

THE TENNESSEE BANKER

MEMBER FEATURE

Jeff Cunningham

Athens Federal Community Bank

PAGE 14

PLUS

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- *Day on the Hill*
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Rod Pittman is a Tennessean at heart.

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Rod has worked for over 30 years in the banking industry. His extensive background includes C-suite and management level positions in community banks in 4 states. He also served as an Executive Officer on the Board of the Identity Theft Assistance Center in Washington, D.C. and has significant experience with regulatory compliance matters, risk management, and internal control design.

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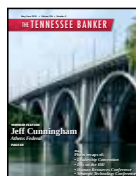
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ON THE COVER

The Henley Street Bridge across the Tennessee River in Knoxville, Tennessee.

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The banking community invests in one of its own



COLIN BARRETT

President/CEO, Tennessee Bankers Association

THREE THINGS TO DO

1.

Now that the legislature has adjourned, election season is at full swing. Get to know the candidates for state and federal office and let them know how they can help you better serve your customers and their constituents. Please let Amy Heaslet (ahneaslet@tnbankers.org) know of any candidates that TBA BankPAC should be supporting.

2.

Register your future bank leaders for *The Southeastern School of Banking* that will be held July 15-20 at Belmont University. For more information, contact Monique Jenkins at mjenkins@tnbankers.org.

3.

Make sure your bank leadership is aware of the new law allowing out of state bonds to be pledged for public deposits. This TBA led legislation was signed by Governor Haslam and takes effect July 1, 2018.

You would be hard pressed to find a more intriguing story than that of Citizens Savings Bank and Trust Company in Nashville. Founded in 1904 as One Cent Savings Bank by nine distinguished leaders of the African American community, it is the oldest minority-owned institution in the country.

The bank's first office was in donated space in the law office of one of its founders, J.C. Napier, who served as the bank's first cashier from its opening until his death. And although the name suggested that an account could be opened with one cent, it actually required a minimum deposit of 10 cents.

In 1922, Citizens Savings Bank and Trust Company relocated to the former Duncan Hotel, home of the Colored YMCA and other African-American owned businesses. And while other local banks failed during the Great Depression, Citizens Bank survived through conservative lending policies and educating its customers on the importance of savings. At one point, former bank President Richard Henry Boyd (also the founder of the National Baptist Publishing Board), instructed tellers to stack bundles of cash in the teller cages to demonstrate the strength of the bank during a run on the bank.

Citizens' rich history is made even stronger by its current leader Dr. Deborah Cole. Deborah, who has a doctorate degree in management, was an accountant auditing the bank in 1979 when she was asked to join the institution. In 1995, she was named president and CEO.

She helped launch TBA's successful *Women in Banking Conference* and has served on our TBA board. Deborah also serves on the board of directors of the American Bankers Association.

Deborah's dedication to the banking industry is only equaled by her commitment to her community. She has launched an internship program for young adults that rivals any other program I've seen. When it comes to yielding influence at the State Capitol and Washington, Deborah is as impactful as anyone I've met.

And while Nashville's growth continues to be a national story, any notion that all people are benefiting would be far from true. Citizens Savings Bank is a Community Depository Financial Institution (CDFI) that serves some of the least fortunate among us. The bank has a long history of providing financial services to underserved populations both in Nashville and Memphis. Unfortunately, many CDFIs throughout the country see challenges from time-to-time and Citizens Savings is no exception.

Recently, Citizens Savings Bank was faced with a liquidity challenge. After an in-depth discussion with Deborah, McCall Wilson, president and CEO of The Bank of Fayette County in Piperton, wanted to assist Deborah and the bank. McCall's bank placed a \$245,000 CD with the bank but wanted to do more. As a result, he emailed every bank CEO in Tennessee asking them to consider making a deposit too. After all, any deposit up to \$250,000 would be insured, and as a CDFI, banks would receive CRA credit.

The response to McCall's email to his fellow Tennessean's has been nothing short of amazing, but not surprising. As the state whose very nickname originates from its dedication to serve others, 17 banks (at last count) responded to his request and placed a deposit at Citizens Savings Bank. Deborah and Citizens Savings Bank raised well over the \$4 million they were hoping to raise in just a matter of days.

Thanks to the leadership of Deborah, McCall, and the banks that have reached out to support the great work that Citizens Savings Bank is doing, our fellow Tennesseans will continue to be served by this important financial institution.

Tennessee banking is truly a special industry, and I am thankful to each of you for being able to be a small part of the wonderful things you continue to do for your communities. 🇺🇸

-Colin



Deborah Cole has been with Citizens Savings Bank and Trust Company in Nashville since 1979, and has been president and CEO since 1995.

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/tnbankers, March 28

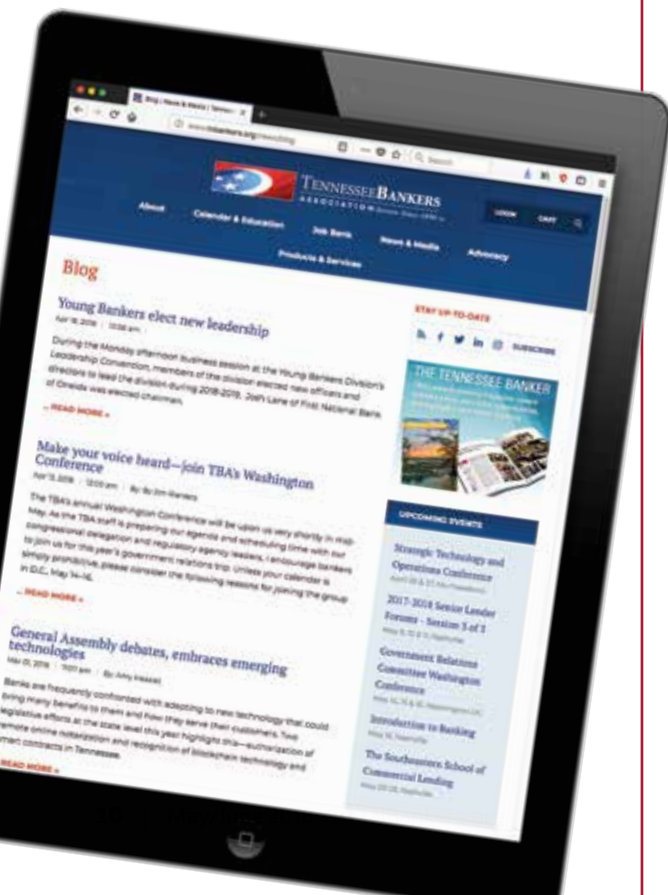
Today we celebrated Sandra Johnson's 5th anniversary at TBA! Sandra, who serves as our Training Center Coordinator, has done an AMAZING job managing our event space and making everyone who visits feel welcome.

Congrats, Sandra! 🎉



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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

Increasing Fee Income Without Raising Fees May 31

Over the last decade, fee income has continued to decline for many financial institutions. To recoup this declining revenue stream, many institutions are raising fees—should you? Fee revenue is an important component of profitability. This webinar will teach you how to maximize it by charging the right amount, adopting the right collections policies, and knowing which account holders generate the most revenue. Join us to learn strategies to enhance fee revenue and retain your most profitable account holders.

Understanding Employee Leave Policies June 27

The laws and regulations concerning employee leave requests are numerous and often confusing. What's worse, several laws often apply at the same time but with a host of different requirements and timelines. This webinar will break down each law into basic components and explain how to apply the requirements to a variety of situations. Participants will receive checklists and tools to appropriately evaluate leave requests and determine how to act on them.

Bankers' legislative engagement had big impact on the 110th General Assembly



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

Now that the second session of the 110th General Assembly has concluded, and I look back on the past several months, one thing is abundantly clear—the power of banker engagement.

TBA's government relations team began this session with one priority bill—allowing banks to pledge out-of-state bonds as collateral for public deposits. We are proud of the success we achieved in passing it, with unanimous approval on the Senate floor and only one negative vote in the House.

Bankers' phone calls, texts, and emails to their legislators in support of this played a significant role in the smooth navigation of the bill through the legislative process. In fact, when I visited with one representative to discuss the bill, he mentioned that he had already received an email from a banker in his district and wanted to support the legislation—so much so, that he, without me asking, signed on as a cosponsor.

Special recognition must be given to Barry McIntosh, Chairman, President and CEO, Security Bank and Trust Company in Paris. He first brought this idea for the legislation to us and was there throughout the legislative process to support us and the House bill's sponsor, Tim Wirgau (R-Buchanan), who is McIntosh's representative. McIntosh attended the first House hearing in the Finance, Ways and Means Committee and testified before its members about the bill and the positive effect it will have not only on Tennessee banks but also public depositors.

The young bankers who attended TBA's Young Bankers *Day on the Hill* on March 13 also advocated for this legislation while visiting with their legislators. For a legislator, the most persuasive advocacy is hearing in-person from their constituents, and that's just what our *Day on the Hill* attendees were able to do. They also filled the House committee hearing room while they were at the Capitol and watched a vote to advance the legislation.

As session progressed, we spent our time negotiating with proponents of several other bills to

ensure they would not negatively affect the banking industry. Some of the biggest issues we dealt with addressed liens and ranged from creating a streamlined process to contest them to new monetary penalties awarded to a person who successfully contests an invalid lien. Because of the strength of the industry we represent on Capitol Hill and the relationships bankers have with their legislators, we were able to amend multiple bills so banks would not be negatively implicated or suffer any unintended consequences.

Overall, this legislative session was an extremely successful one for the Tennessee banking industry. With the adjournment of the 110th General Assembly, we quickly shifted focus to our next priorities and opportunities for bankers to engage.

First priority is our annual *Washington Conference*. With TBA's Government Relations Chairman Jim Rieniets, President and CEO, InsBank, Nashville, leading one of our largest groups yet to D.C., we will take advantage of our time there and advocate for regulatory reform. As Chairman Rieniets has said before, there is power in numbers. With over 90 attendees going to D.C., this is an incredible opportunity to influence our Congressmen and regulators.

Another focus of ours is to support candidates for political office who defend business and the banking industry. With nearly 30 open seats in the state Senate and House in the 2018 elections, we will rely on bankers' feedback about which candidates in their district to support. As has always been the case, the earlier we can help a candidate in his or her race, the better. I strongly encourage you to reach out to me as soon as possible and let us know if there are candidates in your district that BankPac should support.

Although the elections will bring significant change at both the state and federal levels, I am optimistic that with continued engagement from bankers and building relationships with new legislators, TBA will remain the unified voice of the Tennessee banking industry—one of the strongest in the country. 🇺🇸

So what's on your mind?

Banker feedback is essential in relaying importance of community banking locally and nationally.



