Tournament Sponsor



TRAVELERS

Boxed Lunch Sponsor



PHOTO RECAP

PHOTOS BY TYLER NELSON, TBA, AND MIC GAROFALO, MIC CLICK PHOTOGRAPHY, INC.





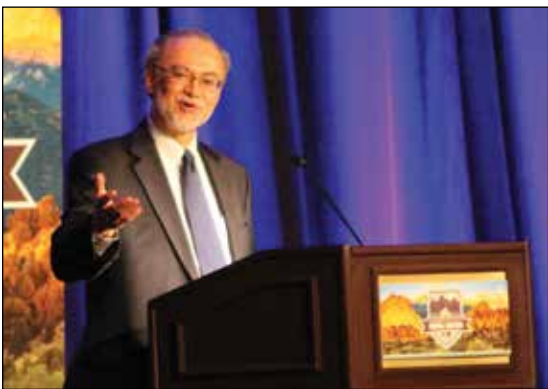




MIDDLE: Retired CM Sgt. Marcie Hureau opened the convention by singing "America the Beautiful," a song inspired by nearby Pike's Peak.









Tuesday's Business session included an address by TDFI Commissioner Gonzales (far left), a panel discussion with ICBA's Preston Kennedy and ABA's George Hermann moderated by InsBank's Jim Rieniets (left), and an interesting behind the scenes perspective of the 9/11 tragedy from Retired Lt. Col. U.S. Marine Corps. Rob Darling (above).










Visit TNBankers.org
for more photos



A woman with long brown hair, seen from the back, is wearing a white lace dress. She is looking towards a brick building with a sign that reads "MUSE HARDWARE". The building has large glass windows and an American flag is visible inside. The scene is outdoors on a street.

There's no place like Home

John Muse is looking forward to visiting with other bankers across the state during his term as chairman of the Tennessee Bankers Association, but he will always be glad to get back home—a place he has lived his entire life except for a six-month adventure in Japan after he graduated from high school.

STORY BY ROGER SHIRLEY
PHOTOS BY DAVID GRACE



Home is Mountain City, located in an idyllic setting for a small town surrounded by the scenic mountains of Upper East Tennessee, Southwest Virginia, and Western North Carolina. With a population of about 2,500, it ranks as the 9,950th largest city in America.

For Muse, who says he can throw a rock from his office at Farmers State Bank at the corner of Main and Church Street to where he was born 64 years ago at Dr. Glenn's clinic, it is the perfect place to grow up, raise a family, enjoy the beauty of the great outdoors and, most of all, to be a community banker.

In a town the size of Mountain City, where most families have known each other for generations, being a community banker takes on a special meaning, from lending to small businesses to helping an elderly woman have enough money to keep the heat on in the winter time.

And he is optimistic that regulatory relief from Washington will make it easier for small banks to play their traditional roles in the community.

"Some of the regulations imposed on us after 2009 and 2010 in response to the crisis limited our ability to take care of folks, and it really tied our hands, to some degree, and kept us from doing some of things we have done historically to help our community," Muse said.

"We are getting some relief, like the modified appraisal requirements for smaller loans, but concerns remain—especially for small banks our size—so it is important that bankers across the state continue to be active and supportive of the TBA's government relations program. The Association has done an outstanding job over the years, and as chairman I want to do what I can to help."

JAPANESE 'BROTHERS'

Muse is a third-generation banker at Farmers State Bank, which was chartered in 1902 as Merchants and Traders Bank—six years before its competitor Bank of Mountain City was formed. The two banks merged in 1934, forming Farmers State Bank in an attempt to fight for survival during the Great Depression. Their efforts succeeded.

Muse's grandfather, Roby J. Howard, was a teacher at a one-room school in town when he joined Merchants and Traders in 1918 as the cashier. After the merger during the height of the depression, he and other leaders at the new bank went door-to-door encouraging people to leave their deposits in the bank and stick with them.

Howard later hired his future son-in-law, John Henry "Jack" Muse to work at the bank in 1941, and the 17-year-old began a long career at Farmers State Bank doing whatever needed to be done, learning the ropes, and eventually becoming chairman, president, and CEO.

For Jack Muse's five children—including John Muse, the oldest boy and middle child—the bank was a home away from home.

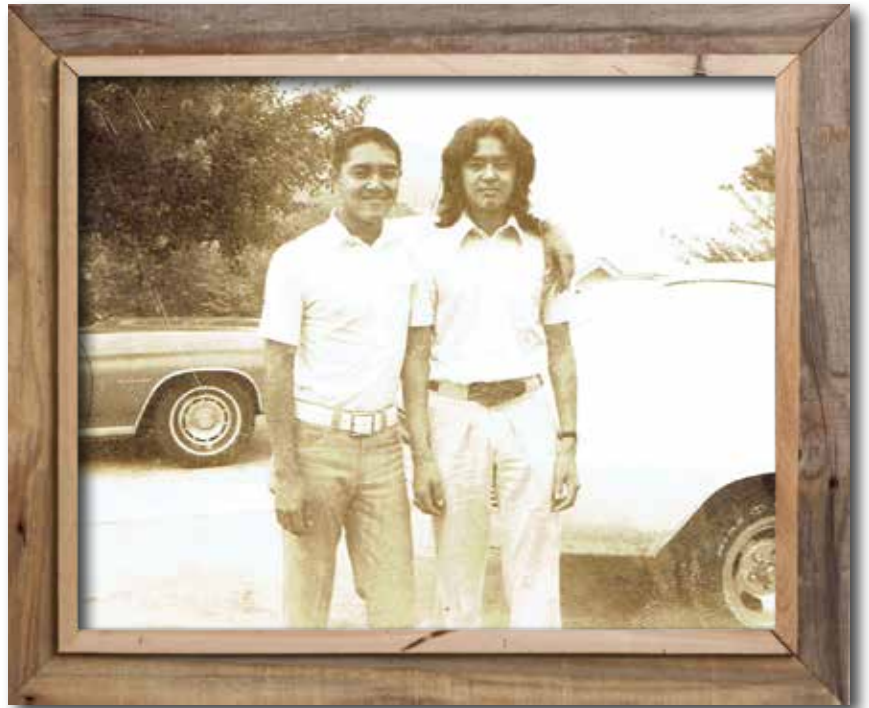
"I went to the bank from the time I was old enough to walk, running around the tellers' knees," Muse said. "It was just part of growing up, it was where my dad worked, and so it just seemed natural."

The elder Muse later became the local State Farm Insurance agent as a side occupation while continuing to work, and Muse's mother, Trula Muse, helped run the insurance office. As he became old enough, Muse began to work at the State Farm office during the summers and found that he loved the business.

It was while he was in high school that Muse's family invited two teenagers from Japan to move in with them. The brothers had moved to Mountain City from Yokohama. The older brother, who was about a year older than Muse, came first followed by his younger brother.

"The older brother, Kenny, came to Mountain City through a connection to one of their family's friends, who had made friends during World War II with someone who had connections here in Johnson County. So he ended up moving here because he wanted to come to America. His parents were wealthy, and he wanted to establish his independence. He and his brother, Joe, were renting in Mountain City, and they were spending a lot of time with our family. Finally, my mother said, 'Kenny, you and Joe should just get your things and move in with us,' and they did. They were just like brothers."

After graduating from high school, Muse began working some construction jobs while tak-



ing classes at East Tennessee State University. The next spring, the older Japanese son was planning on returning to Japan, and Muse decided to go with him.

"It was such a great experience," Muse said, adding that while his family took occasional vacation trips to the beach and a memorable three-week cross-country trip to California, it was his first time to travel abroad. "Their culture is so completely different from ours, and it was so eye-opening to experience different nationalities."

Muse and his Japanese brother caddied at a golf course in Japan—"I knew enough Japanese to tell golfers how many yards they had to the hole"—and he also worked as a laborer on a golf course the family was building in Yokohama.

Interestingly, years later, Muse had lost touch with the family until Kenny called one year and said his son wanted to come to Mountain City. The teenager came and lived with Muse and his wife, Kaye, and their two daughters, Hallie and Marilee, while he attended high school.



TOP: John's Japanese "brothers," Kenny and Joe, who stayed with the Muse family while John was in high school.

ABOVE: John's grandfather Roby J. Howard started as a cashier at the bank in 1918.

More from Muse

What will be your priorities as TBA chairman in the coming year?

I'm just going to be supportive where I can to help Colin continue moving the Association forward. The TBA has a long tradition of excellence. Brad (Barrett) did a fantastic job, and Colin and his staff have done a tremendous job in transitioning the TBA as the industry has evolved.

I do want to really encourage our bankers to continue to be involved in the government relations side of the TBA. We recently received some welcome regulatory relief, but we need to make sure we stay active and let our voices be heard. And I want to strongly encourage our bankers to take advantage of Commissioner Gonzales' position on the (Federal Financial Institution Examination Council) to help shape regulatory relief. He's very interested in hearing from bankers on specific examples of how regulations are affecting their ability to serve their communities. And he is very open to visiting banks to share his thoughts and get feedback.

How would you describe a perfect day away from the bank?

It could include a lot of different things: working outdoors at our home or in my woodworking shop, spending time with Kaye and our grandchildren, hiking, a day at the lake, and an occasional round of golf.



You are a third-generation of your family at Farmers State Bank. Is that tradition continuing?

Elizabeth McElyea, who is an assistant vice president and investment officer, is my first cousin's daughter—her grandmother and my mother were sisters—and my son-in-law, Cliff Mahala, is a vice president and our security/compliance officer. But they are here because they are really good bankers and team members, not because they are family.

Speaking of family, you are succeeding your first cousin Lee Moss as TBA chairman. What everyone wants to know is how big a rivalry you are going to have with Lee to try one-upping him.

Well, I'm going to win if the competition is to see who can say what they need to say the most concisely and in the shortest period of time. But in all seriousness, Lee is a great guy. He used to visit in the summer when we were kids—he was the older cousin. As we got older we connected more, and we have become very close over the past several years. Kaye and I love Lee and his wife, Susan.



THROWN IN DEEP END

When he returned home to Tennessee from Japan, Muse worked part-time on a construction crew building houses while taking additional classes at ETSU, and he considered going into construction full time.

"But I ended up going back to the insurance office and working there," Muse said. At the same time, he began attending classes sponsored by the American Bankers Association and TBA, often times traveling with his father, who he says was the person who had the most impact on his life and his career.

Although he had a natural interest in banking through his lifelong exposure to Farmers State Bank, Muse followed his father's footsteps in another direction, becoming the State Farm agent for the county.

