

THE TENNESSEE BANKER



FEATURE

Taking multi-tasking seriously

*Citizens Bank CEO
Todd Austin balances
full plate of responsibilities*

PLUS

- Annual Meeting speakers announced
- Credit Conference Recap
- Legislative Reception Recap

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Young Bankers Division Leadership Convention is April 15–17 at The Peabody Memphis. Learn more and register now to save at TNBankers.org/leadership

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Focusing on the future



COLIN BARRETT

President/CEO, Tennessee Bankers Association

THREE THINGS TO DO

1.

Provide an opportunity for your young leaders to connect at the *Leadership Convention* which will take place April 15-17 at the Peabody Memphis.

2.

Put a focus on Financial Literacy the month of April by engaging in your local schools, civic groups and learning more about the innovative programs available by endorsed partner EverFi on page 38.

3.

Engage on the federal level by serving on an ABA or ICBA committee. These opportunities range from cybersecurity to agriculture to credit unions and more. If you are interested, please email me at cbarrett@TNBankers.org.

The past year was one of continuing evolution for the Tennessee banking industry. With banks continuing their strong performance as a whole, the face of the industry changed. Over a dozen acquisitions were either announced or finalized, and five new banks entered the state, either through M&A or branching.

And while the banking industry evolved, your Association did as well. Guided by our 2017 strategic plan, our team focused on 15 objectives established to strengthen the Association in order to better serve Tennessee banks.

These included increasing the number of opportunities for bankers to engage with Tennessee's Congressional delegation; working closely with our colleges and universities to promote the banking industry; increasing the presence of the Association through both traditional and social media; restructuring the TBA website to match user habits; and evaluating the dues structure.

Each of these accomplishments led to the strengthening of our mission to serve the Tennessee banking industry through government relations and education.

Using the 2017 plan and feedback from our membership survey, the TBA staff went to work in January to develop a 2018 strategic plan. Building on the success of the previous year, we identified 12 areas of focus for the year ahead, including:

Establish relationships with each new member of the state legislature.

At least 25 percent of the 132 seats in the state legislature will change hands—the largest turnover since Reconstruction. Our goal is to build a relationship with each new member before the 2019 legislature goes into session. We will rely on your insight and relationships to make this happen. Amy Heaslet, Stacey Langford, and I look forward to coordinating with you to get to know the candidates after the legislature adjourns this spring.

Create opportunities for bankers to engage in the regulatory process.

One of the greatest strengths of the Association is our relationships and lobbying efforts with state and federal elected officials. However, in this banking environment the regulatory agencies often have a larger impact on your banks than the legislative process. For that reason, we will ramp up our efforts to connect you with federal regulators. With changes in leadership at the federal agencies and TDFI Commissioner Greg Gonzales serving on the FFIEC, there are opportunities to make your voices heard, and we will focus on that in the year ahead.

Evaluate financial literacy efforts.

Last year's PEP reporting shows that 414 volunteer bankers representing 46 banks reached 68,771 individuals through 2,862 financial literacy presentations. While this number is strong, it only represents around 25 percent of Tennessee banks. It is time to evaluate the PEP program and seek additional ways that TBA can add value and support your efforts in promoting financial literacy in Tennessee.

Connect college students with banks throughout Tennessee.

This continues the effort we began last year to engage with the state's great universities. Our goal is two part. First, we will work with the universities to launch a job bank that connects students and recent graduates with banks. Second, we will create a comprehensive and turn-key internship program that banks will be able to implement. (*Learn more on page 48.*)

Restructure education programs to serve changing demographics.

We will evaluate our conferences and schools to minimize participants' time away from home and the bank while ensuring that we provide the same high-quality training you expect from this Association. I believe we have

great opportunities in this area and look forward to working with our numerous volunteer boards and committees to make sure the content and delivery of our education continues to meet and adapt to the needs of Tennessee banks.

While this does not cover every aspect of the strategic plan, these objectives represent the core of the Association's focus in the year ahead. I look forward to working with you to implement our goals as we strive to better serve a rapidly changing industry.

Update the Bankers Directory.

Few things are more anticipated by our membership each year than the *Bankers Directory* that is distributed each summer. We rely heavily on each member bank to provide updated information about their financial institution, but we will identify ways to obtain more accurate information and eliminate unnecessary content.

-Colin

Order Your 2018/2019 BANKERS DIRECTORY



The *Bankers Directory*, published by the Tennessee Bankers Association, contains a listing of all Tennessee commercial banks, thrifts, and savings banks along with their officers, directors, mailing addresses, telephone numbers, and highlights of their "Statement of Condition."

PLUS find contact information for:

- Officers and staff of the Tennessee Bankers Association
- Regulatory agencies for financial institutions
- Major banking associations
- Tennessee's congressional delegation
- State officials
- Members of the General Assembly
- Tennessee court clerks and court houses
- TBA associate members and endorsed products

Visit TNBankers.org to order, or contact T'Lanie Luu at tluu@tnbankers.org or 800-964-5525.

Order deadline: July 20
Directories will ship in August.



TENNESSEE BANKERS
ASSOCIATION *Service Since 1890*

ATTENTION BANKERS: Update your bank's information in the TBA Bankers Directory

The Tennessee Bankers Association, along with M. Lee Smith Publishers, a division of BLR, sent a form for you to update your bank's information. Return the form(s), with any revisions noted, to M. Lee Smith Publishers by May 4, 2018.

If you did not receive a form for updating, contact Rhonda Rankin with M. Lee Smith Publishing at rrankin@blr.com or 1-800-274-6774 ext. 8081. Thank you for your cooperation!

TBA Online

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



tnbankers, February 17

Earlier this week, TBA hosted the @americanbankersassociation Emerging Leader Advisory Board strategic planning meeting. The board, chaired by Emily Gray, SVP/senior credit officer from The Hardin County Bank, reflects a diverse group of dedicated future industry leaders representing 21 states from banks of all sizes.



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

Negotiate to Win™: Essential Negotiation Skills for Community Bankers March 29

The effectiveness of most things you do—whether it's bargaining with customers over rates or structure, supporting credits through the approval process, dealing with staff performance, sorting out compliance issues with regulators—is largely determined by how well you negotiate. Join us for a no-nonsense, how-to webinar that will jump-start your skills with key negotiating fundamentals.

Dealing with Dormant Accounts, Unclaimed Property & Escheatment April 4

Dormant accounts and unclaimed property pose unique, and often complicated, problems for financial institutions. Procedures and practices regarding dormant accounts and unclaimed property in safe deposit boxes have come under attack by both consumers and state agencies that are entitled to escheatment. This webinar will explain the Uniform Unclaimed Property Act and the tools needed to evaluate its procedures and practices regarding dormant accounts, unclaimed property, and escheatment.

General Assembly debates, embraces emerging technologies



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

If there is one thing I have learned in my time working for the banking industry, it's that banks are responsive and adaptive to changing times. I've seen this time and time again as our members have adapted, somewhat reluctantly, to the increased regulatory demands we've encountered post-Dodd Frank, changes in consumer habits and desires, and the heightened merger and acquisition activity that has occurred.

Banks are also frequently confronted with adapting to new technology that could bring many benefits to them and how they serve their customers. Two legislative efforts at the state level this year highlight this—authorization of remote online notarization and recognition of blockchain technology and smart contracts in Tennessee.

Remote online notarization

Labeled as one of the next “big” technologies to disrupt legal processes is remote notarization. However, before this technology can be used in a state, it first must be authorized by state law. A handful of states have already passed laws allowing for this, and the Tennessee General Assembly will this year vote on whether it should be allowed in our state.

At its most basic level, remote notarization enables a signer to have a document notarized remotely using two-way web conferencing technology and digital signatures. State laws vary on the details of how this can be used and by whom. Tennessee's legislation, after TBA and other interested groups negotiated specific terms, will allow remote notarizations if the notary is commissioned as an “online notary” by the secretary of state and is physically present in Tennessee when the notarization occurs. Importantly, it would not require other nexus provisions originally proposed, including that the document being signed relate to real estate located in Tennessee or an agreement performable within the state.

For banks, this means once the remote notarization law takes effect, it will be easier, safer, and more efficient to serve customers who may not be physically present in the state. It will also allow Tennessee banks to remain competitive with online financial services providers and complete an entire mortgage transaction from beginning to end online without ever seeing the customer face-to-face.

Blockchain and smart contracts

The second piece of legislation I mentioned would recognize the legal authority of a signature, record, or contract secured using blockchain technology, thereby validating smart contracts in Tennessee. Although explicit authorization in state law is not necessary for a company to use blockchain or execute smart contracts, proponents of the bill say passage would eliminate any gray area of legal enforceability and let the world know that “Tennessee is open for blockchain business.”

For those unfamiliar with these terms, blockchain technology allows multiple parties to have simultaneous access to a constantly updated digital ledger that cannot be altered (i.e., it is safe from hacking). It is the technology that underpins bitcoin—but to be clear, passing Tennessee's legislation would not mean recognizing bitcoin as a legitimate form of currency; it would only recognize the technology on which the bitcoin exchange functions.

A smart contract is a computer protocol intended to digitally facilitate, verify, or enforce the negotiation or performance of a contract. Smart contracts are created on blockchain technology and are self-executing agreements that can be used to exchange anything of value. They function on an if-then set of terms and conditions which are coded into the agreements.

As blockchain enthusiasts believe, it can be used as a secure and efficient alternative to time-consuming and expensive banking processes by decreasing the number of participants involved in transactions, thus saving time and money.

At the time of publication, it seems likely General Assembly members will welcome remote notarization to Tennessee, but some confusion surrounds blockchain technology and smart contracts. Once members become more familiar with these concepts—and with their growing reputation and popularity, it's inevitable that they will—they will likely embrace them as well. I would encourage bankers to do the same. As Henry Ford once said, “If you always do what you've always done, you'll always get what you've always got.” 🇺🇸

Stepping up our political engagement



ROB ENGSTROM
Chief Political Strategist,
American Bankers
Association

Go vote. Every election we hear about the importance of voting. And it is extremely important. But as an industry that touches every community in America, I'd argue that bankers need to do more than just vote; we must be politically engaged year-round, even and odd-numbered years.

Political engagement means so much more than just voting or giving to campaigns, though both are important ways to make your voice heard. Political engagement is a holistic approach that, when executed appropriately and thoughtfully, can make a big difference both inside and outside the walls of government.

ABA, state bankers associations and our members have helped build and defend the foundation of the American economy for nearly 150 years. Now we're bringing our all-American values to the halls of Congress, standing with candidates and legislators of both parties that appreciate the critical role banks play in the economy.

Political engagement is about doing our part to keep the American dream within reach for bank customers, clients and communities.

To recognize and elevate the importance of political engagement, both as an organization and on behalf of bankers everywhere, ABA has fully integrated our BankPac, grassroots, independent expenditure and voter education efforts to speak with one voice under the ABA brand. To that end, we are:


- Launching a voter education effort—the ABA Voter Education Fund—to grow our political profile by engaging in issue and candidate advocacy, polling, research and “get out the vote” efforts
- Establishing criteria for candidate support and outlining standards for engagement
- Expanding our grassroots infrastructure and preparing to mobilize as we near key milestones legislatively and politically
- Strategizing with our partners in the ABA-State Association Alliance, utilizing their boots on the ground for local efforts

These are all opportunities for ABA members to be involved and we invite you to be a part. Of course, it all starts with your state bankers association. All politics in local and no one understands that—or is a better local resource for you — than your state bankers association.

Engaging in these efforts is not about checking a box for each activity. It's about finding strategic opportunities to use your resources and your voice to expand the banking industry's political profile. BankPac, the Voter Education Fund and grassroots are important pieces of increasing our political presence and all allow opportunity for bankers to get involved. But we recognize that these components are not one-size-fits all. Each bank and each banker have different attributes that may allow them to interact with these opportunities differently. There is a place for every banker and every bank in these political engagement efforts.