GREG GONZALES
Commissioner,
Tennessee Department
of Financial Institutions

This article's headline is the question I have been asking bank boards of directors now for a number of years as I have visited dozens of boards in their own board rooms throughout Tennessee.

I knew early on that it was essential I get out of Nashville from time-to-time to meet and hear from bank boards and management I might never meet otherwise.

While I will let every board know what our philosophy is, what we see locally, in D.C., and what we are trying to achieve, I will also always ask what is on the minds of board members and management. That information is extremely helpful to me in speaking about the fundamental importance of community banking, which is not always understood in all quarters. I am getting opportunities to share that information on a national scale through my FFIEC role.

Every bank is unique and I have received unique comments and questions. But here are some common themes:

1. Every bank will mention specific customers and how loans to those customers have supported the community, local economy, or families. Some bankers have taken me on a tour of certain areas that have been supported by the bank. For instance, at a recent visit to Adamsville we met with members of the Amish community to discuss their ability to obtain banking services. A few bankers have gone as far as saying that except for their bank, their community's economic viability would be materially threatened. I have kept those thoughts in mind and have shared these comments with others.
2. Sometimes bankers will draw comparisons between what they did years ago and how at times the current regulatory approach out of

D.C. has curtailed the full ability of banks to support the local economy. In talking about federal consumer compliance regulation for instance, one banker told me, "I wish regulators would give us back our community."

3. Bank boards talk about their plans for the future and sometimes use us as a sounding board. We are happy to follow up with a broader meeting or call between bank and department staff to give bank management a chance to tee up some possibilities that the bank is thinking of and get our reaction off the cuff. We have done that a number of times and sometimes it starts with a discussion at one of my visits with a board.
4. I encourage boards to feel free to express challenges that they encounter. It is those discussions that help me understand issues in a way that I can then discuss with staff, other regulators, and in particular with federal agency leadership in Washington. The face-to-face meetings on issues such as appraisals, consumer compliance, small dollar lending, and commercial real estate lending, among other issues, give me a view I cannot get out of an email, phone call, or an exam.
5. As always, I want to give bankers a chance to say how the TDFI can improve. I usually start by reminding everyone of what our mission is and how we are trying to achieve it. Bankers should ask every government agency they do business with what the agency is trying to achieve. I believe one of the reasons that Governor Bill Haslam has been so successful is that at the beginning of the Administration he asked the cabinet to take time to evaluate their agency mission and determine how best to meet that

mission and the Governor's goals. Governor Haslam instilled a strong customer-focused approach, and I need for bankers to give me feedback so we can continuously improve. We certainly do not have all the answers but together we can accomplish great things.


Fundamentally, we want to create an environment where bankers and regulators feel comfortable in exchanging ideas, asking questions and feeling free to simply "tell it like it is" to one another.

While some regulators seem almost afraid of regular contact with bankers, I am afraid of not having enough contact and losing touch with what bankers are thinking and needing to be able to serve the economic needs of their communities. I am energized by meetings with bankers. Governor Haslam is right. It all goes back to mission and what we are trying to accomplish. If we get that right, everything else will fall into place.

I tell our staff that if we have good working relationships with everyone we come in con-

Fundamentally, we want to create an environment where bankers and regulators feel comfortable in exchanging ideas, asking questions and feeling free to simply "tell it like it is" to one another.

tact with, then the most difficult issues become manageable. However, if we don't have those good working relationships, even the easiest things can become difficult.

I look forward to continuing to visit bank boards throughout the state to find out what is on your mind. Contact Alica Owen at Alica.Owen@tn.gov or call 615-289-4738 to set up a meeting. In particular, I am trying to make sure I get to those banks that I have not yet visited. 



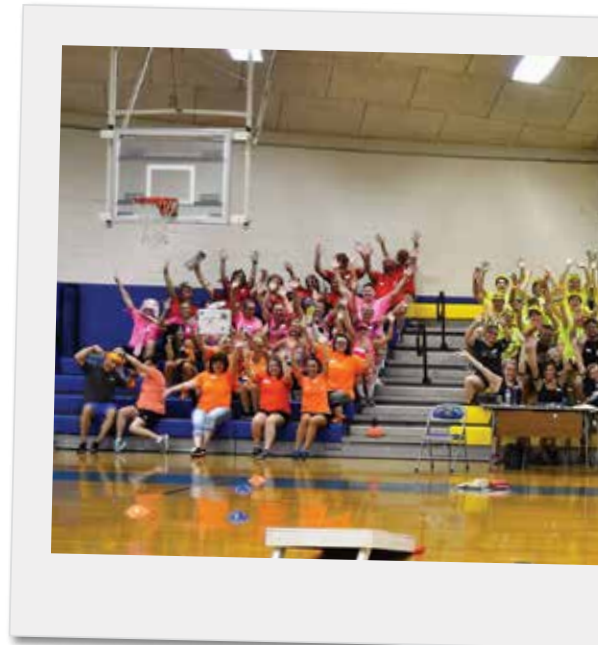
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A strong team culture is the engine that drives everything from customer service to community involvement at Athens Federal. These photos represent just a few of the activities the Athens Federal staff participate in around the community.

Athens Federal's Jeff Cunningham is all-in on culture



*Lawyer turned banker
honed CEO skills
in tumultuous times*

Jeff Cunningham remembers the day in 1999 when he informed his good friend and mentor Hugh Willson, then the chairman and CEO of Citizens Bank in Athens, that he was going to become the CEO of his local competitor, Athens Federal Community Bank.

Cunningham had been practicing law in his hometown and had done work for both Citizens Bank and Athens Federal, but he had also represented Willson personally.

Willson, who died in 2007, didn't take the news that well. "Well, I don't like that one bit," he flatly told Cunningham. "You know all our commercial clients. You've closed most every commercial loan in our bank for the past 12 years. This is not good."

Cunningham assured him that he would never call on any of Citizens' clients as long as Willson was the CEO, so the two operated as friendly competitors in the small East Tennessee town and later worked together on some loan participations. Hugh's son, Paul Willson, and Cunningham have continued the long-standing friendship and relationship through today.

When the story that Cunningham was joining Athens Federal hit the local newspaper, one of the regulars at the Hardee's next door to Citizens Bank—where Willson made a daily appearance to enjoy a cup of coffee and smoke—remarked: "Hugh, the paper says Cunningham is going up to Athens Federal. What's he know about banking?"

Willson took a big drag off his cigarette and responded: "He'll be just fine. They've been asking that about me for 40 years."

Continued on next page





ABOVE: Jeff Cunningham with his wife Denise, daughter Sarah and her husband Philip, and daughters Lauren and Anna Grace

RIGHT: The Cunningham family with Boomer the family dog

COMING HOME

Jeff Cunningham is a sixth-generation McMinn County native who grew up on his family's farm, so it's no surprise that he returned home following a few years away after attending the University of Tennessee, where he received a B.S. degree in banking, graduating with honors from the UT School of Law.

As a boy he worked on the farm, played sports, had two newspaper routes by the age of 12, and, as he put it, "always had something to do."

That prepped him well for his college years. In addition to pursuing his degree, Cunningham became interested in working as an emergency first responder, attending the state technical school to become EMS-certified and working weekends on a local ambulance crew for three years. He was also involved in student government and became treasurer of the Sigma Chi fraternity, one of the largest on campus.

Being the treasurer meant more than just keeping up with the brothers' dues. "We had cooks and housekeepers and boarders, and when I became treasurer, we were in pretty bad financial shape. I helped shore up our finances, and we had a visit from our national headquarters. I guess the guy was impressed with what I had done, because they invited me to come up to Evanston (a Chicago suburb) to be an intern for the Sigma Chi Foundation after I graduated."

The internship paid very little, but it gave Cunningham an opportunity to travel widely across the country, mainly to speak to alumni groups. "I'd leave Chicago and be gone

for three weeks, flying to a new city every two days, then I'd go back to Chicago for a week. I met a ton of people.

"It was a great opportunity. I grew up in the country, and we didn't travel much. It was a big deal to go to Gatlinburg," Cunningham said.

After his two-year stint with the fraternity, Cunningham enrolled in law school, where he finished his first year at the top of his class and got a job as a clerk for the FDIC's lead outside counsel on the Butcher brothers' bank failure case, which included C.H. Butcher's foray into the savings and loan industry. It required Cunningham to learn about a lot of the industry's details—especially relating to the rules and regulations governing partnerships.

That opportunity, as it turns out, set the course toward Cunningham becoming president and CEO of Athens Federal Community Bank.

After being hired by Baker Worthington (now Baker Donelson) as a clerk, Cunningham became an associate with the storied firm in its real estate and banking section. But a phone call from a friend, David Harrod, who at the time was one of the youngest circuit judges in Tennessee, brought him back to McMinn County—a move Cunningham knew was all but inevitable at some point.

Harrod and Cunningham's longtime friend, Athens lawyer Allen Carter, had been diagnosed with terminal brain cancer, and Harrod was on the phone telling Cunningham that they had to go back and take over his law firm to keep it going.

"That's when I came back home," Cunningham said.



CRAZY TIMES

The Athens Federal Savings and Loan Association was founded in 1934, and by 1989 it had grown to \$154 million in assets. In 1999, just before Cunningham came on board full time, it followed the path of many former S&Ls and received approval from the Office of Thrift Supervision to change its charter to a community savings bank. That allowed Athens Federal to get more into commercial lending, but it was still a mutual owned by depositors.

It was, as Cunningham says, a “crazy time” for someone to get his first taste of operational banking as a CEO. “I come here and we go through the Y2K scare, the dot-com bust and then the lowest interest rates in history following 9-11. I wasn’t even a banker and I get all this thrown at me,” he said with a laugh.

“Then we get into the second Middle East war. We finally we have two good years and then all hell breaks loose with the financial crisis and Great Recession. That was my first seven years as a banker.”

Cunningham led the bank through those crazy times the way all successful bankers do—he hired some good talent.

“One thing I did in the middle of that was go to the American Bankers Association’s Graduate School of Banking at Georgetown University. I also made some great friends in the TBA who I could call on. I hired some great bankers who were really good underwriters.

“We made money right through the financial crisis, our profits continued to climb, never had to get assistance; but I had friends in banking who were having some difficulties. They needed additional capital and couldn’t get it.

“Capital is one of those things that if you need it, it’s difficult to obtain. If you don’t need it, you can generally get all you want.”

That reality led Cunningham to begin thinking in different terms, in spite of—or because of—the financial crisis.

“We began a year-long study of looking at converting Athens Federal to a commercial, for-profit, stock-owned bank. The big issue was, how do you get capital as a mutual if you need it? Well, we didn’t need it, but we didn’t know that in 2009. No one knew what 2010, ‘11, ‘12 would bring. I also knew about 90 percent of the people would think you were nuts selling bank stock in a financial crisis.”