Muse loved the insurance business, and especially the interaction with his friends and neighbors; but he remained involved in Farmers State and became a director of the bank at age 25. When Jack Muse retired in 1997, Jim Vincill became president of the bank and Muse was named chairman.

At that time, Muse had the best of both worlds—being involved in the bank from the chairman's position while maintaining his work at the insurance agency, located just two doors down from the bank on Main Street.

Muse recalls that after his father retired, he would stop by his house almost daily on his way home to talk. Muse knew he was in the conversation as part of the succession plan for the bank, and Jack Muse often brought up the career decision he was going to make. "He would say, 'Son, you are going to have to decide what you are going to do (in terms of going to the bank full time)'—he knew the board was going to have to make a decision. But in the last two years of his life he started saying, 'you need to do what is best for you and Kaye,' and that meant a lot to me."

Jack Muse died in 2005, and later that year, Vincill shared that he was planning to retire. "So we had to make a decision. Kaye and I took a hike on the Appalachian Trail and sat down and talked about it. We prayed about the decision together, and we became comfortable with the decision to make the move."

Muse retired from State Farm on July 31, 2006, 25 years to the day that he became its insurance agent for the county, and became president and CEO of Farmers State Bank in addition to his chairman's position.

"I thought I was prepared," said Muse, who went through the TBA's Southeastern School of Banking at Vanderbilt, completed the Graduate School of Banking at LSU, and had attended nu-

merous banking programs with his father dating back to his high school days. "But it was a big learning curve."

"I remember the day Jim (Vincill) was retiring, he came in and bounded up the steps with a big smile on his face, which was a bit out of character for him, and grabbed a cup of coffee, which he normally didn't do. I asked him, 'what's going on?' He said, 'I got a call from the FDIC today, they will be here in September!' So on his last day, he was really enjoying the fact that I was going to jump right into an exam as soon as he leaves."

Two years later, the economy started tanking and Muse's learning curve got more urgent. Or as he says, "It was one of the times that feels like being thrown into deep water with Class 4 rapids."

With the help of what Muse calls an extremely talented team of bankers, including his right-hand man, Executive Vice President David Arnold, Farmers State Bank has shown steady growth in the years since, increasing its assets to \$143.2 million last year from \$116.8 in 2005.

MOVING FORWARD

Farmers State Bank, in many ways, is a microcosm of Mountain City itself. Most of the staff is homegrown, and Muse says there is a good mix of generations and levels of experience. Most have known each other for years, known each other's families, and gone to the same schools and churches.

"I have a young lady that was in school with my daughter that's here," Muse said. "We get a lot of referrals from the school system, and they will come here and work on a part-time basis. Some of them will stay with us, and some will go on to do other things, which I'm proud of. One went on to be an accountant in Atlanta, one is with us now who is in college and plans on becoming a teacher. It's a really good mix."

"When I came here as president and CEO, I felt what I needed to do was to prepare the bank for moving forward. And I think we are kind of stair-stepping those generations very well with our staffing."


Muse knows that attracting people who have roots in the community, who understand and love the area for the lifestyle it offers, help make Farmers State Bank what it is—an integral part of the town's fabric that residents have depended on for 116 years and counting.

"We have a lot of career folks who have stayed with us. We've grown and we've become more efficient through technology, and we work hard to offer the things that customers expect and need to be able to do business with us. We've gone through the years of transition by coming together and working hard together."

Muse sees his role now as continuing to nurture and cultivate the bank's staff, to make sure they are given the opportunities to learn different roles and take on new responsibilities, and to ensure that the bank has seamless transitions as those who are older move on.

But Muse isn't planning on moving on anytime soon; and he points out the bank has a tradition of leaders who work well beyond the traditional retirement age. "I.W. Nave, who was president of the bank when my grandfather started here, worked until he was 95. My grandfather worked until he was 85 and my father was 82 when he retired."

Still, for the first time in his life, he says, he's been thinking about retirement.

"I will eventually start slowing down in my day-to-day duties. And I look forward to having more time to enjoy other things in life, such as woodworking and our five grandchildren, who are very important parts of our lives. But for now I'm enjoying what I'm doing and what we are doing as a team." 



ABOVE: John's father Jack Muse and mother Trula

BELOW: John Muse with Farmers State Bank staff members

BOTTOM: A look at the formerly named Merchants and Traders Bank in the 1920s. John's grandfather Roby J. Howard is second from the left.





Data breaches: A growing D&O concern



BRIAN MOBLEY
President,
Financial Products
and Services, Inc.

MORE FROM FINANCIAL PRODUCTS AND SERVICES

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

A data breach can be a devastating event, affecting a company financially and damaging its reputation with customers.

But as a director or officer at your company, you face litigation risks based on the decisions you make following a breach and on how you influence cyber security policies, as these are often considered board-level issues.

If a suit is filed against you after a data breach occurs, based on your position as a board member, you will not be protected by your commercial general liability policy or your cyber liability policy. Your best source of protection is from your directors and officers (D&O) policy, as long as your policy is tailored to include protection after a data breach.

Data Breach Threats

The biggest threat from a data breach is loss of information, whether it is information regarding your company's finances or the personal identification information of your customers, such as Social Security numbers or credit card information. Losing sensitive information belonging to your customers or company can have a devastating effect on your reputation.

If the credit card information of your customers is stolen, your customers would need to cancel their cards and get new ones—an inconvenient process and one that can damage your company's image in the eyes of customers.

Data Breach Response

Following a data breach, you may be legally required to notify certain people about it. For example, if your company is publicly traded, guidelines issued by the Securities and Exchange Commission (SEC)

say you must report cybersecurity incidents to stockholders. The cost of notification after a breach is generally covered by a cyber liability policy. And depending on the number of people you need to notify, the cost can be quite high.

The way a company responds to a data breach can lead to exposure and legal action beyond lawsuits from customers—the company could be subject to regulatory action from the Federal Trade Commission or the SEC.

Data Breaches and D&O Coverage

Insufficient cybersecurity that leaves your company vulnerable to a data breach can be seen by your customers or shareholders as negligence or a breach of duty. Your customers and shareholders may seek to hold you responsible for the damage; because of this, you need protection in the form of a D&O policy.

In past legal cases following a data breach, directors and officers have been accused of the following:

- Failing to take reasonable steps to protect customers' personal and financial information
- Failing to implement controls to detect and prevent a data breach
- Failing to report a breach in a timely manner

A cyber liability policy would not offer the legal protection needed by directors and officers after a data breach, whereas a D&O policy can.

A D&O policy provides coverage for a "wrongful act," such as an actual or alleged error, omission, misleading statement, act of neglect or breach of duty.

Cybersecurity Is Vital

A company's directors and officers are expected to be involved in and knowledgeable about the company's cybersecurity. It's rapidly becoming a vital aspect of responsible business management and customer service.

The following are some techniques to improve the cyber security of your company:

- Install a firewall: Companies with five or more computers should consider buying a network firewall to protect the network from being hacked.
- Install security software: Anti-virus, anti-malware and anti-spyware should be installed on every computer in the network. All software should be up to date.
- Encrypt data: All data, whether stored on a tablet, flash drive or laptop, should be encrypted.
- Use a virtual private network (VPN): A VPN allows employees to connect to the company's network remotely without the need of a remote-access server. VPNs use advanced encryption and authentication protocols, providing a high level of security for your network.
- Develop a data breach plan: Have a plan in place so when, not if, you experience a data breach, you can act quickly and minimize your loss.

In Conclusion

After a data breach, claims from shareholders and customers will most likely be made. Without D&O coverage, your personal assets are at stake and could be forfeited to cover legal costs. You can protect yourself with a D&O insurance policy. Talk to your insurer about this type of coverage and be sure your policy is tailored to cover any gaps. 🇺🇸



Banks should have D&O coverage in place in the event of a data breach. Without it, your personal assets are at stake and could be forfeited to cover legal costs.

PHOTO: SHUTTERSTOCK



EQUIAS ALLIANCE
BOLI AND BENEFIT ADVISORS
AN RMP COMPANY

The value of customized deferred compensation



DAVID SHOEMAKER

CPA/ PFS, CFP®,
Principal, Equias Alliance



BETH TAYLOR

Senior Plan Design Analyst,
Equias Alliance

MORE FROM EQUIAS ALLIANCE

Equias Alliance consultants have assisted more than 800 banks in the design of nonqualified benefit plans, performance based compensation, and (BOLI). For more information about Equias Alliance, please contact David Shoemaker at dshoemaker@equiasalliance.com or James Taylor at jtaylor@equiasalliance.com.

A deferred compensation plan (DCP) can be used to help your bank recruit, retain and reward top and rising talent. A DCP is a non-qualified plan, so it may be fully customized for almost any situation you can think of to provide supplemental income to select officers of the bank. For example, many millennials are still repaying school loans while simultaneously starting families and beginning to think of the future, so what could your bank offer the young, talented employee that would provide incentive to remain employed with you? What could you offer the high achieving loan officer who has no children and does not expect to work past age 55? What about the seasoned executive who knows the business inside and out and would like to retire in the next 10 to 15 years?

While there are endless ways to design a DCP, we use five main strategies to help our clients attract, retain and reward key employees. Each strategy can be customized to fit the employee's situation.

1. Ten/Two DCP

This is a way to provide a midterm supplemental incentive reward to a key employee. The setup is simple—at the end of the 10th plan year, the bank will provide supplemental income to the employee in years 11 and 12.

- The bank will create an accrual account for the employee in which the bank credits a monthly (or annual) amount equal to a percentage of salary, a set dollar amount, or some other amount at the discretion of the bank.
- Interest is credited to the account balance monthly, usually at an annual rate tied to the bank's return on equity or a financial index.
- At the end of 10 years, the account balance is distributed to the participant in equal monthly installments over two years.

This plan may be customized for a shorter deferral period and/or a longer payment period. In addition, this design could be used for a promising employee who is not yet part of the bank's senior management team, but is vital to the bank's success and deserves to be rewarded.

2. Repayment of College Loans

Many millennials graduate from college with \$50,000 or more in student loans and expect to spend at least 10 years paying off those loans. Providing extra income through periodic DCP distributions to help retire the loans can help attract and retain talented young employees.

3. Help with Children's Education

A DCP may be set up so that payments are made while the participant is still employed. As such, it could be structured so that payments are made in the years the participant's children are expected to be in college.