So, how can you be a part? Reach out to ABA and your state bankers association to see how you are best placed to participate. For some, it may be joining BankPac; for others supporting voter education efforts; and for more still, it's being a grassroots ambassador—not just cultivating your own relationships with lawmakers, but educating your peers and employees about what's happening in Washington, so that they get involved.

Political engagement is more than a contribution in an election year or contacting your lawmaker during an important vote. Political engagement is developing and maintaining a constant presence in front of lawmakers and the public that shows bankers are here, we're paying attention to what's happening in the halls of government, and we're actively involved in creating a civic environment that is helpful to the American economy.

The banking industry represents two million employees and millions more customers. It's time our political will and engagement match that. That's what we're doing at ABA and we invite you to be a part of it. Join us at aba.com/engage. 

TENNESSEE BANKERS ASSOCIATION'S

Washington Conference

May 14–16
Washington, D.C.



Meet with the federal bank regulators, national trade associations, and Tennessee congressional delegation to discuss current federal legislative and regulatory issues in a unified voice so that together our industry can be heard.

For more information, please contact Penny Powlas
at ppowlas@TNBankers.org.





Todd Austin takes multi-tasking seriously

*Citizens Bank CEO
balances full plate
of responsibilities*

STORY BY ROGER SHIRLEY

PHOTOS BY KEITH MILES AND COURTESY OF TODD AUSTIN

Todd Austin grew up as the youngest of four siblings—"the baby of the family by a long shot"—and with a mother who made sure he became a **well-rounded individual**. That meant being involved in a variety of pursuits, from sports to 4-H programs to gospel singing schools and playing the piano.

As it turns out, his early life experiences growing up in the small Middle Tennessee town of Lafayette in Macon County were perfect preparation for his life experiences at the moment.

Today, at age 39, Austin is one of the youngest bank presidents and CEOs in Tennessee, having taken over that position at Citizens Bank in Hartsville two years ago when he succeeded longtime banker and current TBA board member Betty Sue Hibdon.

He is also a college basketball referee, officiating two to three games per week in the Southeastern Conference and other Division I conferences—an avocation he has pursued since graduating with an MBA from Cumberland University in 2003.

Continued on next page

And three years ago, he became an ordained minister and began pastoring the New Zion Missionary Baptist Church in Lafayette, answering a call that he says he initially ran from because he had his own plans.

Well-rounded seems to be an understatement when it comes to describing Todd Austin and many people may simply wonder how he does it all; but in talking with him, it is clear that he does it based on passion, commitment, and a focus on doing the best he can at the job in front of him.

He also puts a priority on communicating with those affected by his pursuits—whether it's his wife and family, his board and associates at Citizens Bank, his church members, or those scheduling the SEC officiating calendars.

"My wife has been on board with my basketball officiating from the very beginning, and she is very supportive," Austin said. "We sit down and evaluate it every year. Is this still working for us and our family? I have the same conversation with our bank chairman (Philip Holder), and he understands that Citizens Bank has my priority attention when I am carrying out my responsibilities as CEO. And he knows I expect him to tell me if there is a problem, if it ever gets to that point."

Likewise, he says, his church is very supportive and understands that he has other jobs. "I'm in the pulpit every Sunday, and I visit people as much as I can. When they first called me and asked me to become ordained and be their minister, I was reluctant because I worried I couldn't do my duties. But it hasn't been a problem."

'Life Happens'

Austin got his first taste of banking by working part-time at the Liberty State Bank in Lebanon, which at the time was owned by Citizens Bank in Austin's hometown of Lafayette, (and not related to Citizens Bank of Hartsville, 15 miles to the south).

While finishing up his MBA degree at Cumberland University, where he enrolled after graduating from the University of Tennessee with a bachelor's in business administration, Austin was approached by Charlie Darnell, a family friend who is a former TBA chairman and was then CEO of Citizens, about working for him.

"Charlie was really a big influence on me, and he is the one that got me started in banking," Austin said.

Continued on next page

Still on the Court

**From uniform
to striped shirt,
Austin loves the game**

Todd Austin's passion for playing basketball and his competitive nature led him to win a walk-on spot for the University of Tennessee team during his freshman year, and he clearly remembers every point he scored during the season – five free-throws and a field goal.

The highlights: scoring the 99th and 100th points from the free-throw line against Alabama, and hitting an underhand layup against LSU. A recording of legendary play-by-play announcer John Ward calling that shot, preserved on Austin's smartphone, is one of his most-treasured memories as a lifelong Volunteer fan. Although U.T. was up 91-53, Ward's patented scream of "GOOD!" would not have been more enthusiastic if the shot had been to win the national championship.

"That was my moment in the sun," Austin said with a laugh.

By his sophomore year, however, the team had signed several additional scholarship players that would squeeze out even his practice time with the squad; so Austin's focus turned toward finishing his undergraduate degree in three years. He then got a scholarship

offer to play for Cumberland University in Lebanon, where he enrolled to work towards his MBA. He injured his ankle during preseason and then, after playing in four games, broke his ankle.

"They told me if you injure that ankle again, they would have to fuse it. And I said no thanks, so that ended my playing career and I became a graduate assistant coach."

That's when he first became interested in officiating. "One of my jobs was to deliver the paychecks to the game officials. I just got to know them and they asked about my plans. I didn't really want to coach, so that's when the idea of officiating first began to interest me."

What's your most memorable game as a college referee?

Last season, I refereed my first NCAA tournament game. It was a First Four game in Dayton, Ohio, between North Carolina Central and UC-Davis. Only 100 officials in the country are chosen to referee the NCAA tournament each season, so I was very honored and humbled to be given that opportunity.



Austin was a walk-on at UT during the '98-'99 basketball season. These days he can be seen running the baseline as a SEC referee.

PHOTO: JOSHUA MCCOY/OLE MISS ATHLETICS

How often do you referee games?

During the season, I usually do a Saturday game and one or two week-day games. I do not do Sunday games because of my pastoral duties, and I don't do Tuesday games because we have our weekly loan committee meeting at the bank late in the afternoon. If a game is more than five hours away, I will fly, but I usually drive. I do a lot of bank work remotely while I am traveling and stay in close touch with my teams.

As a bank CEO and an ordained minister, you have a lot on your plate. What keeps you wanting to officiate?

It really gets in your blood. It is not who I am, it does not define me, but I really love it and it's something I am dedicated to. Everyone has to have an outlet, and this is mine. This is my hobby. I always tell people I found a hobby that pays me instead of costs me. It really is a release. When I am officiating, I get into a zone and totally concentrate on doing the best job I can.

How did you develop your ability to juggle all your responsibilities so successfully?

I owe everything I am to my mother, Linda Austin. She is an extremely successful businesswoman who owns and administers a nursing home and assisted living facility in Macon County, and is immediate past president of the Tennessee Health Care Association board of directors. She and my father were divorced when I was a year old, so she was a single mom. The best thing she ever did for me was make me try to be well-rounded. I was heavily involved in the 4-H program, I showed pigs and sheep and was involved in public speaking and personal development leadership programs. She made me go to a gospel singing school in the summer, and I fell in love with it. I grew up playing baseball and basketball and played the piano. So she is an inspiration and my hero. 🇺🇸



Austin with his wife, Kendra, and kids Allie Kate, 9, Avery, 6, and Tate, 4.



"At the time, I really wasn't sure about banking as a career, but I decided to give it a shot." That shot stuck, and after graduating in 2003, Austin moved back to his hometown to join Darnell's bank in Lafayette as a loan officer.

It was about that time that Austin—who played basketball for one season as a walk-on for U.T. and received a full-ride scholarship to play at Cumberland before an ankle injury sidelined his career—got his first taste of officiating basketball games as a referee at junior high and high school games.

After he and his wife, Kendra, were married, the couple moved to Gallatin so she could work on finishing her master's degree in nearby Nashville, and Austin went to work at First State Bank (now Simmons Bank) in the mortgage lending department.

"It was a great situation," Austin said, recalling the period from 2004 to 2008 before the economic collapse. "Things were going great, and I had a really good mentor there, Myra Simons. She brought me under her wings and taught me the ropes on the mortgage side. In fact, when I came on board at Citizens Bank here in Hartsville, I hired her to come in and run our mortgage department. I still call her Mamma Myra," Austin said with a smile. (Simons, a 40-year banking veteran, is still going strong, but is in the process of transitioning to a part-time position as a trainer.)

Austin's career was going well in Gallatin, but, as he says, "life happens."

"We were starting a family and decided we wanted to come back to Lafayette," said Austin, now the father of three (Allie Kate, 9, Avery, 6, and Tate, 4). "I had the opportunity to come back in 2008 and go to work at Citizens Bank in Hartsville as an assistant vice president and loan officer."

Austin and board chairman Holder had mutual acquaintances going back several years, and Holder, a retired CPA and lifelong farmer who joined a group of Hartsville business people to buy Citizens in the early 1980s to preserve it as a local community bank, enticed Austin to come on board.

At the time, there were no discussions about the move fitting into any kind of succession plan, but as Austin began to show his talent and with Hibdon beginning to think about her retirement, the bank's leadership believed he had the potential to be a big asset in helping it adapt to the changing financial marketplace.

"Succession planning is vital for any business, and that's especially true for a community bank in a small town," said Hibdon, who joined the bank in 1968 as secretary to the president and worked in almost every position on her way to becoming CEO. "When Todd came on board as an assistant vice president and loan officer, we did not have specific plans for him, but as time went on we realized he could do more and we were certainly grooming him for better things."

Those better things included the CFO position, and in 2011, Austin was promoted to that role and worked closely with Hibdon on all of the bank's day-to-day operations.

"Betty Sue was wonderful to include me on her jobs and projects, and from the very beginning I was allowed to be on the management team and involved in a lot of the operations. Being a small bank, there are a lot of people who wear a lot of hats, and that is such good preparation for the future."



Tradition and Change

As president and CEO, Austin's focus on the future of Citizens Bank is a balancing act between tradition and change.

The board is firmly committed to remaining an independent community bank, a role it has served since its founding in 1905, and it has looked at opportunities to grow in order to spread out the costs of compliance. After opening its first branch outside of Hartsville in Gallatin 15 years ago, Citizens Bank last year opened a new branch in Hendersonville.

But while Citizens is maintaining its small-town traditions, Austin has emphasized making sure it stays apace of the changing market. "The greatest driver for us is technology," Austin said.

"It's hard for a bank our size to keep up with the larger banks on technology, but one of the best decisions we have made staff-wise is bringing in younger folks who understand the technology. At the same time, we have to continually balance the technology with staying the kind of local bank most of our customers want to do business with," he said. "And that means face-to-face relationships."

"There's no doubt we will entertain opportunities for expansion to keep up with the market, but we don't have aggressive plans to do that. We've been successful and the board is comfortable with our profitability. We firmly believe there will continue to be a niche for small community banks, especially in this area."

Austin also emphasizes maintaining a good work environment for the bank's associates, which now number 57 across the three branches. "They are no doubt my biggest asset, and my job is to get them the right tools and the training they need to do their jobs and manage their departments.

"My job is also to make them feel appreciated, to take care of them, to build a family-style environment here. If you do that, they will take care of your customers." 🇺🇸




As president and CEO of Citizens Bank in Hartsville, Austin balances the traditions of the small-town bank with the challenges of staying on top of the changing market in regards to technology and compliance.



Trends, new strategies, and innovations in the banking industry happen all the time. You need stay up-to-date with the latest knowledge to equip you to succeed.