As it turns out, Cunningham and the board were far from nuts, even though he admits they were motivated more by fear than being brilliantly strategic. “We knew if the financial crisis got precipitously worse that we would have no avenue to get capital.”

The OTS gave Athens Federal a “Super Max” of \$27 million, and Cunningham says he may have been the only person on the board who thought they could actually pull it off. The bank not only sold \$27 million in stock, it had to return \$30 million more that had exceeded the maximum.

Since its conversion in 1999, Athens Federal has grown from 50 employees to 115 today, with assets just south of \$500 million and 10 branch locations in four counties. Profits and margins are up.

“It’s a good time to be a banker in Athens, Tennessee.”

Continued on next page

ONE SIMPLE GOAL

Creating a culture within the bank that drives excellence, from customer service to community involvement and creates employees who are happy to come to work is not just a well-worn corporate cliché for Cunningham. It is, to the contrary, the engine that drives everything at Athens Federal.

Cunningham is among the bankers who has fully embraced the culture-building approach espoused by the Emmerich Group, which has at its core the belief that culture always trumps strategy—that culture does not mean sales training, goals and incentive pay; rather, it is the overarching factor that moves the entire team toward its ultimate strategic goal.

“You’ve got to have great people if you are going to be a great organizational entity, and you’ve got to make your employees your number one stakeholder. If you do that, they will take care of the second most important stakeholder, and that’s your customers. And if they do that, they will take care of your third most important stakeholder, which are your shareholders,” Cunningham said.

“We do pay bonuses based on performance, but I’ve learned that’s not what primarily motivates a lot of our younger bankers—that’s something that was foreign to me that I’ve had to learn.”

What Cunningham has no doubt about is the importance in the culture in attracting and retaining the next generation of bankers.

“The past three years I’ve hired the best bankers I’ve hired in my life and they are all young. And we’ve created a culture that works for them. We tell them, ‘Look, if you need to take care of family business, you don’t have to ask for permission. Just let us know. Set your own schedule. If you need to take four hours to go to a soccer tournament, then don’t worry about it. Just go. As long as we know about it, we will make it work.’ We rarely wear ties. We sometimes wear jeans. I tell my senior folks that if I have to tell them when they need to wear a tie, they probably shouldn’t be working here.

“Our organizational chart is very flat. We have a management meeting once a month that lasts on average 30 minutes. I think by and large meetings are a waste of time unless they have a strict agenda that points to a strict resolution, or an agreement for action. So how do we get to our goals? You build a culture in which the end result is your strategic goal.”

For Cunningham, one goal is simple.

“My mother, who is an educated woman—she was the registrar of deeds and worked at the courthouse for 54 years before she retired at 82—told me she saw my car at the bank at 7 in the morning, then saw my car at the bank at 7 p.m. She asked me: ‘What exactly do you do up there?’

“I said, ‘Mama, I tell you what. I do a lot of things there. Being a bank president is not an easy job. But at the end of the day, my job is to make sure that when someone deposits a check on Thursday, their money is still there on Tuesday when they come to get it.

“At the end of the day, we are here to protect deposits.

That’s something that (in the run-up to the financial crisis) the guys in New York and Washington and London did not have as their ultimate goal.

“I remember when I first started in banking and was at the ABA school, I was talking to one of the older guys—he was chairman of a bank in Eastern Kentucky—and I was telling him about being a lawyer and not knowing that much about the operational side of banking. He looked at me and with his Southern drawl and said, ‘Well Jeff, when you get back to Athens, you need to ask yourself one thing—are you going to run your bank to eat well or sleep well?’

“I’ve never forgotten that.”

"You've got to have great people if you are going to be a great organizational entity, and you've got to make your employees your number one stakeholder. If you do that, they will take care of the second most important stakeholder, and that's your customers. And if they do that, they will take care of your third most important stakeholder, which are your shareholders."



A case for universal bankers

Register now for TBA's Universal Banker program on June 12 and 13.



DIANE BARTON
President,

Performance Solutions Inc.

ATTEND TBA'S NEW UNIVERSAL BANKER PROGRAM

WHEN: June 12 & 13

WHERE:
TBA Barrett Training
Center, Nashville

INSTRUCTOR:
Diane Barton

Register online at
TNBankers.org/calendar

Why should a bank consider and implement universal banking? Go stand in any retail branch lobby, count the customers, and you will find the answer. Today's retail branch is a valuable delivery channel and customer touch point that is rapidly declining. The strategy for retail brick and mortar banking must be revisited.

Customer expectations and increased technology are impacting retail banking. As described in a recent article by *The Financial Brand*, "According to research from CACI, the typical consumer will visit a bank branch just four times a year by 2022. Currently, consumers are averaging around seven visits to a branch per year. In the next five years, CACI estimates that 88 percent of all interactions will be mobile."

In a nutshell, the universal banker role is a hybrid of the traditional teller and the personal banker. And, in some instances, the consumer lender.

So why would a customer ever have a reason to come into a retail bank? Day-to-day banking transactions will be increasingly automated through technology. Quite simply, financial advice (to open an account, apply for a loan, etc.) and problem solving will continue to be the primary interface with the customer.

In revisiting and transforming the retail branch, there are numerous considerations. One of the key considerations is the retail banking team. No longer can a bank afford the luxury or expense of siloed banking—teller line, new accounts, or consumer lending).

How will a financial institution make the limited customer visits a memorable experience that is productive and profitable for both the customer and the bank? One viable solution is the universal banker. In a nutshell, the universal banker role is a hybrid of the traditional teller and the personal banker. And, in some instances, the consumer lender.

So, how does a financial institution begin the process for transitioning to universal bankers? A quick caution: Each financial institution has a culture and a history that needs to be respected and preserved. There is no magic dust in that branches are different sizes, have different customers, and have different team members with different work history and skill sets. Some branches are better suited for universal banking as are some retail team members are better suited to be universal bankers. Recruiting, staffing, employee onboarding, universal banker certification, and scheduling of higher skilled team members are just a few of the major challenges for any financial institution considering universal banking. And obviously, some team members are not suited to be universal bankers. Ultimately, having skilled team members that can help customers with "telling," new account servicing, and consumer lending benefits both the customer and the financial institution.

Retail banking is ever changing and remaining static can lead to extinction. Ultimately, it is about the customer experience. The retail banking team IS the linchpin to make the retail bank transformation successful. 📺

Young Bankers Division

LEADERSHIP CONVENTION

April 15–17, 2018

The Peabody Memphis

Photo Recap

THANK YOU SPONSORS



EARL R. WHALEY & COMPANY



To kick off the convention, Chairman Michelle Bing served as Honorary Duckmaster where she escorted the Peabody ducks from the lobby fountain to the rooftop.

















Visit TNBankers.org
for more photos

YOUNG BANKERS BOARD PARTICIPATES IN SERVICE PROJECT

As has become a recent tradition for the conference, the Young Bankers Division Board of Directors kicked off *Leadership Convention* by giving back to the host city with a volunteer project. This year, the board worked through United Way of the Mid-South to spend time at Green Leaf Learning Farm in South Memphis.



Young Bankers elect new leadership

During the Monday afternoon business session at the Young Bankers Division's Leadership Convention, members of the division elected new officers and directors to lead the division during 2018-2019. Division Chairman Michelle Bing, Bank3, Union City, presided over the business activities of the convention.

NEW OFFICERS

Delegates elected the following bankers to serve as officers:

- **Chairman—Joshua D. Lane**, Vice President & Knoxville Market Executive, The First National Bank of Oneida, Knoxville
- **Chairman-elect—Samuel L. Short**, Senior Vice President, Southern Bank of Tennessee, Mount Juliet
- **Vice Chairman—Derrick Whitten**, Vice President, The Hardin County Bank, Savannah
- **Immediate Past Chairman—Michelle Bing**, Senior Vice President/Commercial Lending, Bank3, Union City

Executive officers for 2018-2019 are Vice Chairman Derrick Whitten, Past Chairman Michelle Bing, Chairman Josh Lane, and Chairman-elect Sam Short.

As chairman of the division, Lane will serve as an ex-officio member of the Tennessee Bankers Association board of directors. "It is an honor to serve as the chairman of the TBA Young Bankers Division, which has been shaped over the last 50 years by some of the most well respected bankers in Tennessee," Lane stated. "As in many industries, banks are looking to identify and groom the next generation of leaders. The Young Bankers Division has a well-established track record of providing the network and professional development skills bankers need to become effective and influential leaders in their banks and communities."

DIRECTORS

In addition to the four executive officers, the Young Bankers Division is governed by a nine-member board composed of three directors from each of the three grand divisions of the state—East, Middle, and West. Directors serve a three-year term with one director from each of the grand divisions rotating off each year and is replaced by a newly elected banker from the same division.

Directors elected to the board during this year's convention were:

- **East Tennessee—John Seiber**, Business Development Manager/Loan Officer, Peoples Bank of the South, Clinton
- **Middle Tennessee—Race Wilson**, Branch Manager, First Farmers & Merchants Bank, Lewisburg
- **West Tennessee—Billie Jo Parker**, Managing Director, Renasant Bank, Memphis
- **Fulfilling one-year of a vacated term in West Tennessee is Lauren Smith**, Vice President/Risk Management, Decatur County Bank, Decaturville





Bankers who completed their three-year terms and rotated off the board were:

- **Middle Tennessee**—**Johnathan West**, Vice President, Macon Bank & Trust Company, Lafayette
- **East Tennessee**—**Robert Bradley**, Executive Vice President/Chief Risk Officer, Bank of Tennessee, Kingsport

Directors continuing to serve out their terms on the board are:

- **Mark Bryan**, Vice President, Commercial Lending, SouthEast Bank, Farragut
- **Michael J. Saporito, II**, First Vice President, Mountain Commerce Bank, Knoxville
- **Justin Nipper**, Assistant Vice President/Risk Officer/Credit Analyst, The Farmers Bank, Portland
- **James J. Fuller**, Branch Manager/Lender, SmartBank, Tullahoma
- **Misty Sharp**, Vice President/Marketing Director/Internal Audit BSA, Centennial Bank, Medina

The Young Bankers Division was established in 1960 and is devoted to preparing Tennessee's young bank officers to become the industry's next generation of leaders.

The members of the division represent financial institutions across the state of Tennessee. The division oversees the Association's Personal Economics Program (PEP), a financial literacy effort by bankers to educate



consumers about such topics as banking, personal money management, the wise use of credit, the importance of saving, and identity theft and other types of fraud.