Suppose your 30-year-old officer has two children, ages five and three. You could set up a DCP so that in-service distributions are made in years 13 through 19, and, if the officer remains until retirement age, a traditional Supplemental Executive Retirement Plan (SERP) is also earned.

This could be provided with a contribution as low as \$6,000 per year for a 30-year-old employee. Actual amounts would vary depending on crediting rates, amounts credited and the timing of distributions, among other factors.


4. Three/Six Plan

This plan design uses a rolling vesting schedule. Each award vests over three years, and payments commence after six years. This

plan design provides regular cash flow to the participant, but requires forfeiture of the unvested benefits if the participant terminates before retirement age.

5. Traditional Supplemental Retirement Income

Say a community bank is trying to attract a seasoned 55-year-old banker from a larger bank. The executive is at the age where retirement is becoming increasingly important. The community bank may not be able to match the salary being paid from the larger bank, but it could offer the executive a supplemental retirement income of \$50,000 per year for 15 years, a total retirement enhancement to his or her retirement income of \$750,000. This may be the difference maker in convincing this executive to make the move.

When designed with your situation and employee in mind, a DCP is a valuable tool that may be used to attract, retain and reward specific employees vital to your bank's success. 

This article was originally published on BankDirector.com.

This article was originally approved by our previous broker/dealer, ProEquities, Inc. ProEquities, Inc., member FINRA & SIPC. Equias Alliance is independent of ProEquities, Inc.



Customized deferred compensation, such as college loan repayment or supplemental retirement income, can help attract and retain desirable employees over the competition.

ILLUSTRATION: SHUTTERSTOCK

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

In May, 39 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 2018 graduating class included 27 students from Tennessee as well as bankers from Mississippi (8), Alabama (2), Louisiana (1), and Virginia (1).

HONORS

Four 2018 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:

- Todd Brown, First Community Bank of East Tennessee, Kingsport
- Julie Marchman, Trustmark National Bank, Jackson, Miss.
- Chris Price, FirstBank, Knoxville
- Daniel Tanner, Home Federal Bank of Tennessee, Knoxville

BOARD OF TRUSTEES

OFFICERS

CHAIRMAN: RICHARD SHAFFER, Executive Vice President/Community Banking Group, First Tennessee Bank N.A., Chattanooga

VICE CHAIRMAN: TIM SHANKS, Community President/Union City, Commercial Bank & Trust Co, Union City

PAST CHAIRMAN: MITCH HIGDON, Executive Vice President/Senior Credit Officer, First Citizens National Bank, Munford

TRUSTEES

DANIEL (DEE) LENDERMAN, Chief Credit Officer, BankTennessee, Collierville

WILLIAM M. FORBES, Market President/Commercial Team Leader, U.S. Bank, NA, Knoxville

J.B. OWENS, Executive Vice President/Director of Commercial Banking, First Freedom Bank, Lebanon

W. LYMAN COX, Executive Vice President/Senior Lender, First National Bank of Pulaski, Pulaski

LEE MCCOLLUM, City President, FirstBank, Henderson

BRENT BALL, Chief Lending Officer, FirstBank, Knoxville

EDWARD J. "ED" GENTRY, Executive Vice President/Chief Credit Officer, Bank3, Memphis

KEITH HICKEY, Vice President, First Peoples Bank of Tennessee, Knoxville

KELLY SMITH, Senior Vice President, First National Bank of Griffin, Griffin, Ga.



2018 TSSCL students

THE SOUTHEASTERN SCHOOL OF COMMERCIAL LENDING 2018 GRADUATES

KENNETH ANDERSON, Mississippi Land Bank, Starkville, Miss.

ELIZABETH BAZZELL, Wilson Bank & Trust, Murfreesboro

***TODD BROWN**, *First Community Bank of East Tennessee, Kingsport*

ALESHA BROWN, Community Bank, Jackson

DUSTIN CALHOUN, Tennessee State Bank, Pigeon Forge

TOYNA CARTER, First National Bank of Pulaski, Pulaski

AARON COOPER, Simmons Bank, Franklin

BENNETT CROW, Cleveland State Bank, Cleveland, Miss.

TOMMY DECKER, Wilson Bank & Trust, Hendersonville

BROOKLYN DUGGAN, SouthEast Bank, Knoxville

PAUL DURFF, Holmes County Bank & Trust Company, Lexington, Miss.

DANIEL ELDER, People's Bank and Trust Company of Pickett County, Byrdstown

VADA FLEMING, New Peoples Bank, Norton, Va.

WILL FOLEY, Mississippi Land Bank, Saltillo, Miss.

JAMES HAHN, Peoples Bank of East Tennessee, Madisonville

CALEB HEARON, SouthEast Bank, Knoxville

TAMMY HEFFINGTON, TriStar Bank, Spring Hill

CHAD HULETTE, US Bank, N.A., Knoxville

DAVID KNIELING, First National Bank of Tennessee, Cookeville

BRADEN MADDOX, FirstBank, Huntingdon

***JULIE MARCHMAN**, *Trustmark National Bank, Jackson, Miss.*

TRENT NELSON, Planters Bank & Trust Company, Greeneville, Miss.

***CHRIS PRICE**, *FirstBank, Knoxville*

CAIN ROGERS, First National Bank of Tennessee, Livingston

COREY SARULLO, Plaquemine Bank & Trust Company, Plaquemine, La.

BENJAMIN SAUL, SouthEast Bank, Knoxville

PARKER SEABOLT, First Tennessee Bank, N.A., Brentwood

ANDREA SUBLETT, First Community Bank of Tennessee, Shelbyville

JENNIE SZILVESZTER, First National Bank of Tennessee, Cookeville

***DANIEL TANNER**, *Home Federal Bank of Tennessee, Knoxville*

ROB TAYLOR, Mississippi Land Bank, Cleveland, Miss.

CHRIS TOMPKINS, First National Bank of Pulaski, Athens, Ala.

VANESSA TUCKER, First National Bank of Pulaski, Huntsville, Ala.

AMELIA VANCE, Wilson Bank & Trust, Lebanon

JEFFREY WELLINGTON, Legends Bank, Clarksville

SHAUN WILLIAMS, FirstBank, Huntingdon

CRYSTAL WILLIAMS, Planters Bank & Trust Company, Southaven, Miss.

SCOTTY WOLFE, Simmons Bank, Jackson

LOGAN YOUNG, Athens Federal Community Bank N.A., Athens

FACULTY

JOHN BARRICKMAN

President

New Horizons Financial Group, LLC
Amelia Island, Fla.

JOHN COCHRAN

President

Cochran Associates, LLC
Jefferson City, Mo.

STUDENT PROFILE

YEARS OF BANK EXPERIENCE

1 to 5 Years	16
6 to 10 Years	11
11 to 20 Years	9
20+ Years	3

***Denotes Honor Graduate**

Designing your renewal game plan



DAVID W. SAYLOR
President & Founder,
Genesys Technology
Group, LLC

MORE ABOUT GENESYS TECHNOLOGY GROUP

Genesys Technology Group, LLC, is a consulting firm founded to enhance the profitability of community banks by helping them make smart, cost-effective decisions when evaluating and selecting key technology vendors. For more information, visit www.genesystg.com or contact David Saylor at david@genesystg.com.

Your core vendor relationship is the most critical vendor relationship in your bank. Your choices are limited in the market, and the grass is not always greener on the other side of a conversion. If you are within two years of your contract expiration, it is time to start thinking about when and how to approach your next round of renewal negotiations. Whether you run your core in-house or outsource it, you need a game plan. Let's take a look at six key objectives your bank should consider in putting together its next renewal game plan.

Length of Term and Renewal Term

We recommend that you start with a five-year term, which is just the right amount of leverage to gain savings but not get eaten alive with termination fees if you sell the bank mid-term. Start with three or five years and only increase the term when the timing is right. NEVER go out beyond seven years... ever. Shoot for one-year on your renewal term but accept no more than three-years.

Co-Term Agreements

To achieve this objective, you will need a vendor dashboard. Your dashboard should outline and identify each of your high-risk vendor relationships. Map your contract(s) to a spreadsheet describing the service, vendor name, nonauto renewal notification requirements, effective date, and end of the term of your agreement(s). Contact your account rep(s) and confirm you have the right information. Once complete, you have everything you need to understand how to co-term all of the associated vendor agreements. Your core contract should be the anchor point, and it can take years to complete a co-term initiative. Make the commitment and start today.

Vendor Consolidation

Managing high-risk vendors is hard, so deal with as few as possible. Take a look at your dashboard and determine if you are interested in consolidating any of the relationships. If so, build time into your game plan to allow for due diligence on the systems associated with the consolidation initiative. Renewal negotiations are the perfect time to shrink your "vendor sandbox" and maximize economies of scale.

Renegotiate Price

Your game plan should include your expectations as it relates to the overall savings you wish to achieve. It is almost impossible to benchmark what you pay versus your peers, so don't go there. Look at your overall monthly spend with that vendor and determine which areas are "high growth" systems. Pay particular attention to the systems you have procured over the last term of your agreement. Areas of focus should include online systems, mobile banking, fraud/alert systems, remote deposit capture and payment systems. Also, are there systems you no longer need and any costly third-party integrations? Integration is expensive, and you should negotiate these fees down or try to consolidate relationships where possible.

Add New Products and Services

A solid game plan includes the addition of new services. Bundle new services and negotiate significant reductions in their one-time and monthly fees. The more services you add, the more value you build with your vendor. Only commit to what you can install within the first 24 months of your new agreement. Pay close attention to the wording in the contract that speaks to clawing back incentive dollars in the event of termination and the timeline you are under before billing occurs.

Negotiate Key Terms and Conditions

There are many hidden landmines in your contract. If your agreement is silent on any significant term or condition listed below, tie them down! Your contracts should line up to your organization's strategic goals and the following items should be on your radar.

Key Terms and Conditions for Mission Critical Systems

- Term/Renewal Term/Notifications
- Termination fees
 - Liquidated damages
 - Conversion of legacy data
 - Deconversion fees (include three file cuts)
 - Holdover premium
- Federal/State laws
- Changes to services
- Transition services
- Problem Reporting/Resolution
- Training
- Fee increases
- Payment/Billing errors
- Limitation of liability
- Termination for breach
- Governing law/arbitration
- Credits/Incentives
- Audits
- Merger/Acquisition
- Travel Expenses/Standard hourly rates
- Commencement
- Exclusivity
- Client obligations
- Sub-Contracting
- Service level agreements
- GLBA

Dust off your agreement and find each of these items or get help if you need it. Ask your account rep if the renewal will be on “new paper” or an “amendment” to the existing agreement. New Paper means you are starting from scratch, so ask for boilerplate agreements as soon as possible. Amendments usually change some language in the existing agreement and spell out new pricing. In either situation, submit your revisions early in the process while you still have leverage. Be specific with your requests and pay special attention to termination fees.