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A.B. Stoddard, Real Clear Politics

Commissioner Greg Gonzales, Tennessee Department of Financial Institutions

Preston L. Kennedy, Independent Community Bankers of America, Bank of Zachary, Zachary, La., and **Rob Engstrom**, American Bankers Association

SESSION SPEAKERS

Michael Berman, Ncontracts

Mike Fisher, Integrity Solutions

Clint Gwin, Pathway Lending

Rob Morgan, American Bankers Association

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9/11/01: A morning unlike any other



ROBERT "BOB" DARLING
*Retired Marine Lt.Col.,
former presidential pilot
White House liaison officer*

MORE ABOUT DARLING

Lt. Col. "Bob" Darling USMC (ret) is the author of "24 Hours Inside the President's Bunker, 9/11/01: The White House" and president and CEO of Quantitative Analytics, LLC, and Turning Point Crisis Management-USA.

Hear from Darling and other inspirational speakers and proven business leaders at TBA's 128th Annual Meeting. Register at TNBankers.org/annual.

As a Marine Corps officer assigned to the White House Airlift Operations department, I was an integral part of the logistics arm of the White House Military Office (WHMO). Our mission was to pre-position helicopters, secure phones, secret service vehicles, and other special equipment, utilizing the heavy lift assets of the U.S. Department of Defense to support the safe and timely travel of the president, vice president, first family, and other designated VIPs who work in direct support of the White House. President George W. Bush was at the Emma E. Booker Elementary School in Sarasota, Fla., on a trip designed to spotlight education and reading. All I had left to do was make sure the Air Mobility Command had everything in place to bring the presidential gear home the moment the president was safely aboard Air Force One, on his way back to Washington that afternoon.

7:20 a.m.

I crossed over the Memorial Bridge near Arlington National Cemetery. Within minutes I pulled into one of the spots reserved for White House personnel along the Ellipse, the much-photographed park between the Washington Monument and the White House. I walked from there up to the 17th Street entrance of the Eisenhower Executive Office Building, otherwise known around town as the EEOB. It is the only building on the west side of the White House campus.

I scanned my badge, typed in my security code, and entered through the metal detectors, making my way to the Airlift Operations Office on the fourth floor.

8:10 a.m.

We all gathered around and looked up at the large, white magnetic board on the back wall that displayed all the special-assignment air missions, or SAAM, that were either being executed or planned. Each VIP was represented by a different-colored magnet. Air Force One travel plans were depicted in blue, the president's helicopter missions in green, the vice president's in yellow, and the first lady's in pink. White House delegation trips were depicted on the board with a white magnet, and lastly, the Air Mobility Command logistic support missions appeared in grey. Each magnet had a number and a destination.

No one could know that at that very moment, four teams of terrorists were bearing down the East Coast from our New England capital... to our financial capital... to our political capital.

8:46 a.m.

And so it began...

Over the next 24 hours, I stood side-by-side with the vice president, national security advisor, and other high level White House Staffers as America struggled to come to grips with the magnitude of the worst attack on U.S. soil since Pearl Harbor. What I witnessed during those 24 hours was unprecedented crisis leadership from our nation's top officials as they struggled to come to grips with the scale, coordination, and devastation of the attacks against us. I was struck by their decisiveness to take lives of those unfortunate enough to be under the control of suicidal terrorists in order to save scores of innocent lives on the ground. These weren't just politicians to me

any more; these were brave Americans who, when faced with the worst reality imaginable, rose to the challenge of our time to protect our America. I was proud of their courage, and I was proud to stand with them.

I returned home the next day to my family, hugged my wife, and knew that our country would never be the same again; that we were now in a long fight against Islamic extremism and global terrorism. I was emotional at the thought that my service alone to our country most likely wouldn't be enough to guarantee endless freedom for my children; but that they too would most likely have to join ranks to continue to defend the country we love and our American way of life.

Since 9/11, I have retired from active duty service but have continued to watch with pride as America's servicemen and women—wearing the uniforms of the Army, Navy, Air Force, Marine Corps, and Coast Guard—have stepped forward to be counted as warriors in democracy's defense.

I drive by the Pentagon often, and I never forget to thank God for what it stands for: The power and might of the greatest nation on earth. The ground at American Flight 77's site of impact is consecrated soil now. The memorial erected there is a mute, but elegant, testament to the sacrifice of the 184 men and women on board the plane and in the Pentagon. As I pass by its outer walls, I remember them all and silently promise to never forget their sacrifice.

I think of the heroes of United Airlines Flight 93, who would not let the terrorists win, and who may have saved unknown numbers of lives in the nation's capital with their selfless, spontaneous, and collaborative acts of bravery. I hope I would have that much courage if faced with the same decision.

And I think of all our fellow countrymen and citizens of foreign nations who perished in the World Trade Center and the first responders—the firefighters, cops, New York City Transit workers, and ordinary citizens—who braved a fiery hell to save others after American Airlines Flight 11 and United Flight 175 were plunged into the north and south towers.

As a Marine, I am proud to have played even a small role in the events of that transformational September day. I will not forget it. 🇺🇸



Former U.S. President George W. Bush with Lt. Col. "Bob" Darling USMC (ret).



Lt. Col. Bob Darling USMC (ret) poses for a photo when he was a presidential pilot with Marine Helicopter Squadron One.

PHOTOS SUBMITTED BY: **BOB DARLING**

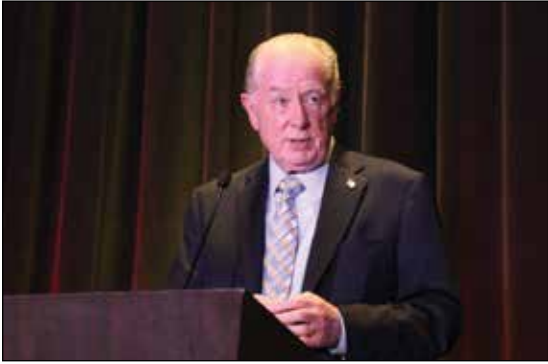


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UNIVERSITY STUDENTS ATTEND CREDIT CONFERENCE

As is a *Credit Conference* tradition, banking and finance students from the University of Tennessee at Martin, East Tennessee State University, and Tennessee Technological University participated in the conference thanks to sponsorships from banks in the schools' area.

1. ETSU faculty, students and bank sponsors:

Dr. Larry White, Dr. Anca Traian, Ceniya Hogue, Kayla Tipton, Ryan Gossett, Jordan James, Hashim Al Ali, Andrew Johnson Bank, Citizens Bank, Citizens National Bank, Farmers State Bank, First Century Bank, First Community Bank of East Tennessee, Mountain Commerce Bank

2. UT Martin faculty, students and bank sponsors:

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3. Tennessee Tech faculty and students:

Dr. Thomas Payne, Dr. Mark Melichar, Craig Fowler, Sebastian Braswell, Maverick Melton, Christy Le, Joshua Hitchcock, Chase Womble, Justin Coe, Serena Campeau, Michael Sia, Madison Jones, Alex Kahn, Bryan Mehaffey, Nathan Olmstead, Sean Perry, Daniel Hawkins







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MORE ABOUT WASHINGTON CONFERENCE

To register for TBA's
2018 *Washington
Conference* May 14–16,
contact Penny Powlas at
ppowlas@TNBankers.org.

The TBA's annual *Washington Conference* will be upon us very shortly in mid-May. As the TBA staff is preparing our agenda and scheduling time with our congressional delegation and regulatory agency leaders, I encourage bankers to join us for this year's government relations trip. Unless your calendar is simply prohibitive, please consider the following reasons for joining the group in D.C., May 14–16.

Strength in numbers

Time and time again, we are told by regulators and elected officials alike that the number of bankers participating on lobbying trips has impact. To us, this seems somewhat shallow and feels like form over substance. To the audience we are engaging in Washington, however, the number of people filling their conference rooms on Capitol Hill or beyond the TSA-like security at a regulatory agency is a proxy for how strong we feel about matters affecting the banking industry. As the old saying goes, "perception is reality." Unfortunately we are told periodically that our counterparts in the credit union industry have developed a habit of bringing large delegations to Washington. This both underscores the potential impact of showing up in large numbers and reminds us that we have to continue the battle against credit unions' further mission creep into the banking world.

A great time to catch up with your peers

The TBA staff does a spectacular job of scheduling visits with regulators, elected officials, trade associations, etc., but the bus tour-esque experience, receptions, and dinners provide a great opportunity to visit with your peers to discuss the topics at hand, catch up with old friends, and make new ones. It is an impressive collection of leaders within our industry, and I suspect that most participants find the peer interaction an added bonus beyond the lobbying experience.



Attendees of TBA's 2017 *Washington Conference* with U.S. Rep. Diane Black.

PHOTO: TYLER NELSON

Efficacy of specific examples

Washington bureaucrats and elected officials hear plenty of noise about bankers being unhappy with laws and regulations. This is a given, and we don't have to tell them we are unhappy. But there is real impact to having practitioners in the industry look a congressman or agency head in the eye and cite specific ways that regulatory excesses are making it difficult to serve customers. Often the simplest of anecdotes about a customer not able to meet a closing date on a house or a client's complaints about the volume of documents required for borrowing a relatively small amount of money can have significant impact on our Washington audience.

There is currently a more receptive audience in Washington D.C. to bankers' concerns than in many years past. There are pending regulatory relief bills in both the House and Senate, and new leadership appointees within regulatory agencies. In this moment, banking leaders in Tennessee have a unique opportunity to swing the pendulum of momentum for their industry, and that opportunity can be best realized if we show up in relatively large numbers. See you in May! 🇺🇸



The 2018 *Legislative Reception* was a huge success, with a strong turnout from legislative guests and TBA members.









BELOW: Citizens Tri-County Bank's Glenn Barker and Jeff Land are joined by House Insurance and Banking chairman Ron Travis, House Finance, Ways and Means chairman Charles Sargent, and Speaker of the House Beth Harwell









5 ways your bank can improve family financial wellness



TOM O'KEEFE
Financial Education,
EverFi

MORE FROM EVERFI

For more information on EVERFI's research into family financial capability and how your financial institution can get involved, contact Tom O'Keefe at 540-580-6186 or tokeefe@everfi.com.

April is Financial Literacy Month, and it is the perfect time for your bank to reflect on how you are helping improve the financial capability of your customers and what else your bank could do to improve the lives of people in your community.

Nearly two-thirds of Americans do not have \$500 in savings, and 138 million do not engage with financial institutions, relying instead on fringe banking, check cashing, and other unhealthy financial options. In fact, the majority of adults admit that they do not feel confident in their ability to make strong financial decisions.

With consumers displaying a strong need for financial education—banks are in the perfect position to provide it. Empowered with quality financial education, consumers can take control of their finances, make more informed decisions and eventually, realize their financial potential.

Here are five ways your bank can make a difference during Financial Literacy Month.

1. Make financial education part of your customer loyalty program.

Ideally, the financial education you provide should cover three audiences: children, adults, and parents. Make sure the learning materials are available as an unbiased set of resources and resist the urge to sell to your customers. Your content should be measured against its ability to educate your audience and grow the value of your bank, along with its ability to create customer loyalty.

2. Make financial education resources readily available.

In addition to offering financial education to your loyal customers, your bank should also make your resources readily available and searchable on your website for potential customers. If you provide something of real value on your website—through education—your audience will not only be more likely to engage in that moment, but they will also be more likely to return to your institution for more information or to use your services in the future. In fact, recent research has shown that consumers who use educational content are 131 percent more likely to make a purchase. Bottom line? Educational content is a powerful way to connect with your community.

3. Educate and empower employees.

Your employees are on the front lines meeting with customers, so making their personal financial education an ongoing process ensures your customers are getting the best engagement and information possible. Having them understand their own financial situation will also help them be more productive at work. Since more than three-fourths of employers report that worker's financial issues impact their job performance, noting increases in stress (reported by 76 percent), lack of focus at work (60 percent), and absences/tardiness (34 percent). Arming your employees with financial know-how can alleviate these pressures, thus allowing them to be less stressed and more focused at work (while giving them the skills to help your customers in branches or over the phone).