In addition to the two-day professional development conference, *Leadership Convention*, the division hosts the Young Bankers' Day on the Hill. This program reinforces the importance of involvement in the TBA's government relations activities. During this annual event, bankers spend a day at the Capitol in Nashville engaging in the legislative process and learning about how the General Assembly functions. 🇺🇸

ABOVE: Members of the 2018-2019 board of directors are Billie Jo Parker, John Seiber, Derrick Whitten, Justin Nipper, Misty Sharp, Mark Bryan, Michelle Bing, James Fuller, Josh Lane, Michael Saporito, Lauren Smith, Sam Short, and Race Wilson.

LEFT: Bankers rotating off the board are Johnathan West and Robert Bradley (not pictured).



Q&A with Josh Lane

*2018-2019 Young Bankers Division Chairman,
Vice President & Knoxville Market Executive,
The First National Bank of Oneida, Knoxville*

Josh Lane, the vice president and Knoxville market executive at The First National Bank of Oneida, was recently elected as the new Young Bankers Division Chairman at the 2018 *Leadership Convention*. He has worked in banking for the last 15 years after graduating from The University of Tennessee in Knoxville in 2003. Josh and his wife, Leslie, have two young children, Madeline (age 6) and Miller (2). After taking the helm as the new chairman, he participated in a Q&A with *The Tennessee Banker*.

Tell us about why you became a banker.

I can honestly say that I fell into banking after college upon providing my resume to a local banker who I thought would actually provide it to his other contacts outside of banking rather than calling me back the following week to take a job there. However, once I became a banker, I have thoroughly enjoyed the different opportunities that are allowed for career development and growth. I have found my greatest interest in lending, as it is very rewarding to assist those in my community who have a dream of starting a business or owning a home.

Across the country, there is a lot of talk about a talent gap in the industry and how we can attract new interest in banking careers from recent college graduates. What advice would you have for college graduates considering a career in banking?

Well the first thing I would tell them is that they will need to be patient when it comes to their paycheck. I, like many college graduates, came out of school thinking that my new degree would instantly equate to a high paying job, but I quickly learned that you need experience to combine with that degree in order to achieve the desired pay rate. However, if you can have patience and prove to management

your desire and willingness to work hard and become more knowledgeable, the pay and advancement will come. Meanwhile, you are working in a profession that helps your community, state, and nation prosper, which provides a sense of pride and enjoyment. I have also found the banking industry filled with great people who are willing to provide knowledge that will not only benefit your career but also your character.

Similarly, what advice would you have for banks who are looking at bringing in young talent but may hesitate at the challenges of blending generational differences?

I think that the concern of “blending generational differences” is a misconception and that most young talent are willing to learn and adapt to the culture of their employer. The studies that I have seen show that millennials are focused on their ability to grow and advance, on the quality of upper management, and having a sense of purpose in what they do. Banking certainly provides growth and purpose but the integrity and stability of a bank’s management and its board of directors are a determining factor for younger talent.



What is the best advice you've gotten and how does it influence you today?

Beginning my lending career near the height of the housing boom followed by one of the worst recessions we have ever experienced, prioritization of asset quality has remained a banking maxim for me. One of the first questions that I was asked upon accepting a lending position was, "What is the most important thing in this bank?" Being new I honestly didn't know the answer at that time, but once I was provided with the answer of "asset quality," I never forgot that and just to make sure, I was asked that question again frequently. I have learned that if you keep that at the forefront rather than influences by the market and competition, you will be able to weather any storm.

You've been in commercial lending for nearly the entirety of your 15-year career, even during the economic recession. Looking back at that experience, what changed the way you approach borrowers and look at commercial deals?

There are many things that I do differently after earning a "doctorate degree in banking" as I like to call it, but if I had to choose one, it is having a better grasp and understanding of the borrowers' global debt situation. It is easy to understand and control the deals that you



originate; however, there is nothing you can do to prevent them from leveraging themselves further with other banks. You may have funded projects that you think are winners but other less desirable projects could pull everything down with them. I don't think "contingent liabilities" is an item overlooked on personal financial statements any longer.

Established in 1960, the Young Bankers Division of the TBA is one of the most well-established divisions of its kind in the country. What role do you see the Young Bankers Division having as the industry evolves over the next 10 years?

In my opinion, this division is as important as it has ever been. As you know from the many surveys conducted of bank management and even the prior question asked, succession planning is consistently one of the top priorities facing community banks. Since the Young Bankers Division plays such a crucial role in development of that next generation of bankers, bank management should be highly focused on having their younger employees participate in as much of the training and conferences provided by the TBA as possible. While management should prioritize that, it is also a responsibility of the young bankers themselves to act as their own advocate and request to participate in those classes and events. 📺

ABOVE, LEFT: Josh Lane took over as Chairman of TBA's Young Bankers Division at the 2018 Leadership Convention held in Memphis at the Peabody Hotel in April.

ABOVE: Josh and his wife, Leslie, have two young children, Madeline (age 6) and Miller (2).

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TENNESSEE BANKERS
ASSOCIATION Since 1990

Annual Meeting elections



Under the Tennessee Bankers Association bylaws, the TBA board of directors functions as the nomination committee in the process for electing officers and directors each year. In accordance with the bylaws, these nominees must be announced in advance of meeting via email to the member CEOs and published in *The Tennessee Banker*.

The TBA board has nominated the following bankers for election during the 2018 Annual Meeting in June:



VICE CHAIRMAN

CHRIS HOLMES

President/CEO
FirstBank, Nashville



EAST TENNESSEE DIRECTOR

DAVID REYNOLDS

President/CEO
Peoples Bank of the South, LaFollette



MIDDLE TENNESSEE DIRECTOR

TED WILLIAMS

President/CEO
TriStar Bank, Dickson



WEST TENNESSEE DIRECTOR

GENE HENSON

President, North Region
Trustmark National Bank, Memphis

Elections will be held during the Tuesday, June 19, morning business session. Each member bank charter is entitled to one vote.

If you have questions about the nomination or election process, please contact TBA President Colin Barrett at cbarrett@TNBankers.org.

2017-2018 OFFICERS AND DIRECTORS



CHAIRMAN

LEE M. MOSS

President,
Franklin Synergy
Bank,
Murfreesboro/
Franklin



CHAIRMAN-ELECT

JOHN MUSE

Chairman,
President and CEO,
Farmers State
Bank,
Mountain City



VICE CHAIRMAN

R. MOLITOR FORD, JR.

Vice Chairman/CEO
Commercial Bank
& Trust Co.
Memphis



PRESIDENT

COLIN BARRETT

Tennessee
Bankers
Association,
Nashville

DIRECTORS

MICHAEL KRAMER, Chairman, Southeastern Trust Company, Chattanooga

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

D. BRYAN JORDAN, President/CEO, First Tennessee Bank, N.A., Memphis

GEORGE SHIRLEY, Chairman/President/CEO, Citizens Bank

and Trust Company of Grainger County, Rutledge

MARK HAYES, Chairman/CEO, First National Bank of Pulaski, Pulaski

H. McCALL WILSON, JR., President/CEO, The Bank of Fayette County, Rossville

CHRIS HOLMES, President/CEO, FirstBank, Nashville

BRANDON HULL, President/CEO, Greeneville Federal Bank, FSB, Greeneville

DEVAN ARD, President/CEO, Reliant Bank, Brentwood

ANDREA BROWNING, CEO, Centennial Bank, Trezevant

PAST CHAIRMEN - EX-OFFICIO DIRECTORS

WILLIAM B. MARSH, Chairman/CEO, First Commerce Bank, Lewisburg

DAVID C. VERBLE, President/CEO, Citizens National Bank, Sevierville

GORDON MAJORS, President/CEO, The Hardin County Bank, Savannah

DIVISION CHAIRMEN - EX-OFFICIO DIRECTORS

Independent Bankers Division

KENNETH V. JONES, COO/Regional President, First State Bank
of the Southeast, New Tazewell

Young Bankers Division

JOSHUA D. LANE, Vice President/Knoxville Market Executive,
The First National Bank of Oneida, Knoxville

Large Bank Representative

RONALD G. SMITH, Mid-America Regional President, Regions Bank, Nashville

ABA State Chairman

JOHN JORDAN, Area President, The Community Bank of East Tennessee,
a div. of Southern Bank of Tennessee, Clinton

ICBA State Chairman

THOMAS BATES, JR., President/COO, Legends Bank, Clarksville

Financial PSI Chairman

RADFORD WEST, President/CEO, Macon Bank and Trust Company, Lafayette

Government Relations Committee Chairman

JAMES H. RIENIETS, JR., President/CEO, InsBank, Nashville



Strategic Technology & Operations Conference

April 26 & 27, 2018
Embassy Suites/Conference Center, Murfreesboro, Tenn.
PHOTO RECAP

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RIGHT: Chairman Jerry Cantrell receives an engraved clock for his service from past chairman Kathy Perdue.





How does your bank rank when it comes to disclosure?



CHERYL LAWSON

Executive Vice President,
Compliance Review,
John M. Floyd & Associates
(JMFA)

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We hear a lot about rankings these days. Whether it's the latest movie releases, professional and college sports teams, places to live, restaurants, or online visibility, placing on the top rung of a ranking list can raise one's reputational capital.

In the uber-competitive financial services space, achieving high consumer rankings greatly depends on a financial institution's practice of consistently delivering excellent service experiences. This is especially relevant when it comes to products that address account holders' financial stability needs. In a recently released study, "Consumer Voices on Overdraft Programs," the Consumer Financial Protection Bureau interviewed consumers about their experiences with overdraft programs and their understanding of how these programs work.

Study participants identified an overdraft program as a resource for covering important expenses—such as medical bills, transportation costs, groceries, and utility bills—when they didn't have the balance in their account to cover the amount. They credited such programs as a way to prevent late fees and negative credit reporting as well as the embarrassment associated with having electronic payment attempts declined. However, respondents also pointed out that they are often unclear about the policies and procedures tied to their financial institution's overdraft offering.

Take the guesswork out of your products to improve service quality and overall performance


To avoid customer confusion—which can lead to damaged relationships and potential regulatory scrutiny—make sure your bank maintains an ongoing, consistent focus on transparency for the products and services you offer. Incorporate updated communications strategies and management tools into your overdraft program to make it easier for everyone to understand how the program works as well as how to use it responsibly. Key components of a fully disclosed program include:

- Reasonable, communicated fees
- Clearly established overdraft limits
- Definitive explanations of regular and extended overdraft coverage
- Transparent transaction clearing policies that avoid maximizing customer overdrafts and related fees created by the clearing order
- Ongoing advice and information that explain alternative financial products that may fit the needs of excessive overdraft users more appropriately

An expert in compliance and industry best practices can review your existing overdraft solution to ensure that you are in line with all regulatory expectations or help you implement a fully transparent program to improve your service quality. This consists of comprehensive staff training to provide employees with the knowledge and confidence they need to fully explain your program, advanced analytics and robust data monitoring to support program management, and enhanced reporting and tracking capabilities to accurately measure program performance and identify any areas requiring improvements.