Putting It All Together

Your renewal game plan is sitting right in front of you. All of the data you need to make wise and informed decisions is at your fingertips. Start early, get organized, have a plan, and engage your vendors with enough time to cover all the bases. After all, you only get to do this once every five years or so. 🇺🇸



When you only renew vendor contracts once every few years, take the time to research your current contract, evaluate your bank's needs, and see where you can consolidate or bundle services to save money before renewing.

PHOTO: SHUTTERSTOCK

Credit reminders: now is the time to review



DENNIS FALK

Senior Vice President,
Regional Manager, PCBB

MORE ABOUT PCBB

Dedicated to serving the needs of community banks, PCBB's comprehensive and robust set of solutions includes cash management, international services, lending solutions, and risk management consulting services, including CECL. For more information on stress testing, contact Dennis Falk at dfalk@pcbb.com or 804-356-2048.

Although it is always a good time to review your credit guidelines, now may be an especially good time to do it. As the rate environment changes, you may find original scenarios changing along with the risk allowances. Knowing that, it would be prudent to review your credit rules to ensure that you are optimizing your opportunities and minimizing your risk. Although every banker knows what to look for, here are a few things to keep in mind.

Capture Pre-payment Penalty Income

There is a built-in way to provide you with pre-payment penalty income, which should be captured. The standard clause ensures that if a borrower pays off more than 20 percent of the principal balance per year, there is a penalty fee due. Remember that this is not cumulative, but year by year. This is considerable income if the borrower wants to refinance at another bank or simply pay off the loan. However, oftentimes this penalty option is turned off or it is waived. The pre-payment clause in your core documentation system should be reviewed. If you feel that the standard penalty clause is not competitive, then it is always customizable for your market. This is an area to review before processing your loans, since it is an easy area to recover fees and increase income.

Stress Test at the Loan and Portfolio Level

You will want to stress test robustly both at the loan and portfolio level. The testing should take one day with the correct tools, and it should be done quarterly to ensure that any changes do not negatively impact the bank's bottom line. Once you have the data, it should also be applied to capital to surface trends in capital adequacy. Regular stress testing and review help protect the bank and provide an opportunity to take additional action, if capital levels appear to be heading in the wrong direction.

Update Loan Information Regularly


Next, consider that when you are doing stress testing, frequency is important but so is the regular update of loan information. Keeping data current, including additional owners, change in owners' information and the value of underlying property (in the event of major market changes, rezoning or renovations) for example, helps ensure your results are up-to-date and can be leveraged better. Debt service coverage ratios should be updated at least once per year to ensure continuing loan performance. Too often we see that once a loan is approved and funded, it is forgotten unless there are problems. Keep your systems up-to-date to have the best data available.

Stress Test New Loans up to 400bp

Consider that new loans should also be interest rate stress tested up to 400bp when underwriting them. This is good regular practice to understand risks and exposures, but with the relatively low rate environment, it has been tempting to let this slide. Bankers should revisit this and also consider adding a few other important factors such as cash flow, LTV, loan type, guarantor strength (more on this next) and industry.

Remember Contingent Liability

Contingent liability is an important element of underwriting. Look at the guarantor to see what other debt they may have through other property loans, lines of credit, etc. If there are other loans held by the guarantor, due diligence should be carried out to find out when those are due and how much they owe on a global basis. Ask whether a higher rate environment will result in problems with these loans as you underwrite the latest one for consideration.

Now is a good time and a good idea to review your underwriting practices and stress testing measures to be sure they work in the current environment. 



2018 GSB at LSU students

Graduate School of Banking at LSU graduates 31 Tennessee bankers

On June 1, 2018, 185 bankers received graduation diplomas as the 67th class of the Graduate School of Banking at Louisiana State University in Baton Rouge, La. Sponsored by the Tennessee Bankers Association and 14 other southern state

2018 GSB AT LSU GRADUATES

J. BLAKE ADAMS, InsBank, Nashville
JESSICA ALARCON, Planters Bank, Inc., Clarksville
BRENT ATTAWAY, Centennial Bank, Medina
CURT BAKER, Wilson Bank & Trust, Lebanon
JIMMY BASS, First Commerce Bank, Chapel Hill
JAKE BREWER, The Bank of Collinwood, Collinwood
W. DAVID BROWN, TruPoint Bank, Johnson City
SHANNON BRUFF, Wilson Bank & Trust, Murfreesboro
BRENT CANADY, First Community Bank of Tennessee, Shelbyville
GRANT CASSELBERRY, Tennessee Dept. of Financial Institutions, Lexington
DARREN BLAKE CULVER, The First National Bank of Oneida, Oneida
AMANDA FLETCHER, Farmers State Bank, Mountain City
JASON GOLDEN, First National Bank of Pulaski, Fayetteville
DANIEL GREER, Volunteer State Bank, Portland
CHAD GRIMES, Citizens Bank of Lafayette, Tullahoma
DOUGLAS HAEHL, Citizens Bank of Lafayette, Lafayette
MARY CAMILLE HICKERSON, The Bank of Waynesboro, Waynesboro
ANDREW HOLBROOK, Athens Federal Community Bank N.A., Athens
DREW JENNINGS, The Farmers Bank, Portland
SAMUEL JONES, Legends Bank, Clarksville
HANK JORDAN, Southern Community Bank, Tullahoma
JAY MAJOR, Southern Bank of Tennessee, Mount Juliet
ANDREA MCNALLY CUPURDIJA, Reliant Bank, Franklin
CHRISTOPHER PLEMONS, Sevier County Bank, Sevierville
MICHAEL SAVORITO, Mountain Commerce Bank, Knoxville
PAUL SHEARER, Wilson Bank & Trust, Lebanon
KIMBERLY TAYLOR, First National Bank of Tennessee, Cookeville
JIM TOMPKINS, First National Bank of Pulaski, Pulaski
MIKE WEBER, CB&S Bank, Murfreesboro
BRANDON WILL, First National Bank of Tennessee, Cookeville
JEFFREY YOUNG, Tennessee Bank & Trust, Franklin

bankers associations in cooperation with the Division of Continuing Education at LSU, the students traveled from 22 states and Mexico for the 2018 session. The faculty consists of bankers, business and professional leaders, and educators from all parts of the U.S.

2018 marks an important year in the school's history with the announcement that Dr. Don Woodland will retire and assume Emeritus status as of June 30, 2018. Through more than 50 of the school's 67 classes of students, Dr. Woodland has been the leader and architect of the school, its faculty, and courses. The executive committee has appointed John Jordan, Tennessee banker and TBA board member, as executive vice president and director of GSB at LSU. John has a long and affectionate history with GSB as a member of the faculty since 1985 and as president in 2013-2014.

Tennessee faculty for the 2018 session included Harvey Church, First Farmers & Merchants, Columbia; Jeff Hudson, FirstBank, Memphis; John Jordan, Community Bank of East Tennessee, Clinton; Dr. Thomas Payne, Tennessee Tech; Ronny Roberts, Professional Bank Services; and Tod Trulove, Tennessee Department of Financial Institutions.

Tennessee members of the Board of Trustees include Jordan, immediate president elect of GSB at LSU; Colin Barrett, TBA president/CEO; and Robby Moore, Bank of Perry County, Lobelville.

Learn more about attending the school and the 2019 session at www.gsblsu.org.

Congratulations to the TBA members and Tennessee-based regulators who received diplomas among the Class of 2018. 🎓

Increasing cybersecurity:

3 steps to mitigate the hacker's heist



TINA GIORGIO
President/CEO,
ICBA Bancard

Heading back from Las Vegas following ICBA's annual convention, I can't help but think about that heist flick, *Ocean's Eleven*, as I consider today's fraud landscape.

The movie's premise is this: A group of guys set out to steal an exorbitant sum from three casinos. Somehow, they are successful in outsmarting security systems, and they walk away with a cool \$150 million.

Contrast that with today's cyber version of vault-busting thieves. Most often, these criminals don't stray far from the digital comfort of sophisticated tech and the dark web, taking advantage of the weakest link in the financial transaction: the customer as a point of entry. In fact, the FBI reports that cybercrime losses in 2016 were \$1.33 billion, with email account compromise as the number one source of loss.

With threats continuing to emerge, I sat down with ICBA's cyber expert, Jeremy Dalpiaz, assistant vice president of cyber and data security policy, to discuss what community banks can do to thwart cyberattacks.

1. Ensure the authentication procedures match the current risk environment.

After the Equifax breach, hackers took hold of an enormous amount of information that, when cobbled together, can give thieves the keys to a person's identity. Banks need to be one step ahead, updating their customer authentication procedures to ask for verification points that have not already been breached.

"Banks have to look at the type of information that was released and the type of information that they hold that they can use to authenticate customers," Jeremy notes. "We haven't seen the Equifax information on the dark web yet, but that really shouldn't comfort anybody. If anything, that should raise the red flag."

Asking the right authentication question, unique to your data, remains one of the best things a bank can do.

2. Elevate cybersecurity to an enterprise-wide initiative.

Everyone within the bank has a responsibility to watch out for cybercrime. Because it often

happens at the point of entry, every department from customer service to executive management needs to be on the lookout for anomalies in customer behavior or inconsistent requests.

"Cybersecurity is a field that has gone from a technical focus to a whole bank focus," Jeremy shared. "It is in every line of business and in everyone's interest that bank employees become familiar with how fraud can occur—whether that's through hacking, phishing, spoofing, or another method."

As an enterprise-wide activity, banks also should test their incident response policy. Every year, FS-ISAC offers a free Cyberattack Against Payment Systems exercise that allows financial institutions to identify gaps in their processes.


"These exercises are good not only for cybersecurity resiliency but for business resiliency in general," Jeremy says. "We receive great feedback from banks that participate."

3. Share information with one another—and with your customers.

One of the simplest ways to counter cybercrime is to participate in information-sharing with other banks. When banks communicate with each other, each entity strengthens. Individual financial institutions get to know hacker tactics, techniques and procedures and identify ways to address potential vulnerabilities.

"With FS-ISAC, you can share information in a trusted environment," Jeremy points out. "Everybody is sharing information about how to better protect each other's systems. It's a pretty unique opportunity."