Angie Wilson of Centennial Bank, Trezevant, received the 2016-2017 Everfi Banker of the Year award. Liz Malugen of award sponsor EverFi presented the award at the PEP Luncheon which takes place during the Young Bankers Division *Leadership Convention*.

PHOTO: TYLER NELSON

4. Embrace banking for the next generation.

Along with offering financial education for kids, your bank can also promote entry-level accounts for young people interested in learning financial capability on a small scale. This allows kids to practice working with financial institutions and learning about money early on. In an EVERFI study, we found that a majority of childrens' financial knowledge comes from parents, and fewer than half of parents describe themselves as well prepared for money conversations. A bank that can help fill the gap will help improve the financial capability of young people before financial mistakes are made.

5. Support financial education in schools.

School-based financial education can make a big difference in improving financial capability. If your bank supports financial education in schools in underbanked communities, it can help improve the financial capability of not only the children but the parents as well. By supporting and promoting these programs, your bank can increase access to education—and also help to fulfill your CRA requirement. 



Find the right balance between instant issuance and central issuance in your card distribution strategy



RENEE JONES
Harland Clarke

MORE FROM HARLAND CLARKE

To learn how Harland Clarke can ensure your card distribution strategy strikes the right balance to meet the needs of your account holders, contact Harland Clarke's Keith Potts at 615-295-4378 or keith.potts@harlandclarke.com.

Instant issuance has gained momentum in recent years, for a number of very good reasons: competitive advantage, customer satisfaction, and security benefits. And these don't even touch on the revenue opportunity for financial institutions, such as increased activation, increased usage, top-of-wallet position and cross-sell opportunities.

With so much momentum around the adoption of instant issuance, it's tempting for financial institutions to discount central issuance as a distribution strategy for their card portfolio. This is a mistake. Instant issuance is not an all-or-nothing solution.

Instant issuance is ideally suited for situations such as:


- Onboarding new accounts
- Emergency replacement of existing cards
- Lost or stolen cards
- Damaged cards

These are all instances in which the account holder needs his or her card as soon as possible to ensure limited interruption of card usage—and so it can remain top of wallet. Instant issuance saves the account holder and the financial institution from having to wait 5-7 business days for the new cards to arrive. Conversely, the financial institution doesn't incur the expense to overnight cards or the risk of it lost or stolen through the mail.

But in instances where hundreds or thousands of cards are shipped on a monthly basis, financial institutions should consider central issuance. In these cases, instant issuance would be neither efficient nor effective, for several reasons:

- A dedicated resource is needed to focus on producing re-issues
- A quality assurance process is needed to overcome a higher risk of errors
- A larger quantity of card stock is needed, requiring storage and tracking

As financial institutions seek out strategies to optimize their card portfolios, both from an expense and cardholder engagement perspective, they should seek a balanced approach to card issuance. There are a number of factors to consider when deciding when to use instant issuance or central issuance, such as size of the card portfolio, the branch footprint, market size, and return on investment.

When it comes to card issuance, there is no one-size-fits-all. Both central issuance and instant issuance have key roles to play. 


Identifying procedural changes to prepare for CECL



MARY ELLEN BIERY
Research Specialist,
Sageworks

While most nonpublic business entities aren't required to implement the current expected credit loss (CECL) model for the allowance for loan and lease losses (ALLL) until after December 15, 2020, many institutions have begun the transition to ensure effective implementation of this major change in estimating losses. An actionable step banks can take to prepare for CECL is to identify how the new model will require modifications to ALLL procedures and mapping out sequencing and ownership. Some reasonable steps to take now include examining:

Documentation and reporting

Banks may end up with multiple methodologies (for example, one for auto loans and another for 1-4 multifamily loans). As those become apparent, banks may consider what components and material inputs should be documented in order to defend the calculation. This may require implementing data management systems to make reporting more efficient. Even outside of reporting, some of the procedural changes required by CECL may be significant enough that the bank considers acquisition of a software solution to keep the calculation internalized but supported. 

MORE ABOUT SAGEWORKS

For more information on how to apply expected credit loss estimations to loan concentrations, watch the CECL Methodology Webinar Series offered by Sageworks, a company that offers banks lending, credit risk and portfolio risk software to efficiently grow and improve the borrower experience.

Historical loss rate calculations

Identifying the methodology options for your bank based on your portfolio makeup will help clarify the data points and data history the bank is likely to need. They will also shed light on the material inputs and assumptions that the bank may need to finalize.

Qualitative adjustments

Q Factors or qualitative factor adjustments have been a part of the allowance calculation for a while, but the inputs may need adjusting. How will Q Factor procedures need to change under CECL to ensure the reserve is reflective of loss experience?

Workflow changes

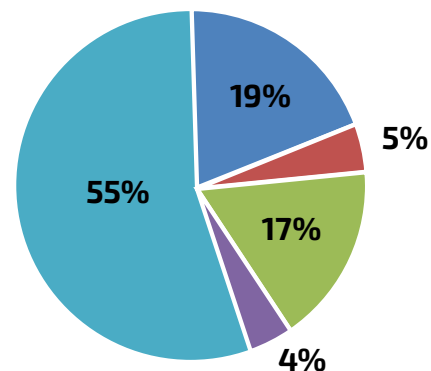
Understanding more about the bank's historical loss calculations, qualitative adjustments and documentation/reporting needs may prompt discussions about possible changes to the workflow. Certain steps may take longer, require different reports to be built, require sign-off from different teams at the bank, or new steps that haven't yet been important such as life of loan calculations.

Additional department inputs

Discussions may also help determine whether other departments already have some of the needed data or inputs or whether third party remediation assistance may be needed.

CECL TRANSITION

What is your CECL Transition Status?



- We have implemented a transition governance structure
- We have implemented an execution governance structure
- We have performed data assurance exercises
- We have selected methodologies for each segment
- None of the above

SOURCE: SAGEWORKS WEBINAR AUGUST 2017

Banks among winners following tax reform



MICHAEL J. GIAMMALVO
CPA, Partner and
Financial Services Tax
National Practice Leader,
Crowe Horwath LLP

The Tax Cuts and Jobs Act was designed to stimulate business, and banks, like all mid- to large-sized corporations, will participate in the gains. A dramatic 40 percent cut in the corporate tax rate, combined with the ability to immediately deduct business investments, will offset the few negative attributes of the tax reform package for banks.

The top headline is that the old corporate tax rate schedule is gone for good, and the corporate tax rate is being reduced to a flat 21 percent from 35 percent. The new corporate provisions apply to the 2018 tax year, and unlike the individual tax provisions that sunset, the corporate provisions are permanent. Following are some components of the tax package applicable to banks.

Depreciation and Cost Recovery

Embedded in the tax bill are many incentives to invest, including changes to requirements on depreciation and cost recovery for asset purchases. One such area is the provision for 100 percent bonus depreciation for assets acquired between Sept. 28, 2017, and Dec. 21, 2022. This mostly applies to personal property and represents an increase from 50 percent bonus depreciation for assets acquired before Sept. 28, 2017.

Similarly, the expense threshold for Section 179, which allows businesses to deduct the purchase price of qualifying assets, has been increased to \$1 million from \$500,000.

Federal Tax Credits

Many federal tax credits were on the chopping block in early versions of the tax reform package, but in the end, almost all credits—including the new markets tax credit, the rehabilitation credit, and the low-income housing credit—survived. One exception

is bond credits, such as the qualified zone academy bond credit, which did not survive in the final package.

Alternative Minimum Tax

Congress was successful in repealing the corporate alternative minimum tax (AMT), but prior years' minimum tax credits will remain available to taxpayers. In other words, if a bank paid the AMT in prior years, the company will retain a full credit for that payment against future years' regular tax obligation, and the balance of the credit will be fully refunded to the taxpayer by 2021 if not used to offset regular tax.

Net Operating Losses

Under the previous tax regime, banks could carry back net operating losses (NOLs) for two years. The new rules limit carryback to losses generated in 2018. Beginning in 2019, NOLs only can be carried forward. To compensate for this loss, Congress has eliminated the 20-year limit on NOL carryforwards.

Section 162(m)

One of the most significant items for public company financial institutions is Section 162(m), which limits the deduction on compensation to \$1 million per named executive officer. In the past, many banks used the performance-based compensation exception to mitigate the effect of this deduction limitation. This exception has been repealed.

As performance-based compensation has represented a significant portion of bank executive compensation, this repeal is significant for public company banks. There are transition rules for existing performance-based compensation plans in place as of Nov. 2, 2017. However, Congress has delegated to Treasury the task of interpreting the transition rules,



and there has been limited information available to articulate the exact impact on banks.

Lost Deductions: FDIC Premiums and Entertainment Expense

One deduction lost for banks is related to Federal Deposit Insurance Corporation (FDIC) premium payments. The ability to take a tax deduction for FDIC premiums now is limited for banks with assets between \$10 billion and \$50 billion, and the deduction has been phased out completely for banks with assets more than \$50 billion.

Additionally, all entertainment expenses, previously 50 percent deductible, are now completely nondeductible. This change will have a significant effect for many banks, which have used this deduction to offset a variety of expenses. Most meals remain deductible at 50 percent of the expense.

S-Corporation Banks

Banks have many questions about the implications of the tax reform package on banks organized as S corporations. Luckily for S-corp banks, the Senate version of the pass-through entity provisions survived. The bill provides for a 20 percent deduction of the bank's income. This deduction, combined with the reduction of the highest individual

rate to 37 percent, means an S-corp bank shareholder's maximum effective tax rate now is less than 30 percent.

Given the double taxation structure of a C corporation, banks pay tax at 21 percent under the new rules, but shareholders pay an additional 20 to 23.8 percent on dividends received. For the majority of S-corp banks, it remains advantageous to retain the single layer of tax structure of the S-corp.

State Tax Implications

When bonus depreciation first emerged, states began to decouple for portions of the Internal Revenue Code—especially those regarding acceleration of depreciation on fixed assets. As it has done with prior tax changes accelerating depreciation, Tennessee is anticipated to similarly decouple from 100 percent bonus depreciation.

More Good News Than Bad News

Banks will have to adjust to the changes in the Tax Cuts and Jobs Act, and while certain provisions will cause some minor headaches, by and large, banks will benefit from the new tax structure. 🇺🇸

ILLUSTRATION: SHUTTERSTOCK

Bank joins Tennessee State Treasurer to return Purple Heart

SHELLI KING

*Communications Director
Tennessee Department
of Treasury*

First Volunteer Bank worked with Tennessee State Treasurer David H. Lillard, Jr. to return a missing Purple Heart medal to a soldier's family last month.

Joining Treasurer Lillard were Tennessee Bankers Association president & CEO Colin Barrett, First Volunteer Bank executives Patti Steele, Judy Cartwright, and Todd Stancil, along with Chattanooga area legislators Sens. Bo Watson and Todd Gardenhire, and Reps. Mike Carter, Marc Gravitt, and Patsy Hazelwood. The Treasury's Division of Unclaimed Property uses a variety of outreach methods to locate owners of unclaimed property and was able to connect with the Purple Heart recipient's grandsons with help from local media.

The Purple Heart was found in an abandoned safe deposit box in a Chattanooga-area location of First Volunteer Bank. The bank took the correct steps in opening the box after the allotted four years and attempting to locate the owner. After one filing cycle the bank followed State Law and ultimately turned the Purple Heart over to the Division of Unclaimed Property.


"Our goal is always to take the best care of our customers here at First Volunteer Bank," said Judy Cartwright of First Volunteer Bank. "When we opened up that box and found the Purple Heart, we wanted so much to find the owner, but eventually had to turn it over to

Unclaimed Property. It is so rewarding now to see the family reunited with this medal."