How does your overdraft solution rank in terms of compliance and service quality?

Sometimes people forget about a scheduled online payment or miscalculate the timing of a deposit to their account. Sometimes a temporary low balance or emergency situation makes the decision to knowingly overdraw a checking account the safest, least expensive option to ensure that important bills are paid. By implementing and maintaining a fully disclosed overdraft solution, you can provide your customers with a reliable safety net to get them through these situations.

On the other hand, if you are lacking fully disclosed overdraft policies and clear procedures, your bank is missing out on compliance peace of mind as well as the opportunity to rank among the top providers of excellent account holder experiences in your market. 



Tennessee: A strong domicile for bank captives



JOSH MILLER
Chief Executive Officer,
KeyState

MORE FROM KEYSTATE

Josh Miller joined The KeyState Companies in 1993. He received his B.A. in economics and foreign affairs from the University of Virginia. Miller serves on the executive committee of the Board of Public Education Foundation, the Board of Advisors of the Las Vegas Chamber of Commerce, the Board of the Nevada Captive Insurance Association and is actively involved in legislative efforts that affect Nevada businesses.

For more information on KeyState's Bank Captive Program, contact Josh Miller or Hillary Frei at 702-598-3738.

In 2011, Tennessee modernized its captive law to create a strong environment for the self-insurance market. Since then hundreds of companies have domiciled or redomiciled their captive in the state. The domicile has also earned several awards including a designation of "Highly Commended" by the *Captive Review Magazine* and the Tennessee Department of Commerce and Insurance's Captive Section Director Michael Corbett was named "Captive Professional of the Year" during the U.S. Captive Service Awards.

Several banks in Tennessee have leveraged this opportunity by setting up captives in the state. A captive is a legally licensed, limited purpose, property and casualty insurance company, which can write customized policies for related entities.

A captive allows a bank to expand its insurance coverage over and above its commercial policies and improve its overall risk profile. The captive structure augments the commercial policies, allowing a bank to self-insure deductibles, increase coverage levels on existing policies (excess layers), fill the gaps (exclusions and sub-limits) in coverage, and identify other risks to insure where commercial insurance is not available to the bank. As banks become more aware of their unfunded risks through ongoing enterprise risk management, the captive offers a unique and customized approach to identify and fund for those risks on an annual basis. The captive creates an opportunity for the bank to retain their underwriting profits if they have good claims experience.

Typical coverages in a bank captive include property, pollution, crime, workplace violence, cyber, reputation, D&O, and employment practices. Again, banks keep their commercial insurance policies in place but use the captive to augment their coverage. Beyond this, many banks face unique risks, so each program is custom tailored to meet a bank's particular risk profile. Unique coverages added to a bank's captive (whether augmenting an existing commercial policy or serving as a primary coverage) include accounts receivable fraud, vendor single interest, and crop/agriculture lending catastrophic loss coverages. For larger banks that self-insure their employee benefits (i.e., self-funded health insurance), the captive can provide a good mechanism for retaining risk as the bank increases its stop loss attachment point over time to save on stop loss premium.

Captive insurance companies are a growing trend for high performing banks throughout the country. KeyState's Bank Captive Program is the largest bank captive program in the country and has seen strong growth over the past five years. The program began in December of 2012 and today, over 75 banks have put the structure in place. At least five Tennessee banks have formed captives and most of them have selected Tennessee as their captive domicile.

KeyState has introduced the Captive Program to banks by partnering with state banking associations throughout the country. Twenty-seven state bankers associations, such as the Tennessee Bankers Association, have endorsed KeyState's Bank Captive program. 



Ticking time bomb: Why a free vendor management checklist is a disaster waiting to happen



MICHAEL BERMAN
Founder/CEO
Ncontracts

There is temptation in the world of management. With regulatory scrutiny increasing and cost a concern, free vendor management checklists seem like an easy solution. But is that free checklist going to cost you down the road?

My experience says yes.

Free vendor management checklists are a disaster waiting to happen. From misclassifying vendor risk and misallocating resources to failing to provide an actual process for execution, vendor management checklists lack the nuance needed to help an institution efficiently and effectively manage vendor risk.

Let's look at some of the biggest pitfalls:

It's not tailored to your structure or processes.

Checklists are designed for the “average” institution. It's a statistically abstract concept that doesn't exist in the real world. Chances are your institution is bigger, smaller, more rural, more urban, more deposit heavy, more loan heavy, more technologically advanced, more conservative, more open to risk, or more dependent on mortgages than the average institution.

Regulators understand this variance.

That's why they allow for flexibility in how vendor management is executed. Every institution is free to develop its own structure and

processes tailored to its size and complexity. Your institution may have a chief risk officer and choose to use committees, or it may be a smaller operation with someone handling vendor management on a part-time basis. A checklist offers a one-size-fits-all approach that isn't likely to be an ideal fit. You can end up spending too much on an overkill process or implementing an oversimplified structure inappropriate for your size and complexity—both of these are big problems.

Its broad definitions of critical vendors can steer you wrong.

There is no master list of critical vendors. A checklist might encourage you to make a data storage vendor a critical vendor, but if your institution only uses that vendor to shred documents through an onsite intranet—that's probably overkill—and it is a waste of resources that would be better spent on real critical risk vendors. It might also cause you to mislabel a vendor as low risk when your institution's unique circumstances make it a critical vendor. For example, if geography limits vendor availability and the institution has just one choice, an otherwise ordinary vendor may become critical. You don't want regulators pointing out a missed critical vendor, or the missed vendor not being able to recover from a storm that brings the institution's operations to a halt.

Falling short on due diligence and monitoring.

If you put too much faith in a free vendor management checklist, you can easily fall short on due diligence and monitoring. A checklist is essentially a to-do list. It can provide an institution with an initial set of marching orders, but that's where it ends. It doesn't show you how to get the job done, how far along in the process you are, or store your contracts, due diligence documents, and other information in a centralized place. It can't remind you that a renewal deadline is approaching or that the institution still hasn't received a vendor's SSAE 18 form. You'll still need a system for carefully tracking and regularly monitoring vendor management processes and documents.

There's no audit trail.

Even if you manage to accomplish every item on the list, checkmarks aren't exactly exam-ready documentation. You still need to develop a system to track every step of the vendor management process, including planning, risk assessment, due diligence, contract negotiation, ongoing monitoring, and termination. This is a huge undertaking since vendor management involves every level of the institution from board and management to employees. If it's not documented, regulators will say it didn't happen.


Different regulatory expectations.


Each of the regulatory agencies has slightly different expectations for vendor management. For instance, the Federal Reserve expects banks to specifically consider concentration risk when considering new vendors and managing existing ones while other agencies include it under operational risk. The Office of the Comptroller of the Currency wants a system in place to integrate enterprise risk management and vendor risk management. A generic checklist is unlikely to align with your regulator's preferences.

Vendor management is about more than lists of critical vendors and vendor reports. It's about understanding the choices and decisions an institution has made in selecting a vendor and in actively choosing to continue its relationship. It's about using vendors that can be relied upon to represent the reputation of the financial institution. It's documenting the justification for each decision and providing proof that the appropriate managers reviewed and approved it. It's showing an

institution's approach to risk and how a vendor fits. It's having the resources to analyze reports, monitoring efforts, and vendor data to understand the risks in working with third parties.

A free checklist simply doesn't provide the board and management the necessary tools and processes to ensure continued vendor management compliance and continuity. Choosing a free checklist over a system that enables your institution to understand how to best manage vendors in a way that complements the institution's size, complexity, and processes is a mistake. A mistake that can cost your bottom line or even get you in trouble with regulators.

You really do get what you pay for. 



A free [vendor management] checklist simply doesn't provide the board and management the necessary tools and processes to ensure continued vendor management compliance and continuity.

HUMAN RESOURCES CONFERENCE RECAP



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LEFT: Chairman Renee Morris receives an engraved clock for her service from past chairman Amy Harrison.







Banking on the opportunity to help others

Paragon Bank celebrates more than 7,300 community service hours in 13 years of its A.C.T.S. program.

Founded more than 13 years ago, Assisting the Community Through Service (A.C.T.S.) grew out of the early stages of Paragon Bank. The bank's founders wanted to stand firm and act on one of its core principles—being actively engaged in the community—but they were not able to make significant monetary contributions at the time. With a great deal of thought, another resource of giving was offered: employee time. To this day, the majority of Paragon's community involvement stems from donating personal and business time, and making A.C.T.S. an example of how a business can make a difference in their community.

Through the A.C.T.S. program, each employee is granted 40 hours of paid time per year to help support local, regional, and national nonprofits from a list of partnering organizations. Employees have the option to volunteer through bank-organized service opportunities or as individuals during or after work hours with other organizations about which they are passionate. Activities that qualify for A.C.T.S. time include everything from traditional service projects to serving as a board member for a nonprofit.

Over the years, the number of employees who participate has steadily increased. In 2017, an all-time high of 50 organizations were reached, with a 96 percent participation rate for full-time employees. This can be attributed to Paragon's culture as a community bank and the positive impact that community

involvement has on its employees.

With more than 7,300 community service hours logged since the inception of A.C.T.S., this number continues to rise at an exciting pace. This is due largely to Paragon's expansion, including adding offices in Atlanta, Ga., and Oxford, Miss., the hiring of new employees who have nonprofits that they enjoy serving, and an increased number of bank organized service projects.

"Paragon continuously provides opportunities for each team member to volunteer in our community," said Haley Overcast, marketing manager at Paragon Bank. "It's an honor to facilitate these partnerships and initiatives on behalf of the team."

With all of the volunteer hours and incredible nonprofit organizations with whom Paragon Bank has served, it is hard to narrow down specific success stories, but there are two, in particular, that have made a significant impact on the community and the bank.


Paragon's time spent serving Make-A-Wish is always memorable and makes an impact. This is a teambuilding activity for the bank's employees, as it utilizes different people from various areas of the bank to interact and work together, allowing specific talents to shine through. Sheyla, a Make-A-Wish child, wanted her room to have a total makeover. The Paragon team was honored to turn her into a princess for a day and see her personality shine during her room makeover reveal. Sadly, Sheyla lost her battle with cancer,



but the team who worked on her wish still treasure the impact that her sweet spirit and positive attitude had on them that day.

Additionally, in 2017, Paragon partnered for the first time with Catholic Charities of West Tennessee, helping the homeless in Memphis. Paragon employees and their families gathered at Paragon's Fountain Place Banking Center to assemble 500 food bags and 500 hygiene bags for Catholic Charities to distribute to the homeless. Because of this day of service, Catholic Charities was able to create a new model of service for corporate partners to provide supplies needed for food and hygiene bags and ultimately serve a larger number of people.