While these tips provide support in updating your fraud mitigation procedures, financial institutions must stay vigilant against cybercrime in ways that align with their organizations' strategic direction.

No matter the approach, today's cyberattacks call for something more sophisticated than the surveillance found in an old-school casino caper. A bank's job is to identify ways to outsmart cybercriminals and stay a step ahead to safeguard customer accounts. 

Frontline Fundamentals Series

4 webinar series



Purchase once, keep forever.
Train your new frontline staff, year after year.



Four Webinar Topics:

- Introduction to US Banking & the Payments System
- Regulations & Compliance: The Big Picture
- Essentials of Endorsements, Negotiable Instruments & Cash Handling
- Delivering Customer Service Excellence

Learn more and start training today

bit.ly/tba-ffs



TENNESSEE BANKERS
ASSOCIATION Since 1899

5 strategies for dealing with changing customer expectations



STEVE DuPERRIEU
Vice President,
Channels and Analytics,
CSI

ABOUT THE AUTHOR

Steve DuPerrieu is vice president of channels and analytics for CSI. In his role, he provides leadership for CSI's delivery channel strategy, which includes digital banking, payment services, business and analytics software, and branch/retail delivery solutions. He also is a board member for the Association for Financial Technology (AFT).

How do financial institutions effectively prepare for the future when they don't know exactly what the future looks like?

This is the question at the center of Prepare Now for the Future of Banking, a recent CSI webinar I presented, along with guest speaker Alyson Clarke, principal analyst from Forrester, a market research company that works with business and tech leaders to develop customer-based strategies.

While industry analysts may not be able to paint an exact portrait of the future, they can use data to identify trends in evolving customer behavior. Clarke says Forrester's research indicates customers are more empowered than ever, giving rise to a new era that the firm calls the "Age of the Customer."

"Customers, because of their connectivity through smartphones and other devices, hold the balance of power in the relationship now," Clarke says. "The institution no longer determines where a customer can interact with them or where they can get information."

The Tendencies of Modern Customers

Forrester has uncovered trends in five key areas that elaborate on the current wave of customer empowerment:

- **Willingness to experiment:** Customers of all ages are showing an increasing appetite to try new technologies and new ideas, which speeds up new technology adoption rates.
- **Device usage:** The number of devices connected to the internet outside of computers and smartphones, such as smart homes, is growing considerably.
- **Digital/physical integration:** Customers want to combine digital and physical experiences. Even businesses that were born digitally, like Amazon or Warby Parker, are starting to branch out into physical locations because of their importance in connecting with customers.

- **Information savviness:** Retail customers are consuming information from businesses at a much faster rate. They want to know prices, features, etc., without having to jump through hoops.
- **Self-efficacy:** Customers want to make sure they are going to benefit from business relationships. For example, they want to know that a financial institution can improve their financial life just as much as wanting to know the institution's products, features, and prices.

According to Clarke, many financial institutions aren't ready to meet customers' new expectations, and digital disruptors like Amazon Alexa and Google Home are beginning to drive a wedge between them and their customers.

"Digital disruptors are starting to curate services and drive compelling experiences for customers that are pushing institutions further into the background and making them invisible," Clarke says. "This makes it easier for customers to eventually leave if they are not seeing value above the products."

How Should Financial Institutions Deal with Changing Customer Expectations?

Clarke says institutions that excel at customer experience are growing at a much faster rate than their peers—and their success is fueled by five distinct strategies:

1. Develop customer-obsessed DNA

Stop thinking about where your customers are now but rather what their needs will be in the future. Your institution can accomplish this by turning big data into actionable insight as well as forming collaborative, cross-functional teams focused on your customers and their needs.

2. Follow your customers

Customers are more likely found in their homes, on Facebook, or on many other digital platforms that aren't your mobile app. Conversational interfaces like Apple's Siri and Facebook Messenger will enable more personalized experiences. Your institution will need to assess how your products and services fit into these conversational platforms to serve customers—no matter where they are.

3. Blend human and digital interactions

Believe it or not, prospects and customers still seek human interaction in many situations, so self-service isn't always the answer. Try blending human interaction with digital enhancements. For example, integrate live chat with your mobile app to personalize customer interactions.

4. Use data to personalize customer experiences

Personalization is an experience that uses customer data to frame, guide, extend, and enhance interactions. Use data to help your customers uncover a financial need before they even know they have one.

5. Collaborate to create new value for customers and your business

Shifting your mindset from technology-first to customer-first will prepare your institution for the future, no matter what new technology is on the horizon. Institutions that think about offering an experience that goes far beyond buying a product will have customers who stick around. 🇺🇸



Developing a customer-first rather than a technology-first strategy, such as using data to personalize customer experiences and blending human and digital interactions, your institution will have an advantage, no matter what technological advances develop.

PHOTO: SHUTTERSTOCK

TBA's Debbie Brickles retires after 21 years of dedication to Tennessee banking

Debbie Brickles, TBA's senior vice president of education, retired at the end of June after 21 years of faithful service to the Association. Debbie has been a champion of banker education—always looking for ways to better deliver the best learning opportunities for our members. Debbie will be missed, but her legacy will continue to be seen in our top-notch education programming. Please join us in thanking Debbie for her service to the TBA and the Tennessee banking industry. 🇺🇸







New Associate Members

The following companies have joined the Tennessee Bankers Association as associate members. TBA's associate members deliver valuable products and services that help Tennessee's financial institutions serve their customers. In addition, they provide considerable support to TBA efforts and programs. You will find a complete list of TBA associate members on the TBA website at TNBankers.org or in a special section of the 2018-2019 *Bankers Directory*. If you have questions about TBA's associate members, please contact Stacey Langford at slangford@TNBankers.org.

CONSULTANTS

Hovde Group, LLC

120 W Madison St, Ste 1200

Chicago, IL 60602-4139

Phone: 312-436-0779

Fax: 312-782-4199

www.hovdegroupp.com

Contacts: Kirk Hovde – khovde@hovdegroupp.com

Jason Trembley – jtrembley@hovdegroupp.com

Hovde Group is a leading U.S. financial advisory group who provides a full-service suite of investment banking, capital markets, and financial advisory services focused exclusively on the banking and thrift industry. As a leading specialist in the banking sector for over 30 years, Hovde Group consistently ranks among the top firms in mergers and acquisitions and capital markets transactions for U.S. based bank and thrift institutions. Our experienced professionals provide clients across all 50 states with the expertise, resources, and focus necessary to structure, negotiate, and successfully close strategic transactions.

Piper Jaffray

3200 West End Ave, Ste 500

Nashville, TN 37203-1322

Phone: 615-783-2863

www.piperjaffray.com

Contact: Peyton Green – peyton.n.green@pjc.com

Our financial services group is comprised of dedicated industry professionals with decades of domain expertise. We work closely with clients to understand their goals and challenges and craft-tailored solutions to help them meet their strategic objectives. Combining deep industry expertise with dedicated senior-level attention, the financial services group provides clients with financial advisory, mergers & acquisitions, and capital raising services. Our team leverages a complete platform at Piper Jaffray that includes dedicated services for financial services firms, including investment banking, capital markets, institutional sales, and research. The financial services investment banking team has dedicated coverage ranging from depository institutions to diversified financial services and financial technology. Our financial services investment banking professionals have extensive experience successfully executing transactions for clients in these subsectors: asset management, banks/thrifts, broker dealers, diversified financial services, financial technology, nondepository trusts, REITs and mortgage REITs, and wealth management.

LEGAL SERVICES

Luse Gorman PC

5335 Wisconsin Ave NW, Ste 780

Washington, DC 20015-2054

Phone: 202-274-2000

Fax: 202-362-2902

www.luselaw.com

Contact: Thomas P Hutton – thutton@luselaw.com

Luse Gorman, PC is a law firm specializing in securities, corporate, regulatory and transactional law, and executive and employee compensation, including stock and debt offerings, mergers and acquisitions; securities and regulatory compliance; governance; enforcement matters; and employee benefits. We represent clients before federal and state securities and banking regulators.

SECURITY SERVICES

MAD Security

706 County Road 10

Athens, TN, 37303

Phone: 404-441-7422

Toll-free: 423-745-6762

Contact: Don Sumner – dsumner@madsecinc.com

www.madsecurity.com

MAD Security is the premier provider of information and cyber-security solutions that combine technology, services, and support. We enable clients in a wide range of verticals to manage risk, meet compliance requirements, and reduce costs. Leveraging managed security services, technical testing, and governance strategies, MAD Security is committed to information security excellence and has a track record of delivering proven solutions that maximize security effectiveness and operational efficiency.

SOFTWARE/COMPUTERS

Oculus Software


206 S Jefferson Ave

Cookeville, TN 38501-4748

Phone: 931-644-0355

www.oculus-software.com

Contact: David Kinchler – dkinchler@oculus-software.com

Oculus developed BNControl in 2008 inside a two-bank holding company. BNControl combines the bank's data from its core and ancillary systems into one data base. Imagine extracting that data in a variety of different combinations across all lines of business. BNControl has six modules helping the bank's employees to be more efficient and knowledgeable. Here is a brief description of each module: Reporting: Over 150 interactive reports covering loans, deposits, operations, compliance, management, debit cards, and so much more. Lending: Ensure lenders create credit write-ups accurately; calculate key ratios and global cash flow. Track exceptions and LTV analysis. Compliance: BSA, Vendor Management and Audit Tracking. Financials: Create balance sheet/income statements, monitor key ratios, board packages, yields and costs with ease. CRM: Quick access to the details on each customer. Referrals can be tracked from inception to completion. Marketing reports to uncover sales opportunities. Intranet: Single portal for all employees to gather information. 

People on the Move

Have information from your bank about promotions or branch news?
Send them to Lila Griffin at lgriffin@TNBankers.org.

Alexander Thompson Arnold PLLC, Jackson, has welcomed **Alexis Long** as marketing director.



FLEMING-RIDLEY WALKER

Citizens Saving Bank & Trust Company, Nashville, has promoted **Joan Fleming-Ridley** to vice president of residential mortgage lending; and **Eric Walker** was named as residential mortgage loan officer.

F&M Bank, Brentwood, has named **Austin Kemp** as a mortgage loan originator.

F&M Bank, Clarksville, has named **Joanna Futrell** as vice president and commercial lender.

Fifth Third Bank, Nashville, has promoted **Garland Robeson** to senior vice president and named **Pattie Imperial** as senior vice president, managing director of private banking. In addition, the bank has selected **Justin Frizzell** to manage the mortgage team; added **Barbara McGinty** as a mortgage loan officer; and named returning **Wade Quinn** as a mortgage loan originator.