By handling the Unclaimed Property correctly, Cartwright and the rest of the staff at the bank played an integral part in returning the medal to the family.

Tennessee Treasury's Division of Unclaimed Property helped connect Parris's family with the Purple Heart through concentrated outreach efforts enabled by a law passed by the General Assembly in May of 2011, which was designed to protect military medals for veterans. The law identifies a military medal as any decoration or award that may be presented or awarded to a member of a unit of the Armed Forces or National Guard. Treasury's Division of Unclaimed Property is responsible for their safekeeping.

"Treasury works every day to protect the financial lives of Tennesseans," said State Treasurer David H. Lillard, Jr. "reconnecting Mr. Parris's family with this priceless memento is one personal example of this work in action."

The Purple Heart was one of two military decorations earned by Claude Parris for his service in World War II. According to his grandson, Parris served on the European front, fighting with American forces in both Paris and Luxembourg, where he tragically lost part of his right leg in the Battle of the Bulge. 



Tennessee State Treasurer David H. Lillard and the Tennessee Treasury's Division of Unclaimed Property worked with First Volunteer Bank to return a Purple Heart medal to the Parris family after it was found in an unclaimed safe deposit box in the Chattanooga area.

HOW TO HANDLE ABANDONED SAFE DEPOSIT BOXES

Banks have up to four years to open a safe deposit box once the rent becomes due. After opening, banks have until May 1 of the following year to report the contents of the safe deposit box to the Tennessee Treasury Department Division of Unclaimed Property. Once reported, the bank remains in possession of the contents while Unclaimed Property uses a variety of outreach methods to locate the owner. If successful, Unclaimed Property directs the safe deposit box owner back to the bank to collect the contents.

If no owner has come forward after one filing cycle, banks can auction off the items and report the proceeds as Unclaimed Property. Banks may not, however, sell military medals or U.S. savings bonds and stock certificates; those items must be delivered to the Unclaimed Property Division at the Andrew Jackson Building, 502 Deaderick St., Nashville TN, 37219.

Why are banks shuttering branches?



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

On Feb. 6, the Wall Street Journal published a startling statistic: Between June 2016 and June 2017, more than 1,700 U.S. bank branches were closed, the largest 12-month decline on record.

Structural Shift

That large drop, while surprising, is part of a trend in net branch closures that began in 2009. It follows a profound structural shift in the number and size of independent U.S. banking headquarters, or charters, over the past three decades.

In 1980, nearly 20,000 commercial banks and thrifts with more than 42,000 branches were operating in the nation. Since then, the number of bank and thrift headquarters has steadily declined.

The reasons for the decline in charters and branches are varied. Regarding charters, the passage of the Riegle-Neal Interstate Banking and Branching Efficiency Act in 1994 played a significant role in their decline. Banks operating in more than one state took advantage of the opportunity to consolidate individual state charters into one entity and convert the remaining banks into branches. Almost all states opted in to a provision in the law permitting interstate branching, which led to a steady increase in branches.

Trend Reversal

Even before the number of charters declined, however, the number of branches grew steadily throughout the 1980s, 1990s and early 2000s. It peaked in 2009, when the trend

reversed, as seen in the graph.

Since 2009, the number of commercial bank and thrift branches has shrunk nearly 10 percent, or just over 1 percent per year.

The initial wave of closings can be attributed to a wave of mergers and failed bank acquisitions following the financial crisis. There was an immediate opportunity to reduce cost through the shuttering of inefficient office locations. Branch closings were also influenced by earnings pressure from low interest rates and rising regulatory costs.

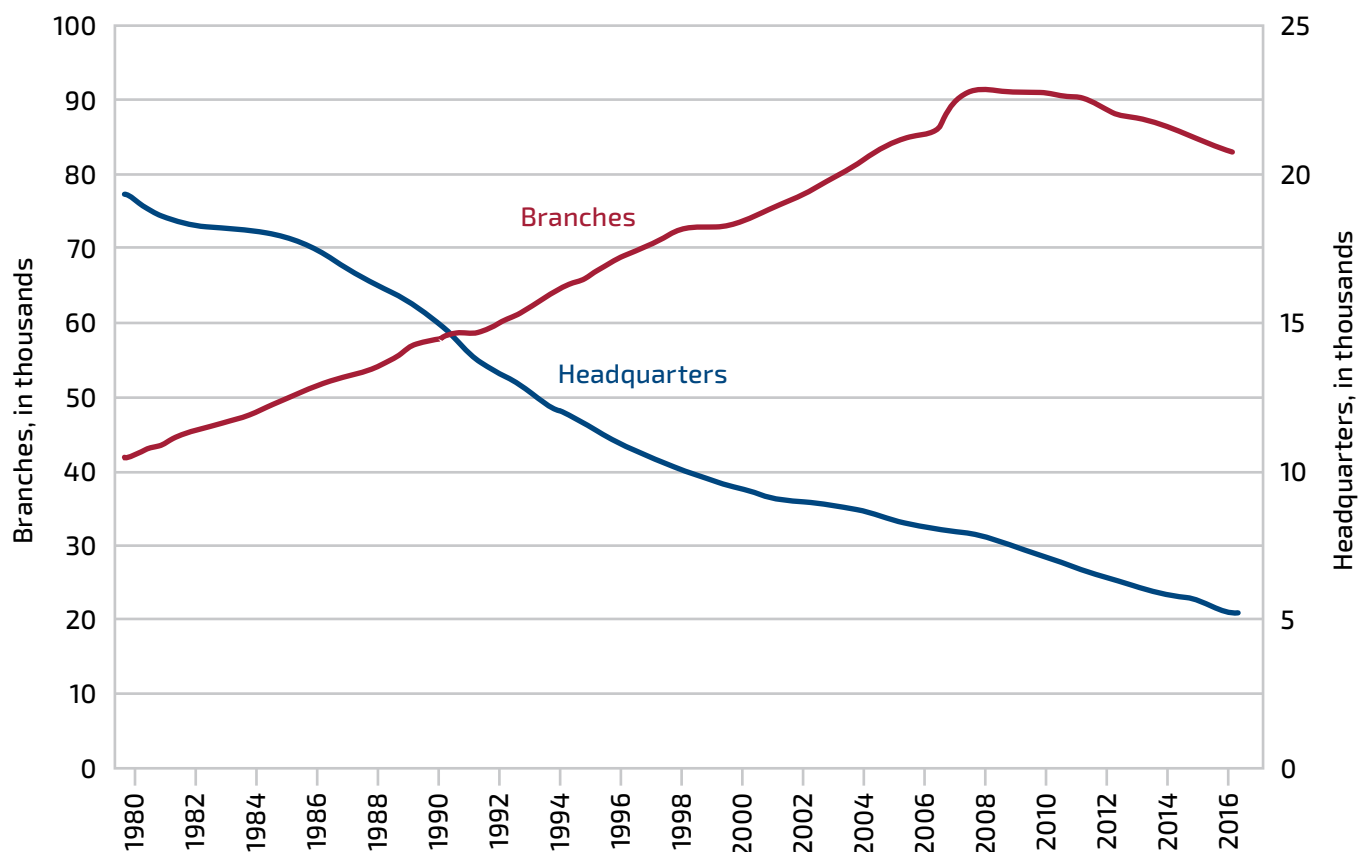
More recently, changing consumer preferences and improvements in financial technology have further spurred the reduction in branches. Customers increasingly use ATMs, online banking and mobile apps to conduct routine banking business, meaning banks can close less profitable branches without sacrificing market share.

Uneven Changes

The reduction in offices has not been uniform. According to the Federal Deposit Insurance Corp., less than one-fifth of banks reported a net decline in offices between 2012 and 2017, and slightly more than one-fifth reported an increase in offices.

Just 15 percent of community banks reported branch office closures between 2012 and 2017. And though closures outnumber them, new branches continue to be opened. It's also important to note that deposits continue to grow—especially at community banks—even as the number of institutions and branches decline.

BANK AND THRIFT BRANCHES AND HEADQUARTERS



SOURCE: Federal Reserve National Information Center

The Industry of the Future

It seems inevitable that this long-term trend in branch closings will continue as consumer preferences evolve and financial technology becomes further ingrained in credit and payment services.

Although it is unlikely that the U.S. will end up resembling other countries with relatively few bank charters, it seems certain that consumers and businesses will increasingly access services with technology, no matter the size or location of bank offices. This change creates opportunities as well as operational risks that will need to be managed by banks and regulators alike. 🌐

Employment opportunities are a “win-win” for college students and Tennessee bankers

Tennessee’s colleges and community banks have enjoyed a long history of partnership and success. Tennessee bankers have supported higher education by serving on college and university boards, providing student scholarships, endowing professorships and academic chairs, and supporting courses and programs – often serving as guest lecturers, speakers, and adjunct faculty. For their part, our colleges and universities continue to provide a stream of graduates eager to make a difference in Tennessee banks and the communities they serve. College faculty and administrators also serve alongside bankers on community boards and civic organizations. And, many of these individuals lend their expertise to banking conferences and schools in Tennessee and across the nation.

As these mutually beneficial relationships have grown, so have the education and training needs of community banks. Today’s banking environment requires new college graduates to not only have strong business and technical skills, but they must also be able to communicate effectively with customers and work with fellow employees and bank managers to solve problems. They must also have a willingness and ability to take on a variety of tasks. All of this requires what academics refer to as “experiential learning.” That is, students engage in opportunities beyond the classroom during their college years and learn from experience. Internships and other experiential learning opportunities are a win-win-win for banks, colleges, and students.

The fact that real world experiences benefit college students and community banks has been supported by a recent survey conducted under the direction of the UT Martin Dun-

agan Chair of Excellence in Banking and distributed by the Tennessee Bankers Association.

The purpose of the survey was to determine how many banks currently employ college students and, for those who do not, how many would consider doing so in the future. The survey also sought to determine the types of student employment most preferred by banks and how important those experiences are when future applicants are considered for full-time positions.

The survey and follow-on discussions with community bankers from West, Middle, and East Tennessee are a collaborative effort among John C. Clark, Dungan Chair of Excellence in Banking, the University of Tennessee at Martin; Thomas H. Payne, Dean, College of Business, Tennessee Tech University; Larry R. White, Poteat Chair of Banking, East Tennessee State University; and members of the Tennessee Bankers Association staff. Forty-five banks provided complete survey responses. Eighty percent of the respondents expressed a strong desire to work with universities across the state to improve job opportunities for college students and graduates.

Important take-aways from the survey included:


- The most preferred student employment opportunities are hourly positions during selected seasons and throughout the year as bank work needs coincide with students’ schedule availabilities.
- Work experience during college makes a favorable difference when graduates are considered for permanent positions.
- The top reasons why institutions favor applicants with bank work experience when making permanent hiring decisions are



that these graduates have a better overall knowledge of banking and have had an opportunity to determine whether they are truly interested in banking as a career.

- In general, bankers indicated that meaningful work experiences while in college are very important in preparing college graduates for successful careers.
- Colleges can help banks offer quality student work experiences by making them more aware of the specific students who are seeking part or full-time work. Respondents also indicated that college faculty and students would benefit from being more aware of the specific employment needs of individual banks.
- Overall, respondents were very interested in working with colleges and universities to improve or increase employment opportunities for students.

Colleges, universities, and banks across our state have an outstanding opportunity

to build and grow effective partnerships that will benefit students, graduates, bankers, and the communities we all serve. Whether these relationships culminate in seasonal work, periodic fulltime (summer) employment, or year-round part-time employment, they provide for enhanced learning for students, better prepared permanent employees for banks, and a stronger workforce for Tennessee communities. As a community banking leader, you are encouraged to reach out to us or other representatives of our state's higher education institutions to initiate or expand these opportunities. And, as educators representing the three grand divisions of our state, we promise to do the same as we work together to grow our organizations and our economy. 