Developing this community service platform has had a positive effect inside and outside the bank. Gifts of time and service are precious, and providing this opportunity through the workplace has been a great reward for both Paragon employees and the community in which they serve.

"We feel that as a locally-owned bank, it is Paragon's duty to give back to the community that gives so much to us," said Robert Shaw, CEO at Paragon Bank. "Paragon is grateful to have the resources that allow our employees to participate in a program like A.C.T.S. With a consistent, annual increase in participation, I could not be prouder of the various services our team provides. It's an honor to know that we're making a difference." 



Paragon Bank's A.C.T.S. Program helps bank employees assist the community in a number of ways, including food drives, Habitat for Humanity projects, and Make-A-Wish Foundation recipients.

Community banks are embracing innovation to ease congestion in their communities

Franklin Synergy Bank and Reliant Bank have joined Hytch Rewards to tackle traffic and defend clean air.



JENNY PRUITT
Freelance Content
Marketing Writer

MORE ABOUT HYTCH

Hytch is funded in part by a grant from the Tennessee Department of Transportation. Hytch was recognized for its innovative approach to fight congestion and defend clean air with the 2018 *Emerging Company of the Year Award* from the Nashville Technology Council. More information about current Hytch partners and partnerships can be found at HytchRewards.com/partner.

Franklin Synergy Bank and Reliant Bank are taking the term community bank to a whole new level. They are directly influencing community transit behavior and developing a “big picture” sustainability message through their sponsorship of the new smartphone app Hytch Rewards, which pays users to carpool.

At the Tennessee Bankers Association 2017 *Annual Meeting* in Naples, Fla., keynote speaker Mark Cleveland, founder of Hytch Rewards, discussed innovation and disruption. “It’s happening, it’s all around us,” he said, “and we have to be part of it or face becoming obsolete.” In deciding what disruptive innovation a banking institution should embrace next, Cleveland suggested a four-question litmus test:

1. Is it generous?
2. Is it worth doing?
3. Is it about positive change?
4. Has it ever been done before?

This litmus test applies perfectly when it comes to community banks partnering with local startups. As stewards of their communities and customers, community banks seem a natural fit to support startup success as a way to launch a community’s economic growth forward.

In partnering with Hytch, Franklin Synergy Bank and Reliant Bank are examples of community banks who are not simply the bank entrepreneurs go to, but the bank they want to grow through. “Serial entrepreneur” Cleveland’s social impact technology company built Hytch to be the world’s first free smartphone

app that uses synchronized GPS technology to validate and reward ridesharing, whether in a car, bus, or train. Since launching in February 2018, Hytch and its sponsor partners, including Franklin Synergy and Reliant, have rewarded Tennessee commuters for sharing more than 506,000 miles.

Franklin Synergy Bank

Because Franklin Synergy Bank rewards one cent for every shared mile driven in Williamson, Davidson, and Rutherford counties, its logo is prominently displayed in the “Cash Out” screen of the app for those tri-county users. And as bankers know, those pennies add up, not just as extra spending money in the pockets of Hytch users but in the minds of users as well. Through Hytch Rewards, Franklin Synergy is accomplishing brand recognition and loyalty right where their 13 locations serve the community.

“As a community bank Franklin Synergy is proud to be a part of the solution to solving our local traffic issues and to partner with Hytch,” Franklin Synergy Bank Chief Operating Officer Kevin Herrington said. “This partnership strategically aligns with our mission to bring technological advanced banking products to our customers, so the decision was easy.”

Reliant Bank

Reliant Bank’s incentives plan is two-fold. First, they will benefit the Williamson County Schools bus program by incentivizing students one cent for every mile they travel on a WCS bus while using the app.

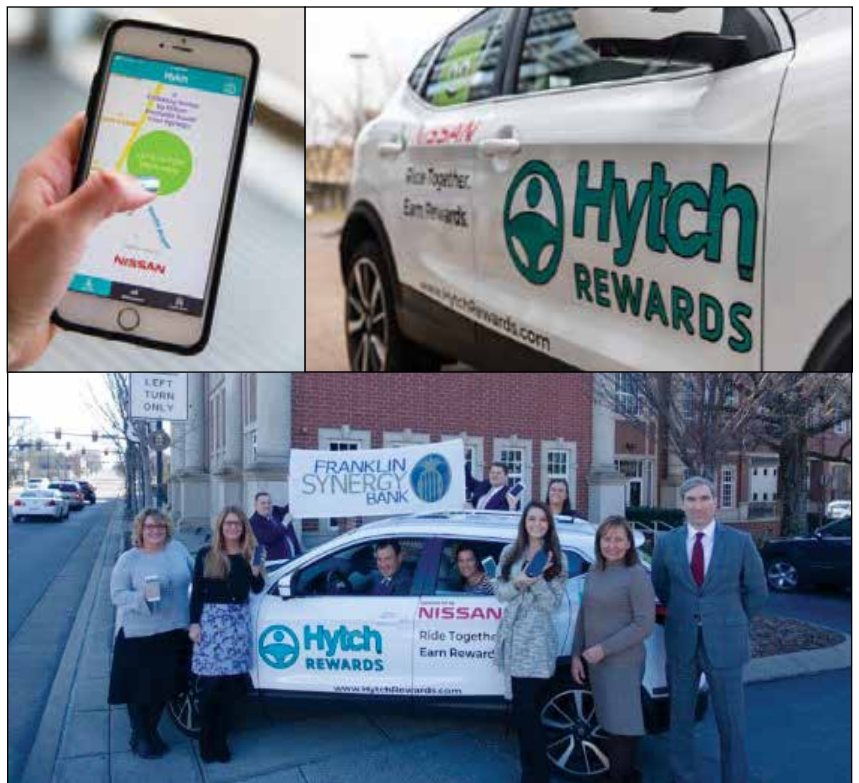
Williamson County Mayor Rogers Anderson says he “can’t wait to buy more school buses.” “We have a growth issue in Williamson County, like all of Middle Tennessee,” said Anderson. “When we go to build schools we have to buy extra land for parking areas. And land in Williamson County is not cheap. My hats off to Mark Cleveland and all of sponsor members for getting this done. It’s the type of innovation that will get students back on the bus.”

Second, because Hytch Rewards is a perfect tool to connect with a particular geographic location, Reliant Bank will add another four cents to the one cent Nissan North America already pays to ride-sharers in Chattanooga and Maury County. Reliant’s sponsorship of Hytch creates super sticky advertising in their digital marketing strategy and demonstrates commitment to the communities they serve.

DeVan D. Ard, Jr., Chairman, president, and CEO of Reliant Bancorp, commented, “We are excited, in light of the recent merger with Community First, to build the Reliant brand across our markets in Middle Tennessee and Chattanooga.”

The rate of adoption has been astonishing—630,000 vehicle miles not driven have already been validated by the Hytch Rewards in two months—demonstrating that cash rewards can serve as a rallying point and a big source of motivation for commuters who decide to share more rides.

Any Tennessee bank can join Nissan, Franklin Synergy, Reliant, and other sponsors with a local sponsorship of a county, city, or community they value. 🇺🇸



Franklin Synergy Bank (staff members pictured above) and Reliant Bank are sponsors of smartphone app Hytch Rewards. For each mile a rider travels in a shared ride, such as a car, bus, or train, they are rewarded a penny when using the app. These bank sponsors appear on the cashout screen of the app and by participating, promote ridesharing and cutting down on commuter congestion throughout the Middle Tennessee area.

PHOTOS PROVIDED BY HYTCH

Embracing new ideas to improve performance



RICK REDMOND

Director of
Balance Sheet Strategies,
Vining Sparks IBG, LLC

Ron Gardenhire, 60-year-old first year manager of the Detroit Tigers: “If you’re not changing, you’re probably not going to last. There’s so much information out there. You have to use it.”

Community banks can rarely outspend or out-technology large bank competitors, but they can use the best solutions pioneered by the large banks to compete and enhance performance. Given the challenging dynamics of banking today, community bankers willing to implement new ideas today will be tomorrow’s winners.



TOMMY WARREN

Senior Vice President,
Business Development,
Vining Sparks
Interest Rate Products, LLC

The Current Environment

Bankers face new uncertainties. None of us know how the economic or rate environment will evolve nor do we know precisely how this environment will impact performance. Regulators are concerned about these risks: interest rate risk and underlying assumptions, liquidity risk, deposit volatility, and the impact on regulatory capital of rising interest rates. Bankers have increased competition from less regulated entities. The customer base is more knowledgeable and exhibits less loyalty while younger customers express distrust of banks. Bankers are also dealing with:

- Years of unprecedented low interest rates that may lead consumers to react more quickly to alternative options to receive higher rates, particularly during the next set of Fed rate increases
- The banking industry has not repriced deposits significantly during the initial Fed tightening
- Commercial checking customers may demand that banks begin paying them a market rate just as they are again profitable
- New Fintech players and more aggressive online competitors with greatly simplified account opening and funding procedures
- Residual “surge” deposits have been generally flat while loan demand is growing

- Commercial borrowers demanding and receiving long term fixed rate loans

The charts on the right hand page indicate the history of community banking loans and deposits over the last ten years.

The Traditional Responses

Community bankers often react to changing rate and economic conditions with comfortable, yet inefficient responses. By inefficient, we mean responses that do not optimize capital or maximize earnings. These include:

Commercial Lending: Many commercial borrowers are demanding long term fixed rate loans. Inefficient responses include: (1) not meeting customer demands and turning away profitable customers, (2) meeting customer demand but taking unacceptable levels of interest rate risk, (3) using “match funding” approaches that unnecessarily inflates the balance sheet or (4) shortening the investment portfolio to partially offset the additional rate risk.

Customer Deposits: Some methods of raising deposit interest rates are more inefficient than others. Increasing all rates without considering the marginal cost of funds, paying unnecessarily high rates to customers who are not rate sensitive and not considering the cannibalization that may occur with pricing specials all results from not using available solutions.

Focus on specific transactions: Bankers have tools to measure and model the entire balance sheet. Yet, they often unduly focus on a specific transaction and its rate risk without putting the transaction in context of the entire balance sheet.

Capital: Capital is precious, and bankers should focus on its efficient use rather than inflating the balance sheet when other solutions are available.

The Tools to Build High Performance

1. Robust modeling: The first tool needed to implement a more efficient balance sheet is robust A/LM modeling that is appropriate for the size and complexity of the institution. For many community banks that means outsourcing to a provider that can model various “what if” strategies to show the impact on all key financial measures. Using a model to consider proposed strategies allows you to eliminate the “gut feel” and objectively determine the impact of one or several strategies.