REDD BOATRIGHT CLARK

First Farmers and Merchants Bank, Columbia, has named **Jason Redd** as chief audit officer; and added **Michael B. Boatright** and **Thomas V. Clark** to the bank's mortgage division.

First Tennessee Bank N. A., Memphis, has named **Marla Howell** as portfolio management team leader, commercial division, Middle Tennessee.



PHILLIPS ROSS TRIPP



ROSSON SHANNON



KRICK MERCER

First Volunteer Bank, Chattanooga, has promoted **Trish Phillips** to senior vice president/operations; **Jeff Ross** to senior vice president/accounting; and **Richard Tripp** to senior vice president/compliance and risk. **Donna Rosson** was named vice president and market leader; **Phil Shannon** as vice president/loan operations; **Kim Krick** as banking officer; and **Christy Mercer** as banking officer and controller.

Franklin Synergy Bank, Franklin, has named **Julian Bibb** as chief legal counsel.

Horne LLP, Jackson, has promoted **Leighton Foster** to supervisor; **Libby Hubbard** to senior manager; **Josh Murrell** to senior associate; **Russ Powers** to manager; and **Briana Russell** to senior manager.



BATES ARCHER

Legends Bank, Clarksville, has promoted **Thomas (Tommy) E. Bates, Jr.**, to president and CEO, effective January 2018; and **Rick Archer**, Nashville's market president, was elected to the bank's board of directors, May 2018. **Billy P. Atkins** will remain chairman.



WILLOUGHBY FARLEY EHMIG

Pinnacle Financial Partners, Nashville, has welcomed **Rachel Willoughby** as a senior vice president and trust services advisor at Pinnacle's downtown Nashville office. **Ken Farley** was named to the bank's wealth management team. Pinnacle Financial Partners has added **John Ehmig** as a manager of retirement services across the firm's footprint of Tenn., the Carolinas, and Va.

Pinnacle Financial Partners, Murfreesboro, **Jamie Harrington** was named as a senior vice president as financial advisor for the firm's client advisory team.



HARRINGTON

Sevier County Bank, Sevierville, has named Senior Vice President **Randy E. Roberson** as director of lending.



COOMBS



SPILKA



PARKER



TILGHMAN

ServisFirst Bank, Nashville, has promoted **Ray Coombs** to cash management specialist and **Megan Spilka** to branch manager in Nashville. **Ebony Parker** was named as a customer service representative and **Ryan Tilghman** as mortgage loan officer.

Simmons Bank, Union City, has named **Brandon Cooper** as community president for Southwest Tennessee; **Thomas Harrison** as vice president, West Tennessee treasury management officer; and **Larry Neal** as vice president, commercial banking.

SmartBank, Knoxville, has named **Ron Gorczyński** as executive vice president and chief administrative officer. Most recently, Gorczyński served as the chief accounting officer for the Bank of North Carolina, High Point, N.C.



GORCZYNSKI



PRICE



WOLFE

SmartBank, Knoxville, has appointed **Anthony Price** as senior vice president, market executive and **Carlos Wolfe** as first vice president, relationship manager to lead at the bank's new loan production office in Morristown (525 West Morris Blvd., Ste. A).

Tennessee Bank & Trust, Franklin, has named **Sue Veith** as senior vice president, treasury management; and **Brian Shaw** as senior vice president, commercial banker.

United Community Bank, Knoxville, to expand its SBA lending team in East Tenn., has named **Chris Dolan** as a vice president/business development officer.



DOLAN

Wilson Bank & Trust, Lebanon, has welcomed **Kent Sandidge IV** as commercial lender. 🇺🇸



Bank Notes

The Bank of Nashville, a div. of Synovus Bank, Nashville, and Cohutta Banking Company, a div. of Synovus Bank, Chattanooga, have merged and changed their names to Synovus Bank.



Bank of Tennessee, Johnson City, celebrated the grand opening of its newest branch location at Brookview Centre Way with bank employees, customers, and the community.

CapStar Financial Holdings Inc., Nashville, has merged with **Athens Bancshares Corp., Athens,** whereby Athens Federal will change its name to CapStar Bank.

Civic Bank & Trust, Nashville, has merged with and into **Franklin Synergy Bank, Franklin,** and **Civic** will change their name to **Franklin Synergy Bank** this summer.



Coffee County Bank, Manchester, opened a branch office in Tullahoma at 511 North Jackson St with a ribbon-cutting ceremony and reception.

Community Bank and Trust, Springfield, announced the retirement of **Johnnie Marlin** after 19 years serving as the Robertson County's Market President. Johnnie will remain as a Director of both the Bank and the Holding Company and will serve on the Bank's Directors' Loan Committee.



MARLIN

Crowe Horwath LLP, Franklin, has changed their name to **Crowe LLP** effective June 4.

Dana Little Williams, executive vice president and CFO of **The Farmers & Merchants Bank, Dyer,** was honored as the 2018 Administrative Professional of the Year at a luncheon sponsored by Greater Gibson County Chamber of Commerce.



FirstBank, Nashville, was named a 2018 Platinum Winner in the Hermes Creative Awards for the magazine they created to welcome American City Bank and Clayton Bank customers, and they were a Gold Winner for their new website.

First Community Bank of the Heartland Inc, Dresden, celebrated the opening of their new Dresden Banking Center with door prizes, a ribbon-cutting ceremony, and reception.



First Community Bank of East Tennessee, Rogersville, prepared to celebrate its 25th anniversary, as a bank employee created this free-hand rendering of the event's logo in the bank's parking lot.



GARKOVICH



JARRARD

First Tennessee Bank, Knoxville, has named **Erik Garkovich** and **Kim Jarrard** as new relationship managers in the bank's private client services group.

Pinnacle Financial Partners, Nashville, branch manager **Gary Collier** was named by *Bank Investment Consultant* magazine as No. 1 nationwide among the top managers of investments services bank programs. In addition, the magazine, earlier this year, listed four Pinnacle Asset Management financial consultants—



COLLIER

Brock Kidd, No. 1; Jamie Hare, No. 20; Brick Sturgeon, No. 47; and Barry Moody, No. 62—to "Top 100 Bank Advisors in the U.S."

Pinnacle Financial Partners, Nashville, and Artist Growth, the leading artist management software platform, have announced a strategic partnership and equity investment aimed at bringing a new model of financial services to touring entertainers.

Pittsburgh-based **PNC Bank** has established a loan production office in **Nashville** and announced **Michael Johnson** will launch the bank's Nashville presence with the help of **John Brown** from Louisville and **Chelsea Peterson** from Atlanta.

Kevin Little, mortgage loan originator with **Regions Mortgage, Nashville**, was recognized as 2018 Affiliate of the World by the Greater Nashville Association of Realtors.



Employees of **Nashville's ServisFirst Bank** gathered to celebrate the bank's five-year anniversary.

Sevier County Bancshares, and its principal subsidiary **Sevier County Bank** have named **Bobby R. Stoffle**, CFO, as acting CEO and president.

Southern Community Bank, Tullahoma, has merged with and changed their name to **SmartBank**, effective May 1.

Southeastern Trust Company, the wealth management and trust division of **Atlantic Capital Bank, N.A.** has been acquired by a group of Chattanooga based investors led by Mike Kramer. The company will operate as Southeastern Trust Company in new offices in downtown **Chattanooga** with Kramer serving as chairman of the board.

Sharon J. Pryse, founder and CEO of **Knoxville's The Trust Company**, received the *James A. Haslam, II Chairman's Leadership Award* from the Knoxville Chamber, the Sprit Award from the Helen Ross McNabb Center, and May 8 was declared Sharon Miller Pryse day.




PRYSE



Volunteer State Bank, Portland, celebrated a grand opening of their branch in Springfield (2112 Memorial Blvd) with food, prizes, giveaways, and ribbon-cutting ceremony.



Wilson Bank & Trust, Lebanon, hosted an open house at their new Clemons-Richerson Operations Center (105 N. Castle Heights Ave.) to celebrate the bank's new operations center. 

Community Corner

If your bank's Facebook page has highlights from community involvement, tag @TNBankers in the post to possibly get it published in *The Tennessee Banker* magazine.



Amanda Hayes of Athens Federal Community Bank, Athens, served as a member of the 2017-2018 McMinn and Meigs Counties United Way Fund Distribution Panel, and the bank's Vice President Chris Adams will co-chair the 2018-2019 UW campaign.

Employees of **Nashville's Bank of America** volunteered at Second Harvest of Middle Tennessee sorting more than 5,000 pieces of foods.



Bank of Lincoln County, Fayetteville, was a gold sponsor of the 14th Annual Blue Walk at Junior's House Inc.



Bank of Lincoln, Fayetteville, hosted the Lincoln High School National Business Honor Society with a behind-the-scenes tour of the bank.



Commercial Bank, Harrogate, received the *Outstanding Community Engagement Award* given by the East Tennessee Elder Justice Coalition and the E. Tenn. Area Agency on Aging and Disability for the bank's initiative to protect seniors in the community.

Farmers State Bank, Mountain City and Johnson County Bank, Mountain City, contributed jointly, a total of \$9,000, for a new scoreboard for the Johnson County Little League softball program.



In **Dyersburg, First Citizens National Bank** officers **Jeff Agee, Judy Long, and Chris Heckler** are pictured with the bank's \$8,000 donation presented on behalf of FCNB customers in its Southwest and Central region to John Smith and Katy Mortimer of St. Jude Children's Research Hospital.



First Tennessee Bank, N.A., Memphis, presented the Salvation Army with \$100,000 to support facility renovations in Middle Tennessee.



First Tennessee Bank, N. A., Memphis, a supporter of the Jason Foundation for 21 years, presented a check for \$5,000 to the Foundation at a recent golf tournament. The firm also gave a \$1,000 to the Blount County Children's Advocacy Center.



First Tennessee Bank, N. A., Knoxville, employees participated in Bowl for Kids'Sake fundraising event benefiting Big Brothers Big Sisters. **First Tennessee, Memphis,** sponsored the Morning Pointe Foundation Annual Golf Tournament for the fourth year.



First Volunteer Bank, Chattanooga, participated in the 2018 Dragon Boat race raising \$12,182 for the Children's Hospital at Erlanger. FVB's team finished as top team fundraiser, top individual fundraiser, and received the 2018 team spirit award and helped a dog from the Humane Society find a "forever home."



First Volunteer Bank sponsored and volunteered at the 2018 National Cornbread Festival in South Pittsburg.