Acknowledgement

Courtney Carroll, UT Martin Finance major and December 2017 graduate, compiled the results from the survey.

A recent survey, conducted under the direction of the UT Martin Dunagan Chair of Excellence in Banking and distributed by the Tennessee Bankers Association, reveals that banks prefer students with real world work experience, especially banking experience, when looking to hire college graduates.

PHOTO: SHUTTERSTOCK


The Southeastern School of Advanced Commercial Lending

Students learned advanced cash flow and loan structure, commercial real estate lending, and more.

The Tennessee Bankers Association conducted the 2018 session of *The Southeastern School of Advanced Commercial Lending* (TSSACL) on February 5-7 with 41 bankers, 34 from Tennessee and seven from two other states, completing requirements for graduation.

TSSACL focused on advanced cash flow and loan structure, commercial real estate lending, and showed students new approaches to predicting portfolio credit performance and managing portfolio risk.

TSSACL was founded in 1994 and is cosponsored with the Georgia, Louisiana, and Mississippi bankers associations.

For additional information about TSSACL, or any of the four other Southeastern Schools, please visit, www.TNBankers.org. 





2018 TSSACL students

2018 TSSACL GRADUATES

J. SCOTT BARNES, PriorityOne Bank,
Magee, Miss.

JOHN BECK, Origin Bank, Flowood, Miss.

BUFFY BUNDSHUH, CapStar Bank, Nashville

WES BURNETT, American Bank & Trust,
Livingston

JAY CASSETTY, Citizens Bank, Gainesboro

FRED COHEN, Planters Bank & Trust Compa-
ny, Clarksdale, Miss.

RAY COMER, Citizens Bank, Westmoreland

JUSTIN COOK, First Tennessee Bank, N.A.,
Morristown

AIMEE COOK, Bank of St. Francisville,
Saint Francisville, La.

DAWNE EDWARDS, INSOUTH Bank, Atoka

BRANDON FARMER, People's Community
Bank, a div. of First Community Bank,
Johnson City

JAMES FULLER, Southern Community Bank,
Tulahoma

JAMES HAZARD, Bank First Financial
Services, Columbus, Miss.

VAN HOSE, First National Bank of Pulaski,
Pulaski

CHRISTOPHER JERNIGAN, The Farmers Bank,
Portland

JASON KOTLER, CapStar Bank, Nashville

DILLON LAMBERTH, The Farmers Bank,
Portland

MATT LEDBETTER, First Vision Bank,
Tulahoma

JOHN MARKHAM, CapStar Bank, Nashville

TIMOTHY MARTIN, Triumph Bank, Memphis

STEVE MATLOCK, Apex Bank, Camden

CHASE MCGEE, Homeland Community Bank,
McMinnville

JASON MELTON, First National Bank
of Manchester, Murfreesboro

JOHN MYERS, Commercial Bank & Trust Co.,
Jackson

CHRISTOPHER PEPPER, The First National
Bank of Middle Tennessee, McMinnville

RON ALAN POWELL, Citizens Bank of
Lafayette, Lafayette

MEGAN PRICHARD, Southern Heritage Bank,
Cleveland

LAURA RATHBONE, Civis Bank, Knoxville

STACIA REAGAN, Tennessee State Bank,
Pigeon Forge

JESSICA RICH, Civis Bank, Knoxville

JOE SALVATO, Bank of Putnam County,
Crossville

MATT SEAWRIGHT, Bank First Financial
Services, Starkville, Miss.

CARLY SELLERS, Home Federal Bank,
Knoxville

JOHN SHELTON, First Vision Bank, Decherd

HUNTER SMITH, Triumph Bank, Memphis

WILLIAM TINGLE, Triumph Bank, Memphis

HOWARD TRUSTY, First Commercial Bank,
Jackson, Miss.

LAURA TUCKER, INSOUTH Bank,
Brownsville

PHILLIP VANCE, First Freedom Bank, Lebanon

BRENT WHALEY, Tennessee State Bank,
Pigeon Forge

CODY WILKINS, Wilson Bank & Trust,
Nashville

2018 TSSACL STUDENT PROFILE

EDUCATION

(Highest Level Achieved)

| | |
|--------------------|----|
| Some College | 5 |
| Bachelors | 29 |
| Graduate | 7 |

YEARS OF BANK EXPERIENCE

| | |
|----------------------|----|
| 1 to 5 Years | 8 |
| 6 to 10 Years | 15 |
| 11 to 20 Years | 14 |
| 20+ Years | 4 |

SIZE OF BANK'S LOAN PORTFOLIO

| | |
|------------------------|----|
| 1 to 5 Million | 40 |
| 11 to 50 Million | 1 |

SIZE OF BANK'S ASSETS

| | |
|------------------------|----|
| Under 50 million | 41 |
|------------------------|----|

GENERAL PROFILE DATA

| | |
|-----------------------|----|
| Female Students | 9 |
| Male Students | 32 |

| | |
|-----------------------------|----|
| Tennessee Students | 34 |
| Out of State Students | 7 |
| Louisiana | 1 |
| Mississippi | 2 |

FACULTY



JOHN R. BARRICKMAN, president, New Horizons Financial Group, LLC, Amelia Island, Fla.



JOHN COCHRAN, president, Cochran Associates, LLC, Jefferson City, Mo.



MICHAEL E. HENDREN, senior credit officer, Pinnacle Bank, Nashville, Tenn.

BOARD OF TRUSTEES

CHAIRMAN: KIRK GOEHRING, Chief Lending Officer/Senior Vice President, First South Bank, Jackson

VICE CHAIRMAN: RICHARD SHAFFER, Executive Vice President/Commercial Services Director, First Tennessee Bank, N.A., Chattanooga

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

BRENT BALL, Chief Lending Officer, Clayton Bank and Trust, Knoxville

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

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

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

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

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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 2017-2018 *Bankers Directory*. If you have questions about TBA's associate members, please contact Stacey Langford at slangford@TNBankers.org.

ACCOUNTING

Putman & Hancock CPAs

219 College St E.
Fayetteville, TN 37334-3065
Phone: 931-433-1040
Fax: 931-433-9290

www.putmanandhancock.com

Contact: Dan Hancock, CPA
dhancock@putmanandhancock.com

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APPRAISALS

Community Bank Real Estate Solutions

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Hickory N.C. 28602-4149
Phone: 828-468-4010
Toll-free: 877-965-4010
Fax: 828-468-4014

www.cbresolutions.com

Contact: David E. Reitzel
dreitzel@cbresolutions.com

CBRES is an appraisal management company, a wholly owned subsidiary of Peoples Bank headquartered in North Carolina. We are a federally regulated AMC and provide appraisal management services to community banks in 22 states focusing on the Southeastern United States. Because we are owned by a bank, we understand the necessity for absolute, state of the art compliance. Our company is managed by experienced appraisers and our president, David Reitzel, serves as the AMC representative on the North Carolina Appraisal Board. We employ an automated review based on client needs along with a manual review on each appraisal. Our platform provides UCDP compliant reports and has the capability to integrate most loan origination systems. Our clients (and our appraisers) understand we're not a run-of-the-mill AMC.

CONSULTANTS

John M. Floyd & Associates

125 N Burnett Dr.
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LENDING

The Housing Fund Inc

305 11th Ave S.
Nashville, TN 37203-4003
Phone: 615-780-7000
Fax: 615-780-7001
www.thehousingfund.org
Contact: Angela Belcher
abelcher@thehousingfund.org

Non-profit Community Development Financial Institution (CDFI)

MARKETING

NXG Strategies

830 Crescent Centre Dr, Ste 180
Franklin, TN 37067-7283
Phone: 615-656-3293
www.nxgstrategies.com
Contact: Don Abel
don.abel@nxgstrategies.com

NXG Strategies provides identity theft monitoring and remediation solutions to enhance retail and business account acquisition and retention while generating fee income. We also provide risk mitigation solutions to financial institutions and their employees.

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Since 1981, Automated Systems Inc. has been a leader in offering innovative core banking, digital banking, and data processing solutions to community banks nationwide. An array of integrated applications provides partnered banks with tailored, cost-effective, competitive choices. These add-on options are designed to maximize operations in a seamless, real-time fashion. Automated Systems Inc. delivers industry-leading technology backed by unparalleled in-house conversion, training, and support teams; paving the way for progressive and top-notch customer service. Automated Systems Inc. would love to welcome your organization as a partner to enhance the products and services you offer your customers. 

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, Milan, has promoted **Cathy Messerly** to partner effective Jan. 1; and **Mark Puckett** was named tax partner, based in the Memphis office to work throughout the firm's footprint.

Bank of Lincoln County, Fayetteville, has named **Bart Lovvorn** as vice president and he brings 12 years of banking experience to this position.



LOVVORN



HARRIS

JERNIGAN



LOWERY

PORTA

BankTennessee, Collierville, has promoted **Mark Harris** to assistant vice president, branch manager of BankTennessee's office in East Memphis. **Britt Jernigan** was promoted to universal banker in the Germantown office. The bank has named **Brian Lowery** as senior lender and senior vice president. Lowery brings more than 25 years' banking experience. **Corey Porta** was named assistant vice president, commercial loan officer in the downtown Memphis office.

Bone McAllester Norton PLLC, Nashville, has added attorneys **Samuel L. Jackson** and **Emily Harper Mack**.

Citizens Bank, Elizabethton, has named **Brooke Tittle** as vice president and will serve as commercial relationship manager for Bristol, TN as well as on the Virginia side.



ROBERTS

COBBLE

HODGE

CBBC, Maryville, has promoted **Perry Roberts** to branch officer and lender at the newly renovated Midland office in Alcoa. **Marilyn Cobble** was named banker as a vice president and commercial relationship manager and **Paul Hodge** as assistant vice president and loan compliance officer.

F & M Bank, Clarksville, has promoted **Tammy Petty** to manager of the consumer loan processing department.



OWENS

JOHNSON



MORRIS

RING

First Freedom Bank, Lebanon, has promoted **J.B. Owens** to executive vice president. Owens will continue to serve as director of commercial banking, with additional responsibilities for the company's secondary mortgage operations. Other staff who were promoted are: **Laura Johnson**, AAP, CAMS, CBSM, to vice president; **Laura Morris** to assistant vice president; and **Kayla Ring** to bank officer with added responsibility of construction manager.



POSS

COWAN

WORLEY

First Freedom Bank, Mount Juliet, has promoted **Sarah Poss** to bank officer in the Providence location, and she will function as First Freedom's marketing officer. In addition, the bank has named **Kim Cowan** as financial services representative and **Tucker Worley** as a relationship specialist.

First National Bank of Middle Tennessee, Murfreesboro has added **Mike Weber** as senior vice president and commercial lender.

Fifth Third Bank, Nashville, has promoted **Jacklyn Claire** to treasury management officer. In addition, the bank has named veteran banker **Jim Waller** as business banking relationship manager. **Thomas Feeney** as senior vice president and commercial relationship manager; **Tracee Smith** as vice president, community economic development manager for Tennessee; and **Kenneth Crapse** as assistant vice president and commercial relationship manager.

First Tennessee Bank, N.A., Memphis, has welcomed **Candace Steele Flippin** as executive vice president and chief communications officer.

LBMCC, PC, Brentwood, has named **Caleb Alexander** and **Drew Peterson** as staff accountants in the tax division; **Tyler Stewart** was named as staff accountant to work with the state and local tax group; **Kelly O'Brien**, **Jack Nicholas**, and **Olivia Windsor** were named as staff accountants in the audit division; and **Sriparna Bandyopadhyay** as a staff consultant for the risk services division.