2. Interest rate hedging products: Interest rate swaps are the most efficient tool for managing interest rate risk. This second tool is not immediately obvious to many community bankers. Some derivatives are complex, but interest rate swaps are one of the largest, most liquid financial markets in the world. They are used by about 25 percent of community banks, accepted by regulators, and are easier to understand than many investment products you already own.

In a rising rate environment, interest rate swaps allow you to:

- Meet your commercial and consumer borrower’s demand for long term fixed rate loans without taking on unacceptable levels of interest rate risk
- Properly price lending relationships and increase profitability
- Lock in future funding cost
- Hedge rising rate exposure in existing long-term assets
- Create financial instruments that appreciate as interest rates increase

3. Wholesale funding: The third tool is the judicious use of wholesale funding. Using wholesale funds to supplement local funding results in a more diversified funding base, lower marginal costs, and enhanced returns. Using A/LM modeling tools, you can evaluate appropriate funding alternatives allowing you to minimize costs in the context of your IRR profile. You must consider both unsecured funding sources that add liquidity to the balance sheet and secured funding. Common unsecured sources include:

- Brokered CDs
- Insured cash management deposits
- CD listing services
- Fed Funds

You should also carefully manage the use of collateralized funds:

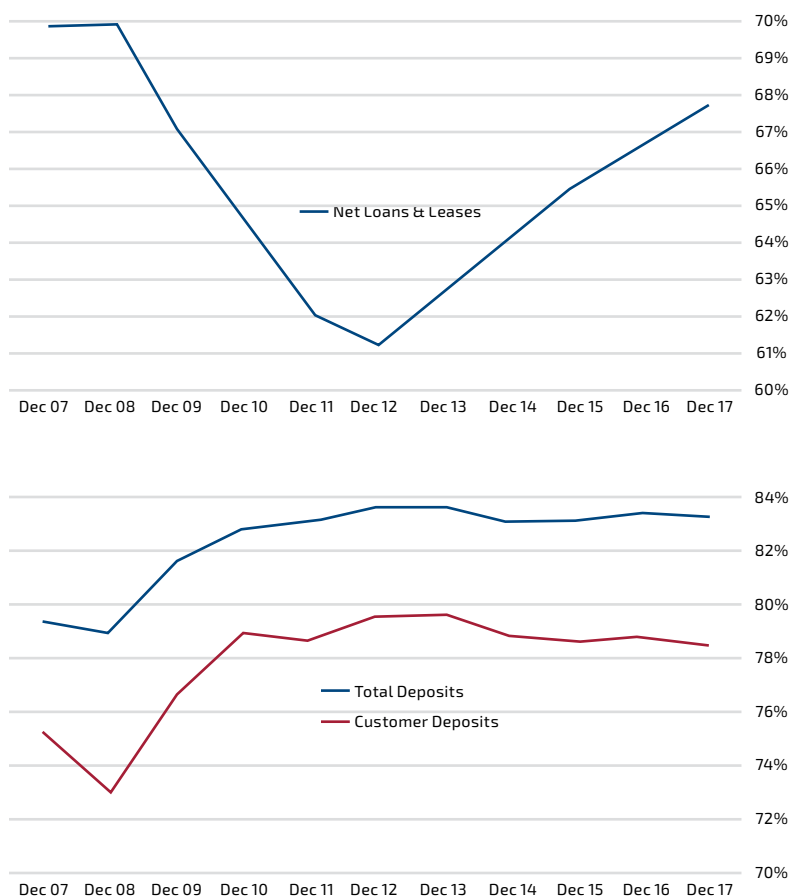
- FHLB advances
- Public funds
- Fed discount window
- Repurchase Agreements

Willingness to Consider New Ideas

The most important attribute is a management team willing to consider new solutions and, as Mr. Gardenhire said, use the information that is out there.

Today’s uncertainty, shareholder expectations, changing customer preferences, and evolving regulatory scrutiny require every bank to consider ideas that can maximize performance and prepare it to deal with new threats and opportunities. With proven solutions readily available to community bankers, there are plenty of reasons to use them. 🌐

COMMUNITY BANKING LOANS AND DEPOSITS



Source: FDIC SDI Banks between \$100M and \$1B of assets. Balances as a % of assets.

33 bankers graduate from *The Southeastern School of Consumer Credit*

Thirty-three bankers recently completed requirements for graduation from the 2018 session of *The Southeastern School of Consumer Credit*SM (TSSCC) held at the TBA Barrett Training Center in Nashville.

The Southeastern School of Consumer Credit is an intensive one-week school that exposes students to the major issues consumer credit managers face on a daily basis.


In addition to bankers from Tennessee, this year's graduates included bankers from Mississippi and Georgia.

Students finishing in the top 10 percent of the class are recognized through the school's honors program. Honor students are selected on the basis of scores on the mid-term exam, final exam, and faculty and staff evaluation.

Honor graduates for 2018 are:

- Holly Buckner, Bank of Halls, Halls
- Jared Foster, Wilson Bank & Trust, Smyrna
- Nathan Kelley, Citizens National Bank, Sevierville

Established in 1987, *The Southeastern School of Consumer Credit* is designed to increase banker knowledge of consumer lending as a retail banking function and a source of income for the bank. It addresses the managerial aspect of consumer lending operations, especially how the bank's loan portfolio can increase profitability and improve competitive position. In addition, the program emphasizes the development of both administrative and human relations skills to equip students to manage bank assets and meet customers' financial needs.

For more information about *The Southeastern School of Consumer Credit*, or any of the other Southeastern Schools conducted by the TBA, please visit TNBankers.org. 



2018 TSSCC students

2018 TSSCC GRADUATES

JACOB BARNETT, Peoples Bank of East Tennessee, Madisonville
STEPHANIE BISHOP, Triumph Bank, Arlington
CHRISTOPHER BRITT, Planters Bank & Trust Company, Ruleville, Miss.
SARA BROWN, First Citizens National Bank, Collierville
***HOLLY BUCKNER**, Bank of Halls, Halls
JAKE BURNETTE, The Bank Of Fayette County, Rossville
STEPHANIE DORRIS, The Farmers Bank, White House
DAN DUNAWAY, Citizens Bank of Lafayette, Lafayette
AMINAH EYIOWUAWI, Legends Bank, Clarksville
HEATHER FARRELL, Sumner Bank & Trust, Gallatin
MOISES FELIZ, Wilson Bank & Trust, Murfreesboro
BRIAN FERRELL, FirstBank, Jackson
***JARED FOSTER**, Wilson Bank & Trust, Smyrna
WHITNEY GREER, Triumph Bank, Collierville
AMANDA GREGORY, FirstBank, Henderson
MARK HOWELL, Bank of Lincoln County, Fayetteville
CALEB JULIAN, Andrew Johnson Bank, Greeneville
***NATHAN KELLEY**, Citizens National Bank, Sevierville
ANDREA KIRKLAND, Peoples Bank of East Tennessee, Sweetwater
BRYSON MAYBERRY, Citizens Bank, Gallatin
BEAU MILLER, Tennessee State Bank, Pigeon Forge
SAMANTHA MIZE, INSOUTH Bank, Brownsville
POLLY PARKER, First Advantage Bank, Clarksville
CHANDRA PICKERING, Tennessee State Bank, Pigeon Forge
JANET PRICE, First National Bank of Pulaski, Pulaski
MARTIN REYNA, First Citizens National Bank, Union City
SHERRY SEEVERS, Centennial Bank, Trezevant
KATHLEEN SOKOL, Volunteer State Bank, Nashville
THERESA TALLEY, First American Bank & Trust Company, Athens, Ga.
JOEY TEAL, First Vision Bank of Tennessee, Tullhoma

SETH THURMAN, Wilson Bank & Trust, Hartsville
GRANT THURMAN, First National Bank of Tennessee, Crossville
COLEMAN WHALEN, First American Bank & Trust Company, Athens, Ga.
** Denotes Honor Graduate*

2018 TSSCC STUDENT PROFILE

GENERAL PROFILE DATA	SIZE OF BANK'S ASSETS
Tennessee Students 30	Under 50 million 33
Out of State Students 3	
Georgia 2	SIZE OF BANK'S LOAN PORTFOLIO
Mississippi 1	1 to 5 Million 33
EDUCATION	
(Highest Level Achieved)	
High School 4	
Some College 8	
Associate Degree 3	
Bachelors 12	
Graduate 6	
YEARS OF BANK EXPERIENCE	
Less than 1 Year 3	
1 to 5 Years 13	
6 to 10 Years 9	
11 to 20 Years 4	
20+ Years 4	

FACULTY



RONNIE L. BOLING
Financial Services Consultant,
Brentwood



MICHAEL G. COMER
Executive Vice President/Chief
Operating Officer, Citizens National
Bank, Sevierville



CONNIE EDWARDS, CRCM
President, Banc Compliance Group,
LLC, Franklin



CRAIG HOLLAND
Williamson County President,
First Farmers and Merchants Bank,
Franklin, TN



DAVID L. KEMP
President, Bankers Management Inc.
McDonough, Ga.



THOMAS H. PAYNE, Ph.D.
Dean, College of Business,
Tennessee Technological University,
Cookeville

BOARD OF TRUSTEES

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Chief Credit Officer, Volunteer State Bank, Portland

VICE CHAIRMAN: CHUCK SISSON, City President,
Centennial Bank, McKenzie

PAST CHAIRMAN: JEFF LEWIS, City President, FirstBank,
Lexington



BLACKBURN

TRUSTEES

NICOLE MINNIS, Senior Vice President/Branch Administrator,
The Farmers Bank, Portland

DAVID VAUGHN, Senior Vice President, The Hardin County Bank, Savannah

BRENT PARSLEY, Manchester Community President/Loans,
The First National Bank of Manchester, Manchester

KEITH HATLE, President/CEO, Sumner Bank & Trust, Gallatin

JOHN FOSTER, Senior Vice President-Lending, Wilson Bank & Trust,
Lebanon

RIGHT: Chairman
Laura Blackburn
receives a plaque
for her service for
2017-2018.



RIGHT: The 2018-2019
Board of Trustees (left
to right) Chuck Sisson,
David Vaughn, Brent
Parsley, Laura Black-
burn, John Foster, Jeff
Lewis, and Keith Hatley





DAY ON THE HILL



MARCH 13, 2018 • YOUNG BANKERS DIVISION



PHOTO RECAP

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ABOVE: Sen. Jack Johnson



ABOVE: Speaker of the House Beth Harwell



ABOVE: Rep. Dale Carr

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10.