First Volunteer Bank volunteered as buddies for disabled children at the YMCA Miracle League of Chattanooga, helping each child play baseball.

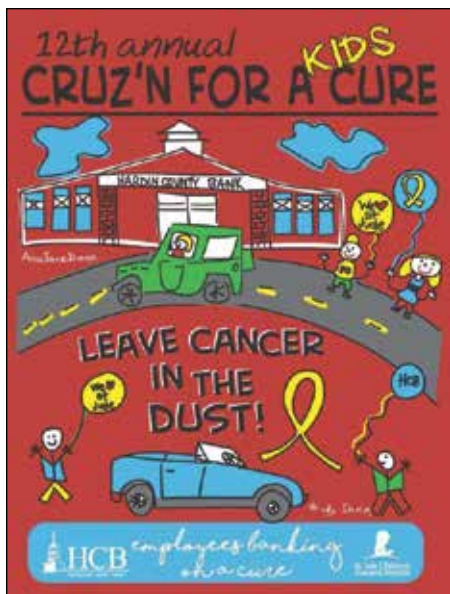


Employees of **Savannah's The Hardin County Bank** collected 5,363 food items to help children in Hardin County, and the Pickwick/Counce office collected almost 2000 items.

Continued on next page

Community Corner *continued*

If your bank's Facebook page has highlights from community involvement, tag @TNBankers in the post to possibly get it published in *The Tennessee Banker* magazine.



The Hardin County Bank's 12th Annual Cruz'n for a Kids Cure Car Show, raised \$11,000 for St. Jude Children's Research Hospital.



Heritage Bank & Trust, Columbia, sold geraniums at the Mount Pleasant and Columbia offices and raised \$400 to help Mount Pleasant FFA chapter members attend summer camp. Heritage Bank employees Shannon Colvett and Sara Chapman are pictured with FFA members Destiny Cooper and Ashley Clanton.



The A.C.T.S. team from **Paragon Bank, Memphis**, prepared the Dorothy Day House's new house for move-in day.



Pinnacle Financial Partners, Mount Juliet, delivered goodie bags to 50 Wilson County Sheriff Deputies during National Police Week.



SmartBank, Pigeon Forge, employees in Cleveland participate in the 2018 Habitat Women Build Event in Cleveland.



Tennessee State Bank, Pigeon Forge, was a sponsor of the city's Annual Wilderness Wildlife Week, now in its 28th year, at LeConte Center in Pigeon Forge, giving every visitor an opportunity to learn about life and culture of the Great Smoky Mountains. 🇺🇸



SEE THINGS FROM A NEW PERSPECTIVE.

Payment solutions you can rely on from people you can trust.



Through the delivery of flexible, innovative payments and digital commerce solutions, ICBA Bancard & TCM Bank are helping community banks see payments from a new perspective.

Gain a new perspective with **ICBA Bancard & TCM Bank**.

Featured Events

**AUGUST 3,
2018**

2018 FDIC BANKER OUTREACH PROGRAM

TBA Barrett Training Center, Nashville

Early Registration Deadline: July 20, 2018

TBA Member/Associate Member Early Registration: \$255

TBA Contact: Monique Jenkins, mjenkins@TNBankers.org

The Dallas Region of the Federal Deposit Insurance Corporation and the Tennessee Bankers Association are jointly presenting the 2018 FDIC Directors College/Banker Outreach Program. This important program will give attendees the opportunity to network with state and federal regulators to learn about current and emerging issues facing the financial services industry. Topics include what is going on within our state and what it means to our banks and the overall commerce industry. Program designers have closely tied content to feedback received from bankers and suggestions from field supervisors within the state.

Participants will receive:

- A manual that is an excellent reference resource
- Review of the most recent regulatory changes
- Updated and detailed review of Call Report schedules
- Best practice ideas to apply to Call Report preparation

Thank You to our Sponsors



ProBank
Austin

**AUGUST
28 & 29,
2018**

TRAINING THE CREDIT ANALYST

TBA Barrett Training Center, Nashville

Early Registration Deadline: August 7, 2018

TBA Member/Associate Member Registration: \$510

TBA Contact: Monique Jenkins, mjenkins@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.

AUGUST 30-31, 2018

BASIC CONSUMER LENDING

TBA Barrett Training Center, Nashville

Early Registration Deadline: August 9, 2018

TBA Member/Associate Member Registration: \$510

TBA Contact: Monique Jenkins, mjenkins@TNBankers.org

This two-day basic program was developed for those charged with organizing and managing consumer loans. It will address credit decision-making as well as the human relations aspect of lending. The schedule includes case studies and role playing to acquaint you with the skills of effective interviewing, understanding, and evaluating to improve your credit decisions. It also contains a discussion on the concepts of secured lending and an analysis of decision-making.

Program highlights

- Current trends in consumer lending
- Discuss loan approval processes and systems
- Read and understand credit reports
- Identify and discuss required documentation
- Evaluate lending to the self-employed



Lenders Conference

Network and make lasting contacts with other industry professionals at our state-wide conference, which brings together experts in the SBA lending industry to present relevant and timely information and educational sessions on topics impacting all areas of SBA lending.

REGISTRATION IS JUST \$349 THROUGH JULY 31ST

FEES INCREASE TO \$399 AUGUST 1ST

REGISTRATION CLOSES SEPTEMBER 5TH

GOVERNMENT RATE: \$249 ANY TIME

REGISTRATION NOW OPEN



WWW.TNLENDERSCONFERENCE.COM



Employment Opportunities

POSITION WANTED

1801-3 (M) CHIEF FINANCIAL OFFICER

Experienced community bank executive with ten years' experience as a Chief Financial Officer. Certified Public Accountant with broad experience in bank accounting and financial reporting, capital and strategic planning, budgeting, forecasting, data analysis, risk management, asset/liability management, and information security program and vendor management. Prior experience in risk management and internal audit with SEC companies (both bank and non-bank), including financial reporting and Sarbanes Oxley Compliance. Contact: tnbankcfo@gmail.com or 256-924-9487.

POSITIONS AVAILABLE

1806-9 (M) RELATIONSHIP BANKING SPECIALIST

FULL TIME SHIFT: Monday-Thursday; 8:00 a.m.-5:00 p.m. Friday's 8:00-6:00pm- Saturday 9am- 2pm. SALARY RANGE: \$21,831.00-\$34,590.00. LOCATION: Jefferson St. SUMMARY: The position of Relationship Banking Specialist is responsible for performing routine and intermediate branch and customer services duties; accepts retail and commercial checking and savings deposits; processes loan payments; cashes checks and savings withdrawals; assists with night depository duties; processing all new account transactions; assisting customers in their selection of various accounts and financial services; cross-selling the Bank's products and services; opening, maintaining and closing of all account types; performing branch clerical duties; promotes business for the Bank by maintaining good customer relations and referring customers to appropriate staff for new services. Assures compliance with all Bank policies and procedures as well as all applicable state and federal banking regulations. ESSENTIAL DUTIES: Provides support to all assigned areas of branch operations where service or assistance is needed, including new accounts, teller, safe deposit, and other areas of basic branch operations. Assists consumer and business customers in their selection of various accounts, products and financial services available from the Bank; ensures cross-sell opportunities are presented by applying professional sales techniques. Interviews customers to obtain information; establishes proper identification of new customers; determines need and extent of reference investigation; assists customers in completing credit applications. Discusses, prepares and processes documents related to the Bank's Online Banking service. Discusses and accepts merchant card applications for submission to the Operations Department. Makes decisions

regarding the opening of new accounts; assigns account numbers; completes forms requiring customer signature(s); checks credit history; accepts initial deposits; prepares all documents and items pertaining to checking accounts, savings accounts certificates of deposit, and other products for processing. Operates personal computer to process account activity, determine balances, and resolve problems within given authority. May represent the Bank in various community, civic, and community reinvestment functions to further enhance the Bank's image and develop additional business. Provides effective customer service by answering customer questions; investigates and corrects errors; and resolves problems or other issues. Issues official checks, money orders, traveler's checks, etc. Performs safe deposit duties by opening accounts, controlling access, assisting customers and processing affiliated reports. Receives and processes stop payment and hold orders. Presents funds received from customer to teller for initial deposits; determines funds availability and obtains receipt for customer. Processes credit reports, wire transfers, credit card orders, address changes, check and deposit slip orders, and endorsement stamp orders. Records, files, scans documents, updates information and sort's mail or reports as required. Gathers data and process various reports and callbacks. Answers telephones and directs callers to proper Bank personnel. Processes DDA lines of credit and credit/debit card applications, card ordering and file maintenance. Processes statements, renewal notices and interest payments for IRA and certificates of deposit accounts. May assist in opening and closing the vault daily; assists in balancing vault currency and coin. Cross-trains less experienced branch personnel. Type's routine letters, reports and forms. Maintains files, copies and faxes documents, and orders and distributes supplies. Performs official notary service duties, if applicable. SUPERVISORY RESPONSIBILITIES: The position of Financial Service Rep is not responsible for the supervision of any employee(s). MENTAL DEMANDS: The incumbent in this position must be able to accommodate to reading documents or instruments, detailed work, problem solving, customer contact, reasoning, math, language, presentations, verbal and written communication, analytical reasoning, stress, multiple concurrent tasks and constant interruptions. MINIMUM REQUIREMENTS: These specifications are general guidelines based on the minimum experience normally considered essential to the satisfactory performance of this position. The requirements listed below are representative of the knowledge, skill and/or ability required to perform the position in a satisfactory manner. Individual abilities may result in some deviation from these guidelines. Associate degree or 3

years of related experience and/or training; or the equivalent combination of education and experience. Work related experience should consist of a financial institution operations, sales or customer service a background. Educational experience, through in house training sessions, formal school or financial industry related curriculum, should be business or financial industry related. Basic knowledge of related state and federal banking compliance regulations, and other Banking operational policies. Intermediate typing skills to meet production needs of the position. Basic math skills; calculate interest and balance accounts; add, subtract, multiply and divide in all units of measure, using whole numbers, common fractions and decimals; locate routine mathematical errors; count currency, coin and negotiable instruments in a timely manner. Ability to deal with difficult problems involving multiple facets and variables in non-standardized situations. Effective organizational and time management skills. Intermediate experience, knowledge and training in branch operations activities, terminology and products and services relating to retail and commercial account customers. Ability to work with general supervision while performing duties. Current driver license and a vehicle with appropriate insurance coverage if required to drive in the course of performing assigned duties and responsibilities. This job description is a general representation of the duties and responsibilities commonly found for this type of position. Qualified applicants can send resumes to Patricia Mays at pmays@bankcbn.com or fax them to 615-320-0627.