Paragon Bank, Memphis, has named **Steve Weaver** as senior loan officer.



WEAVER

Pinnacle Financial Partners has added **Bobby Edwards** and **Lisa Morgan** as senior vice presidents and financial advisors. Edwards is based at Pinnacle's West End office and Morgan is based at the firm's Bellevue office.

At FCNB's Southern Heritage Bank, Georgetown location, **Paula Moore** is welcomed back as branch manager.



MOORE

Tennessee Bank & Trust, Franklin, has named **Todd Norman** as a senior vice president to work in the commercial department.

Tennessee Bankers Association is excited to add **Sheena Frech** to our education department. Frech, who will serve as an education coordinator, recently left the classroom as a public education teacher after 11 years. Frech graduated from Middle Tennessee State University in 2006 with a bachelor's degree in education.



FRECH

Tower Community Insurance of Tower Community Bank, Jasper, has welcomed **Ashley Haynes** as new commercial accounts manager. Haynes (left) is pictured with Janie Webb, accounts manager.

Truxton Trust Company, Nashville, has named **Amy Cho** and **Sam Nokovich** as associate wealth advisors for Truxton Trust Company.

In Lebanon, Wilson Bank & Trust's board of directors officially named executive vice president **John McDearman** as the successor to former president Elmer Richerson Jan. 1, following Richerson's retirement at the end of 2017. Upon CEO Randall Clemons' planned retirement at the end of 2019, McDearman will elevate to CEO of WBT.



MCDEARMAN

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Bank Notes

Alexander Thompson Arnold, PLLC, Milan, has added three accounting firms and several new partners, effective Dec. 31, 2017: **Cannon & Company, P.C., Memphis;** **Fred H. Page & Co. Ltd., Tupelo, Miss.;** and **Myriad CPA Group.** This acquisition expands ATA's footprint from Mississippi to Western Kentucky.



Citizens National Bank, Sevierville, celebrated a grand opening and ribbon cutting ceremony of their new branch inside Food City (2339 Newport Hwy) New Center January 31.



Citizens National Bank, Sevierville: the headquarters and all its branches celebrated 45 years of business in February.

Commercial Bank, Harrogate, through its holding company's finalized purchase of Citizens Bank, gained four new branches in Morristown, New Tazewell, and Harrogate, making Commercial Bank the twelfth largest community bank in Tennessee. January 2, the Morristown office opened in early January, under the Commercial Bank name.

Community First Bank & Trust, Columbia, has merged with and changed their name to Reliant Bank effective Jan 2.

In **Dyersburg,** **First Citizens National Bank's** long-time employee **June Jones**, who most recently served as senior vice president and loan review manager, has retired after 52 years.



The Federal Home Loan Bank of Cincinnati's board of directors has elected two Tennessee bankers to leadership positions. **James A. England**, chairman of Decatur County Bank, was elected to serve as the board's vice chairman for

2018-19. England succeeds William J. Small of Defiance, Ohio, who retired from the board. **William S. "Sammy" Stuard Jr.,** president and CEO of F & M Bank, Clarks-ville, will chair the FHLB board's business and operations committee.

The Federal Reserve Bank of St. Louis has appointed TBA Vice Chairman **Mott Ford** to its Community Depository Institutions Advisory Council (CDIAC). Ford is vice chairman and CEO of **Commercial Bank and Trust Co.** in **Memphis** and has been appointed to a three-year term ending in 2020.



FirstBank, Farragut, celebrated their grand opening and ribbon cutting ceremony in early February with the Farragut West Knox Chamber of Commerce.

Independence Trust Company, Franklin, has merged with and into Nashville's Argent Trust of Tennessee.

Main Street Inc., Birmingham, AL, has acquired Check Printers Inc, a subsidiary of R.R. Donnelley & Sons Company, effective Jan. 5.

Pinnacle Financial Partners, Nashville, celebrated the opening of their newest downtown Nashville branch near Charlotte Pike in the Capitol View development in December 2017. 🇺🇸

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.

Savannah's CB&S Bank Inc., Main Street branch has launched a collection of nonperishable food items for Our Daily Bread Ministries Backpack Program, a food and nutrition assistance program that helps provide food on the weekends for children who receive free or reduced lunches during the school week.

Coffee County Bank, Manchester, has made a \$3,000 donation to the Coffee County Board of Education for Coffee County Middle Athletic Complex.



First National Bank of Pulaski, Pulaski, Giles County Student Advisory Board collected and donated items to the Giles County Senior Citizens Center.



First Tennessee Foundation Inc, Memphis, has donated \$125,000 to the Miller Park Renovation Project in Chattanooga, ensuring that the project with a future impact on downtown Chattanooga moves forward. Jeff Jackson, local area market president is pictured presenting the check to Kim White, River City manager.



First Tennessee Foundation Inc, Memphis, has committed \$40,000 to Northeast State Community College Foundation for a new technologies center at the main campus in Blountville. The pledge is to the 50 for 50 Celebrating a Legacy of Excellence Capital Campaign, and the gift will support the state of the art Emerging Technologies building and as a challenge to raise additional funds needed for the project.

McKenzie's MBC Foundation Bank recognized Darkhorse Lodge for their first place win in the 2017 Giving Tuesday campaign and gave them \$1,000 toward their work with combat veterans.



Employees of **Paragon Bank, Memphis**, have volunteered more than 1,531 hours to the community in 2017 through the bank's program, Assisting the Community Through Service (ACTS), which every Paragon employee is granted 40 hours of paid time to support local nonprofit organizations. In addition, employees are encouraged to volunteer outside work hours. In 2017, 96 percent of their workforce participated in ACTS and spent an average of 16.6 hours volunteering.



Peoples Bank of East Tennessee, Madisonville, hosted a lunch fundraiser for the Homeless Management of Monroe County late 2017, then first vice presidents Beth Henry and Dustin Atkins and other bank staff presented a donation of \$500 to the local agency.



Peoples Bank of the South, Norris/Clin-ton branch on Groundhog Day (renaming the day as Job Shadow Day) hosted two Anderson County High School students, James Daugherty and Alex Bills, who learned about the lending process and are pictured here learning to review loan applications.

Community Corner *continued*

Oak Ridge's TNBANK Mortgage hosted an Anderson County School student, Jordan Fall, to job shadow Kelly Rice on Ground Hog Day. Pictured left to right: Jordan Fall, student, Tom Tuck and Kelly Rice of TNBANK Mortgage.



Athens Federal Community Bank, Athens, hosted Cheyenne Campbell of McMinn County High School, who job shadowed Traci White, CSR at the Athens main office.



Planters Bank Inc, Clarksville, Commerce St. branch presented the United Way of Greater Clarksville a donation of \$805 from proceeds raised during Planters' Season of Giving throughout its footprint. Rossvie branch office presented The Dawn Stanfill Foundation with a Season of Giving check for \$1,606. Donations for each organization across Planters branch offices were determined by the "likes" and "shares" each charity received on the bank's Facebook page and Twitter account as well as the purchase of soups in each branch and the mention of Season of Giving when a checking account was opened.



Planters Bank Inc, Clarksville, was recognized by the local United Way agency for having 100 percent employee participation in the annual giving campaign.



SmartBank, Pigeon Forge, presented a check to the Great Smoky Mountains Institute at Tremont to support outdoor learning.



In **Pigeon Forge, Tennessee State Bank's** president and CEO Todd Proffitt is pictured presenting the bank's annual donation of \$18,000 to James Hart, president of Friends of the Smoky Mountains.

Cleveland's FCNB Southern Heritage Bank's Lee Stewart, regional president for East Tennessee will serve a second year as community chairman for the Cleveland/Bradley County 2018 Great Strides Walk and 65 Roses 5K road race for the Cystic Fibrosis Foundation scheduled for March 24 at Lee University.



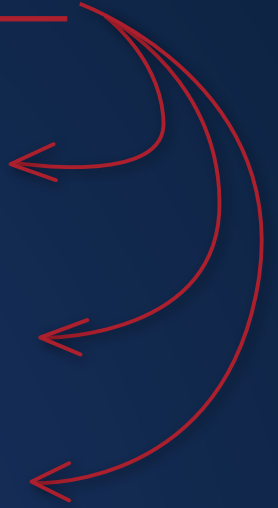
STEWART



Triumph Bank, Memphis, through its Triumph Community Development Foundation Board, helped to sponsor the Financial Management for the Closely Held Business seminar for the greater Memphis area.

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Featured Events

**APRIL
4**

THE SOUTHEASTERN SCHOOL OF BANKING BRANCH MANAGEMENT - SESSION 1 OF 4

TBA Barrett Training Center, Nashville

TBA Member/Associate Member Registration: \$1,150 (All four sessions)

TBA Contact: Debbie Brickles, dbrickles@TNBankers.org

More than ever before, today's branch management team is faced with a multitude of challenges and opportunities. Successful banks have branch leaders who must be focused on motivating and engaging the team, building and increasing loyal customer relationships, mitigating risks through compliance and regulatory adherence, and accomplishing retail banking goals. In essence, the branch manager is the business manager. Ongoing education, training, and networking are vital to developing successful branches in today's banks. *The Southeastern School of Banking Branch Management* is a four-workshop sessions that takes place throughout the year.

This school is designed to focus on the critical success elements of managing and leading a performance-focused sales and service team. Each workshop is designed and packaged full of checklists, job aids, case studies, examples, and real-world situations. The school provides the branch manager and the branch management team with current, proven solutions to managing a successful branch in today's ever-evolving banking environment.



**APRIL
26 & 27**

STRATEGIC TECHNOLOGY & OPERATIONS CONFERENCE

Embassy Suites Hotel & Conference Center, Murfreesboro

Early Registration Deadline: April 12

TBA Member/Associate Member Early Registration: \$475

TBA Contact: Debbie Brickles, dbrickles@TNBankers.org

This conference, designed for community bank CEOs, CIOs, CFOs, COOs, senior department heads, and senior officers who have strategic planning responsibilities for their institutions, focuses on the community bankers' technology planning needs. It features nationally-known speakers who are experts in the areas of financial institution technology as well as technology vendors available on-site to answer questions regarding the latest in financial services technology. Team discounts are available for multiple registrations from the same institution. Please see the program brochure for complete pricing information.

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APRIL 15-17

YOUNG BANKERS DIVISION LEADERSHIP CONVENTION

The Peabody Memphis, Memphis

Early Registration Deadline: April 1

Hotel Deadline: March 26

TBA Member/Associate Member Early Registration: \$345

Multiple registrations from same institution get \$45 discount

TBA Contact: Stacey Langford, slangford@TNBankers.org

Register at TNBankers.org/leadership

The *Leadership Convention* is the premier event of the TBA Young Bankers Division. Join more than 120 future leaders of the Tennessee banking industry for professional and personal leadership development. You will also form relationships with peers from across the state that will benefit you and your institution for decades to come.

Special Events

- Opening Night Networking Reception at the Flying Saucer Draught Emporium
- PEP Financial Literacy Awards Luncheon featuring remarks by TDFI Commissioner Greg Gonzales
- Election of Young Bankers Division Officers and Directors
- Evening Reception on the iconic Peabody Rooftop

Key Topics

- In two separate sessions, Jack Agati explores how your birth order in the family impacts your view of the world, and he'll teach you the art of encouragement
- Discover the latest trends in retail banking and deposit gathering from Craig Raughton, KASASA
- Pathway Lending explains how to put CDFI's to work for your customers
- Build your network and brainstorm common problems in the Peer-to-Peer Speed Roundtable Discussions

Reserve your room

- With a style and tradition befitting one of Memphis' grandest, most legendary hotels, The Peabody Memphis offers a magnificent bridge between the "Blues City's" celebrated past and cosmopolitan present.
- Call 1-800-PEABODY and request the TBA/Young Bankers *Leadership Convention* room block for a special rate of \$189 per night. You can also visit TNBankers.org/leadership and use the online link.
- Hurry. Deadline for room reservations is March 26!

REGISTER TODAY

TNBankers.org/leadership

Hear from industry and business experts.



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D. BRYAN JORDAN

Chairman, President & Chief Executive Officer, First Horizon National Corporation



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Employment Opportunities

1801-2 (M) MORTGAGE LOAN SERVICING MANAGER

A career at SmartBank is more than just a job, it is a family where values are upheld and hard work is recognized. Our SmartBank team of associates are trustworthy, loyal and innovative. We have been supporting our customers for over 10 years in Tennessee, Alabama, and Florida and are continuing to grow. We empower our associates to treat our customers with care and to be involved in the communities we support. We build exceptional value by fostering a work environment that respects individual needs, establishes high expectations and recognizes achievement – It is the SmartBank way. SmartBank Associates enjoy an AMAZING benefits package that includes – company apparel, medical, dental, vision, long and short term disability, 401(k), EAP, life insurance and paid time off (PTO). Our Mortgage Loan Servicing Manager will be held accountable for: Upholding SmartBanks Core Values and Core Purpose; Managing the functions of the mortgage loan servicing department and line of business; Completing strategic objectives such as; boarding, file/custodial management, escrow administration, taxes/insurance monitoring, lien release, billing statements, past due collections, account maintenance, and year end reporting. Providing general support to the Mortgage Loan Servicing Specialists, Mortgage Operations Manager, Regional Production Managers and SmartBank Clients. Ideal candidates for the role will include: High School Diploma or equivalent required; Minimum of 3 years of experience in banking and customer service; Mortgage Loan Operations/Servicing experience; Knowledge of mortgage servicing rules relating to portfolio loans, loans sold to secondary market, escrow, PMI and forced-placed insurance policies; Strong computer skills with a proficiency in Microsoft office products including Word, Excel and Outlook are required and exceptional 10 key data entry skills are a must. All candidates must be willing to submit to a pre-employment credit and background check. SmartBank is an Equal Opportunity Employer. Apply online at Smart-BankCareers.com

1712-3 (M) DEPOSIT OPERATIONS ASSISTANT MANAGER

SUMMARY: The Deposit Operations Assistant Manager is responsible for a variety of back-office functions in order to facilitate the daily data processing and customer service activities of deposit services and electronic banking. These functions include, but are not limited to, assisting the manager in managing staff, customer accounting, research, records management, ATM reconciliation, statement preparation functions, the management of ACH and wire transfer operations, online banking (consumer and commercial), remote deposit capture, ATM & Check cards. **DUTIES:** Assist in the supervision

of the day to day functions of the deposit operations, including daily NSF/OD operations, cash management functions, responding to customer inquiries, managing new account systems, and administering business and consumer on-line banking systems; Responsible for the supervision and back-up of all deposit operations personnel; Develops and maintains product policies and procedures to comply with bank policy and external regulations; Process error resolutions in accordance with Reg E, including monitoring of Passport reports; Oversee the escheatment process through customer notification and remittance to the state; Monitor excess pre-authorized withdrawals from savings/money market accounts per Reg D; Responsible for creating and generating various requested departmental and management reports through use of various Bank software including, but not limited to, Excel, Query, Word processing and data base programs.; Oversee process of levies, garnishments and subpoenas. Report to management monthly; Coordinate processing of B-Notices and back-up withholding; Process wire transfers; Key and/or verify GL and cross-application transactions; Meet periodically with staff to promote team work, solve problems, resolve conflicts, motivate, communicate any changes within department and assist in introducing new products or services; Act as a liaison between various institutions and vendors when implementing new procedures and forms. May function in troubleshooting capacity to resolve technical difficulties to limit loss exposure.; Assist in design and implement procedures or new products, services, application updates, and new or changing regulatory requirements. Analyzes product usage and aid in the implementation of product options; Ensures reconciliation of general ledger accounts assigned to deposit operations; Interacts with all offices and customers relative to areas of concern involving electronic banking services and deposit accounts; Other duties as assigned. **EDUCATION & EXPERIENCE:** Four year college degree in business administration preferred or related degree; Banking terminology, knowledge of electronic banking products and services, or equivalent work experience in the Online banking field; Ability to perform with high level of accuracy and timeliness; Strong communication skills (verbal, written, ability to deliver complex information and data); Must be knowledgeable of returned check, overdraft, stop payment, and fraud forgery procedures; Detail oriented; Efficient in Word, Excel and Power Point, Ability to create process flows; Multi-tasking ability with a strong commitment to quality and efficiency; Supervisory experience or training preferred. Qualified applicants can send resumes to Jacqueline Burl at jburl@tristatebank.com.

1711-4(M) PERSONAL BANKER

SUMMARY: Opens accounts, explains and processes IRA, HAS and other financial services and correct records by performing the following duties. **ESSENTIAL DUTIES AND RESPONSIBILITIES:** Other duties may be assigned; Interviews customers and sells available financial services: Outside Sales through cold calls & outside sales; Savings; Checking Accounts; Individual Retirement Account; Certificates of Deposit; Savings Bonds; Safe Deposit Box; Develops Customer Profile; Credit Cards; Automated customer account and product set-up; Answers customers questions and investigates and corrects errors; Presents funds received from customer to Teller for deposit; Refers business accounts for remote deposit and commercial lending; Refers customers to line of business partners; Admits customer to safe deposit vault. **SUPERVISORY RESPONSIBILITIES:** None. **QUALIFICATIONS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function. **EDUCATION and/or EXPERIENCE:** Business Degree or High School Graduate. **LANGUAGE SKILLS:** Good English communications skills required. **MATHEMATICAL SKILLS:** General math ability. **REASONING ABILITY:** Be able to deal with the public. **CERTIFICATES, LICENSES, REGISTRATIONS:** CSR training preferred. **PHYSICAL DEMANDS:** This individual should be able to sit for prolonged periods while dealing with the public. Mobility to move within workstations as well as other areas of the bank is essential. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. **WORK ENVIRONMENT:** The work environment is an office type setting in the main bank or branch bank. It is a professional atmosphere and environmentally controlled. Surveillance cameras are utilized for safety. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Qualified applicants should apply to James Kuntz at jkuntz@tenn-bank.com or 615-298-8000.

1709-1(M) CHIEF FINANCIAL OFFICER

New Peoples Bank, a strong, \$650MM asset size regional bank located in the bucolic mountains of southwest Virginia is seeking an experienced finance and accounting professional to join its energetic, talented team. The role will oversee and manage the overall financial stability and operations of the bank and its financial holding company to include financial reporting, investments, liquidity management, capital

planning, strategic planning and budgeting. The incumbent also develops financial policy and procedure, ensures compliance with financial regulations, and provides financial information to senior management and the Board of Directors. The position requires excellent organizational and interpersonal skills as well as precise detail orientation, communication and management skills. This position is ideal for a banking professional who enjoys creative analysis and implementing new ideas. The successful candidate, who will report to the Chief Executive Officer and President, should have a degree in finance, accounting or a related field, with an MBA or CPA preferred. The candidate should have 7 to 10 years successful experience in financial operations of a publicly held financial institution, with 7 years management experience. Those whose track record has produced positive results in these areas targeted by New Peoples Bank should in confidence contact Lori Counts, Human Resources Director at New Peoples Bank, Lori@newpeoplesbank.com. P.O. Box 1810 Honaker, Virginia 24260. New Peoples Bank is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, or any other characteristic protected by law.

1707-6(M) EXECUTIVE FINANCIAL MANAGER

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

1707-5(M) LOAN OPERATIONS PRE-CLOSING MANAGER

First Volunteer Bank in Chattanooga is seeking a manager for its Loan Operations Pre-Closing Department. This position reports to the Chief Credit Officer and supervises consumer underwriters, small business underwriters, and loan documentation staff. POSITION SUMMARY: Responsible for managing the Bank's centralized underwriting and loan document processing activities and staff. This person should enjoy managing people in fast-paced environment. Most of the work is created using three software packages and this position will manage and update these with minimal impact

to workflow. This position is ultimately responsible for the quality of the loan decisions and documents and the responsiveness of the staff to its lending partners. MINIMUM REQUIREMENTS FOR POSITION: Bachelor's degree in business or management-related field; 3 years of experience in consumer and small business underwriting along with experience in commercial and residential loan document processing; Experience with or knowledge of Decision Pro, Laser Pro, and Jack Henry Silverlake. Experience managing and troubleshooting these systems and how they interface with each other; Experience in effectively managing a staff of 10+; First Volunteer offers competitive compensation, full benefits including medical, dental, vision, health savings accounts, flexible savings accounts, life and disability insurance, 401(k), ESOP and vacation. Apply at www.firstvolunteer.com > View Our Job Postings. EOE M/F/V/D

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



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Post Tronic equipment revolutionizes a Lexington bank's bookkeeping



In 1958, First National Bank, Lexington, became one of the growing number of financial institutions to install the Post Tronic—a magnetic card reader/writer and a paper tape recorder. The machine eliminated double bookings that generated many mistakes, because mutations were put separately on the account slip and the customer card.

First National Bank President John McCall said that one machine now handles the workload that previously required two conventional machines. He noted the bank has deposits of \$5.5 million and 2,750 regular checking accounts and posts a daily average of 1,200 debits, 200 credits, and 225 balance changes. Posting was on a partial delay plan with mail and clearing posted the same day received. Counter items and deposits were posted the morning after coming in.

According J.F. Van Hanswijk Pennink, an employee the Post Tronic's manufacturer, NCR, the first Post Tronic was installed on April, 22 1957, at New Jersey's Passaic-Clifton National Bank. For the occasion, 15 reporters were flown in from New York per helicopter to report on this newest NCR product. Some 4,000 Post Tronic units were sold in 1959, 6,000 in 1960, and by the start of the '60s, the machine was installed in 50 states in the U.S. and 20 different countries. 🇺🇸

Pictured: Gertrude Wallace, operating the machine, (standing left to right) President John A. McCall, assistant cashier Mayrene Wood, and assistant cashier Lois Davis.

Originally featured in The Tennessee Banker in July 1958.

Professional Development Calendar

April 4

The Southeastern School of Banking Branch Management – Session 1 of 4

TBA Barrett Training Center, Nashville

April 5

2017-2018 Senior Retail Banking Officer Forums – Session 3 of 3

TBA Barrett Training Center, Nashville

April 6

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

TBA Barrett Training Center, Nashville

April 15-17

Leadership Convention

The Peabody, Memphis

April 17, 18

HMDA Essentials

Knoxville, Nashville

April 19 & 20

TRID Refresher

Nashville

April 26 & 27

Strategic Technology & Operations Conference

Embassy Suites Hotel & Conference Center, Murfreesboro

May 9, 10, 11

2017-2018 Senior Lender Forums – Session 3 of 3

TBA Gilliam Board Room, Nashville

May 14-16

Government Relations Committee Washington Conference

Marriott Marquis, Washington, DC

May 15

Introduction to Banking

TBA Barrett Training Center, Nashville

May 20-25

The Southeastern School of Commercial LendingSM

TBA Barrett Training Center, Nashville

May 23

Loan Assistant and Loan Processor Workshop

TBA Barrett Training Center, Nashville

May 29, 30, 31

CEO Forums – Session 2 of 3

TBA Gilliam Board Room, Nashville

June 7

2017-2018 Senior Compliance Officer Forums – Session 3 of 4

TBA Barrett Training Center, Nashville

June 8

2017-2018 Senior Human Resources Forums

– Session 2 of 3

TBA Barrett Training Center, Nashville

NEW June 12 & 13

Universal Banker – Session 1 of 2

TBA Barrett Training Center, Nashville

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

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Reaves Crabtree
Charles Morris



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