1806-8 RELATIONSHIP OFFICER

CRA Partners is a compliance program offered by the Senior Housing Crime Prevention Foundation. The Foundation operates Senior Crimestoppers, a nationwide crime prevention program focused on educating and safeguarding against elder theft, abuse and neglect. The program is funded exclusively by the banking industry. Banks earn CRA credit in the form of CRA-qualified loans, investments and grants. The Sales and Retention Officer is responsible for developing and maintaining customer relationships and managing all sales activities within a defined region. PRIMARY RESPONSIBILITIES: Achieve budgeted sales goal. Work with bank prospects and partners to identify key business goals, opportunities and concerns, with a focus on maximizing customer satisfaction and retention. Manage relationships with bank decision makers including, but not limited to, senior executives. Engage with sales team and internal staff to leverage expertise and specialized resources as needed. Identify opportunities to engage new bank partners. Identify sales threats in the competitive environment and develop

responsive sales and marketing approaches to address them. Maintain relationships with industry influencers and key strategic partners. Stay current in the industry by participating in educational opportunities, joining professional organizations and maintaining personal networks. **QUALIFICATIONS:** Bachelor's degree in Finance, Business or a related field and a minimum of 10 years of relevant sales experience; experience selling products and services to banks strongly preferred. Proficiency with CRM-type proprietary computing tools and the willingness and ability to quickly learn other systems. Demonstrated proficiency with Microsoft Office. Ability to navigate a variety of financial reporting sites to retrieve information required in the development of sales plans. Excellent verbal and written communication skills are required. Strong time management and organizational skills. Highly motivated self-starter with the ability to work independently and as a member of a team. Ability to travel at least 50% of the time. Excellent verbal and written communication skills are required. Strong time management and organizational skills. Highly motivated self-starter with the ability to work independently and as a member of a team. Ability to travel at least 50% of the time. CRA Partners offers a competitive salary, excellent benefits and a collegial work environment. Interested candidates are invited to submit resume, cover letter and salary requirement to Sue Shaffer at Sue.Shaffer@shcpfoundation.org.

1806-7 LOAN OPERATIONS SPECIALIST


Heritage Bank and Trust is seeking qualified candidates to fill the role of full-time Loan Operations Specialist at our main office located in Columbia, TN. **ESSENTIAL DUTIES AND RESPONSIBILITIES:** Provides administrative and operational support as needed to multiple lending functions in accordance with established systems and procedures. Ensures schedules and deadlines are met, coordinating with other departments as needed. Maintains appropriate files and records. Reviews documents prior to submission. Develops and prepares reports relating to duties or projects assigned. Performs necessary research for completion of projects. Assists with problem resolution as needed. Preparation, scanning, and maintenance of loan files. Other duties as assigned by supervisor. **JOB REQUIREMENTS AND QUALIFICATIONS:** Full knowledge of bank's loan policy. Knowledge and ability to adhere to all compliance and lending regulations. High degree of accuracy. Attain additional education requirements to fulfill the needs of position. Excellent communication skills, both written and verbal. **MINIMUM QUALIFICATIONS:** Education - High School Diploma or Equivalent; College degree preferred. Possess strong organizational skills and ability to handle multiple tasks. Computer Skills - Microsoft Word, Excel, Outlook. We offer competitive compensation and benefits. Qualified candidates should email their resume to Ichandler@heritagebankandtrust.com. Heritage Bank and Trust is an Equal Employment Opportunity Employer. www.heritagebankandtrust.com.

1806-6 TREASURY MANAGEMENT SUPPORT SPECIALIST

ROLE: Responsible for providing sales support and implementation for all Treasury Management, as well as providing ongoing overall client relationship service. Directly supports sales opportunities and prepares relationship reviews for existing customers. Promotes Treasury Management products, including installations, annual reviews and providing customer service. May also participate in other sales related initiatives, cross-sell identification, internal and external product training, and support for risk/compliance-related initiatives. **ESSENTIAL FUNCTIONS & RESPONSIBILITIES:** Serves as the Treasury Management point person responsible for sales implementation and strategic support. Promotes Treasury Management products with business customers; conducts remote deposit installations; annual reviews; provides customer service for products. Perform and analyze client relationship reviews. Identifies and works on cross-sell opportunities and areas of improvement for client relationships. Maintains high product knowledge, particularly with regard to commercial deposit accounts, sweep accounts, repos, remote deposit, commercial Internet Banking, wire transfer, ACH origination, bill pay, direct deposit, and other commercial banking products and services. Assist with providing internal and external Treasury Management product training. Works with the Credit Administration, Deposit Operations, Marketing, Compliance, Accounting, Product Development and Fee Committee, and services that complement and support the needs and relationships of commercial customers. Works with Relationship Managers to determine analysis fee pricing; periodically reviews account analysis per-item charges to ascertain if they are adequate and appropriate; works with Deposit Operations to ensure that accounts are set up properly for the analysis to occur. Performs other job related duties as assigned. **EXPERIENCE:** Two years to three years of work and customer service experience in financial services or banking; in Treasury Management preferred. **EDUCATION:** A college degree (BS or BA in a relevant field) or an equivalent combination of related education and work experience. **INTERPERSONAL SKILLS:** A significant level of trust and diplomacy is required, in addition to normal courtesy, customer service, and tact are essential elements of the job. Work involves personal contact with others inside and/or outside the organization for purposes of giving or obtaining information, building relationships, or soliciting cooperation. Work may involve motivating (changing behavior), influencing, or training others. **OTHER SKILLS:** Must have good communication skills; must be analytical and inquisitive; must have good cross-selling skills; must be proficient with word processing and spreadsheet software. In-depth knowledge of Treasury Management solutions preferred. This Job Description is not a complete statement of all duties and responsibilities comprising the position. All responses can be sent directly to andrew.smith@myfirstfarmers.com or through

our posting on LinkedIn at <https://www.linkedin.com/jobs/view/666529179/>

1805-1 CHIEF INFORMATION OFFICER

Commercial Bank & Trust Company is currently seeking an experienced Chief Information Officer. Duties of this position include setting objectives and strategies for the IT department, selecting and implementing suitable technology to streamline all internal operations, and maintaining technological systems and platforms to improve user experience. The CIO will provide guidance to IT professionals and other staff within the organization, direct and organize IT projects, and oversee the technological infrastructure of the organization to ensure optimal performance. It will be the responsibility of the CIO to monitor advancements in technology and analyze costs, value, and risks to advise management. **REQUIREMENTS:** Proven experience as CIO or similar managerial role in banking environment. Excellent knowledge of IT systems and infrastructure, preferably for Jack Henry Banking Software. Background in designing/developing IT systems and planning IT implementation in a banking environment, in a multi-branch configuration. Solid understanding of data analysis, budgeting, and business operations. Superior analytical and problem-solving capabilities. A strong strategic and business mindset. Excellent organizational and leadership skills. Outstanding communication and interpersonal abilities. BS/BA in Computer Science, Engineering or relevant field; MS/MA preferred. Offers full benefits including Medical, Vision, Dental, Life Insurance, Short-term and Long-term disability, and 401k. Please submit resumes to hr@cbtnet.com. Commercial Bank & Trust Company is an Equal Employment Opportunity Employer. 

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

Following in father's footsteps



For newly elected TBA Chairman John Muse, banking is in his blood. Thirty-eight years ago at TBA's *Annual Meeting* in Gatlinburg, John's father, John H. "Jack" Muse, was installed as the chairman of the Independent Bankers Division.

The elder Muse spent more than 60 years in the banking industry. At the age of 17, he began working at Farmers State Bank, where he later became chairman, president, and CEO. Muse retired in July 2002 and was posthumously honored with the Tennessee Bankers Association's Leaders in Banking Excellence award in 2007. 🇺🇸

The 1980 elected division chairmen of the Association pictured: John H. "Jack" Muse and his wife, Trula, Tony Thompson (Trust Division) and Mrs. Thompson, and Simpson Russell (National Bank Division).

Originally featured in *The Tennessee Banker* in July 1980.

Professional Development Calendar

July 13

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

TBA Barrett Training Center, Nashville

July 15-20

The Southeastern School of BankingSM I & II

Belmont University, Nashville

August 3

FDIC Banker Outreach Program

TBA Barrett Training Center, Nashville

NEW August 15

Senior Retail Banking Personnel

TBA Barrett Training Center, Nashville

August 16

The Southeastern School of Banking Branch Management – Session 3 of 4

TBA Barrett Training Center, Nashville

August 21-24, 28-30

TBA Membership Meetings

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

August 28 & 29

Training the Credit Analyst

TBA Barrett Training Center, Nashville

August 30 & 31

Basic Consumer Lending

TBA Barrett Training Center, Nashville

September 5

2017-2018 Senior Human Resources Forums – Session 3 of 3

TBA Barrett Training Center, Nashville

September 6

2017-2018 Senior Compliance Officer Forums – Session 4 of 4

TBA Barrett Training Center, Nashville

September 6 & 7

Bank Security & Risk Management Conference

Franklin Marriott Cool Springs, Franklin

September 10, 11, 12, 13

BSA/AML Compliance Management

Kingsport, Knoxville, Jackson, Nashville

September 18 & 19, 20 & 21, 26 & 27

Compliance with Federal Lending Regulations

Knoxville, Nashville, Jackson

September 19, 20, 21

2018-2019 Senior Lender Forums – Session 1 of 3

TBA Gilliam Board Room, Nashville

EVENING September 24, 25, 26, 27

New Accounts in Tennessee

Kingsport, Knoxville, Jackson, 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.

JUST REGULATORY FOLKS WHO LOVE BANKS KraftCPAs Compliance Services



Loan Compliance • Fair Lending & CRA • BSA •
HMDA LAR Data Integrity • Deposit Compliance •
UDAAP & Third Party Vendor Management •
Software Data Validation • And More



Michael Davis



Amy Greene



Drew Young

615-242-7351 • kraftcpas.com/tn-banks





**Trust us to be your
correspondent bank,
and we'll never be
your competition.**

More than ever, it is essential that your correspondent bank be a part of your team and not the competition. Providing a full range of correspondent banking, investment, compliance and insurance solutions, FNBB is always your ally, never your competition. In fact, no one does more to help community banks grow and succeed.

Charles Kown | Reaves Crabtree



Service Beyond Comparison

800.318.6272 | www.bankers-bank.com