1. Sen. Jeff Yarbro
2. Rep. Susan Lynn
3. Rep. Ron Travis
4. Sen. John Stevens
5. Sen. Janice Bowling

6. Rep. Cameron Sexton
7. Sen. Paul Bailey
8. Rep. William Lamberth
9. Rep. Kelly Keisling
10. Sen. Art Swann

How managers can best motivate top-performers



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

Top-performing employees are a critical force at your company, capable of 400 percent greater productivity than the average worker, according to research published in *Personnel Psychology*. Beyond their personal output, top talent inspire and motivate other employees to do their best work.

Despite their production and leadership capabilities, top performers need to be motivated too, and this is largely the responsibility of the manager. As the *Harvard Business Review* notes, top talent at an organization are often defined as such in part because they have the technical skills and interpersonal adeptness to do their managers' jobs. This in turn makes them more sensitive to areas where management falls short. "High-performing employees are also motivated by different types of recognition, incentives, and management styles than other workers," said Mark Angott, President of Angott Search Group. "As a result, supervisors need to make a constant, conscious effort to engage top-performing employees in the specific ways that appeal to them most."

Angott recommends four ways managers can increase motivation among top-performing talent:

1. Give regular feedback

Top performers are engaged in continuous learning, constantly looking for ways to sharpen their abilities, expand their skill sets, and take on new responsibilities. If top talent have to wait around until their annual performance review to hear feedback, they're going to feel that their professional development is being stymied. Conversely, regular communication helps top-performing employees feel that their managers are invested in helping them succeed.

2. Practice career pathing

A major reason top performers leave their jobs is because they feel like there's no room for them to grow. However, helping them develop, and then follow a road map to where they want to be in the company can quell this frustration and unleash their motivation level: This is career pathing in a nutshell. By working together to help a top-performer advance, employees feel greater ownership over their careers and managers can align the individual's professional goals with the strategic goals of the company, thereby simultaneously boosting employee engagement levels and improving succession planning.

3. Encourage mentoring

Mentoring goes along with career pathing, as it is an effective way to develop top-performers for upper-level roles. A study by the American Society for Training & Development found that 71 percent of Fortune 500 companies use internal mentoring programs to train top performers with high potential. Mentors share valuable insights with mentees not only on business knowledge but also on important soft skills as how to effectively communicate with a range of stakeholders or efficiently manage teams. These relationships help top performers develop a more robust understanding of their company, its workforce, and its industry. Mentorship motivates top-performers by demonstrating that the company is committed to their success.

4. Don't micromanage

Most employees don't want to be micromanaged, but top performers are especially sensitive to it as they consistently show that they not only excel in their job duties but also regularly go above and beyond what's expected of them. Instead of interfering with

top talent's day-to-day work, take a step back and learn from them, advises Jeff Miller in a blog for HR services company *Inspireity*. Top performers often have created novel workflow and unique processes that save time, increase output, or improve performance. Smart managers are open to change and feel excited, not threatened by, ambitious employees with new ideas. They're genuinely curious about how top performers work and are eager to have conversations with them about how to adopt their ideas on a larger scale. This recognition makes top performers feel appreciated and motivates them to continue innovating.

"Top-performing employees are vital to your company's success, and managers play a big role in influencing whether they'll want to stick around," concluded Angott. "With these tips, supervisors can help top talent flourish, instead of holding them back." 🇺🇸



Motivating top-performing employees can be difficult to sustain, but giving regular feedback, practicing career pathing, encouraging mentoring, and not micromanaging, managers can keep these employees on top of their game.

PHOTO: SHUTTERSTOCK

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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.

BANK EQUIPMENT / SUPPLIES

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2200 Gateway Centre Blvd, Ste 220
Morrisville, NC 27560-6217
Phone: 919-534-3232
Toll-free: 800-550-5087
www.atmusa.com
Contact: Darren Smith
darren@atmusa.com

ATM USA is one of the leading and most trusted ATM providers in the U.S. Our outsourcing solution allows financial institutions of all sizes to return the focus to their clients and core business by removing the burden of ATM management. Our program reduces capital and operational costs, improves customer service, and gains new competitive advantage. We help our partners gain visibility, ensure positive brand experiences, and deliver convenience to their clients.

INFORMATION TECHNOLOGY

Peace Communications

334 Woodycrest Ave
Nashville, TN 37210-4644
Phone: 615-400-5838
www.peacecom.net
Contact: Wes Howard
whoward@peacecom.net

Peace Communications is a privately held technology solutions provider and a competitive local exchange carrier (CLEC) regulated by the state of Tennessee with facilities in both Nashville and Chattanooga. Peace offers customers a full suite of communication products and services of voice, data, and high speed fiber internet plus IT managed services for clients looking for a single source provider. Peace makes it easy for its customers to conduct business anywhere and anytime by helping to design, deploy, and manage all voice and fiber needs at the optimal level for your organization, regardless of size.

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www.brileyfbr.com
Contact: T. Clark Akers
cakers@brileyfbr.com

People on the Move

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

Andrew Johnson Bank, Greeneville, has named **Paige Hull** as president and CEO, succeeding **Bill Hickerson**, who has retired.



HULL AND HICKERSON



ADAMS



GIBBS

Athens Federal Community Bank, Athens, has promoted **Chris Adams** to area president of McMinn and Monroe counties and **Nicole Gibbs** to vice president/chief banking officer, retaining her current role as the bank's marketing and communications director.



ESTEPP



HARRIS

Citizens Bank, Elizabethton, has promoted **Larry R. Estep**, to president, succeeding **Bill Dudney** who has retired. In addition, the bank has promoted **Jake Harris** to senior vice president.



DAMRON



HARAWAY



HOPKINS



HOUSTON



BRANTLEY



REED



WALKER

Citizens Community Bank, Winchester, has awarded promotions to seven staff members—four were promoted to vice president: **Nancy Damron**, **Kim Haraway**, **Kim Hopkins**, and **Cindy Houston**; and three advanced to assistant vice president: **Misty Brantley**, **Tricia Reed**, and **Shannon Walker**.

First Citizens National Bank, Dyersburg, has named **Brooke Regen** as chief risk officer.



REGEN

First Tennessee Bank, N.A., Nashville, has welcomed **Shannon Bryant** as senior vice president and retail banking executive.



BRYANT

First Tennessee Bank, N.A. Memphis, has named **John Sargent** as the East Tennessee retail banking executive.



SERGENT

FirstBank, Nashville, has welcomed these individuals to locations in the FirstBank branch system: **Cindy Boyd**, Memphis; **Hannah Rogers**, **Jessica Briggs** and **Jacquelyn Coleman**, Dickson; **Brandon Sykes**, Farragut; **Keisha McDonald**, **Mary Workman**, Jackson; **David Brown**, **Jennifer Bryant**, **Alex Davis**, **Linda Parra**, **Molly Corley**, **Raven King**, **Ester Perez**, **Alexandra Reasor**, **Nayeli Reyes**, **Cameron Terry**, Knoxville; **Cassie Byrd**, **Shelley Carr**, **Ryan Douris**, **Jadia Harris**, **Letisha Wade**, and **Damien Reeves**, Lexington; **Alice Gray** and **Justin Pipkin**, Lynchburg; **Gaye Harwell**, **Christine McGill**, **Natasha Martin**, Manchester; **Mark Bruns**, **Emily Massengill**, **Michael McDonald**, Nashville; **Angela Lemmonds**, **Mallory Norwood**, **Paris**, **Jonathan Boyce**, Shelbyville; **Greg Pugh**, Crossville; **Will Roberts**, Camden; and **Brittany Schilling**, Cool Springs; **Andrew Haggard**, **Jenna Steuerwald**, **Cody Swindle**, **Ashley Tucker**, Cool Springs mortgage.



SMITH AND YOCOM

Heritage Bank & Trust, Lawrenceburg, has welcomed **Teresa Walker**, **Colton Smith** and **Kara Yocom**.



WALKER

People on the Move, *continued*



HOLT

WILLIAMSON

Newport Federal Bank, Newport, has promoted **Reathel Campell** to loan operations manager. The bank has added **Heather Holt** and **William Williamson** to their staff.

Pendleton Square Trust Company, Nashville, has welcomed **Elizabeth Hickman** as its new director of estate services and trust officer.



HICKMAN

Peoples Bank of East Tennessee, Madisonville, has welcomed **Tom Hughes** as an executive vice president.



HUGHES



HART

BENNETT

DAVENPORT



MATHIAS

LOVVORN

COHEN



HAYDEN

JORDAN

Pinnacle Financial Partners, Nashville, has named **Clay Hart** as an executive vice president and senior lending officer to help lead its client advisory group in Middle Tennessee. In addition, the bank named four staff members for its West End office: **Joy Bennett**, **Scotty Davenport**, and **Candice Mathias** as financial specialists; and **Vicki Lovvorn** as a financial advisor assistant. The firm has welcomed **Joshua Cohen** as internal audit manager, **Justin Hayden** as legal counsel, and **Keith Jordan** as senior vice president and credit advisor at the Nashville headquarters.



VINSON

ALARCON

SANDERS



SUMNER

STALLONS

MABRY

Planters Bank Inc, Clarksville, has promoted **Amanda Vinson** to senior vice president commercial banking; **Jessica Alarcon**, **Will Sanders**, and **Wes Sumner** were advanced to vice president commercial banking; **Landan Stallons** was promoted assistant vice president commercial banking. In addition, **Ryann Mabry**, CPA, was promoted to assistant vice president senior accountant.

SmartBank, Knoxville, has welcomed **Andy Carey** as first vice president, relationship manager.



CAREY

Tower Community Bank, Jasper, has welcomed **Josh Booher** to Nolensville's mortgage team.



BOOHER

Bank Notes



JOHNSON

SMOOT

United Community Bank, Cleveland, has promoted **Courtney Vincent Johnston** to a mortgage loan originator and named **Brian Smoot** as a mortgage loan originator for the new Cambridge Square office in Ooltewah.



BAXTER

REYNOLDS

ROBBINS




SPIVA

MILLER



CROWDER

YAMADA

Volunteer Federal Savings Bank, Madisonville, has promoted **Melanie Haynes Baxter** to assistant vice president; **Adam Reynolds** to assistant vice president; **Heather Robbins** to assistant vice president; **Sara Spiva** to assistant branch manager at Madisonville's main office; **Stephen Miller** to internal auditor; **Tamaryn Crowder** to Sweetwater Vonore Road branch manager and loan officer; and **June Yamada, CPA**, was named the bank's financial officer. 

Athens Federal Community Bank's vice president, senior lender **Taylor Howard** has received the United Way William F. Johnson Award, the highest volunteer honor in Cleveland/Bradley County.

Bank of Lincoln County, former vice president and staff member at the Park City office **Hugh Moffett** retired March 2 after working for the bank 44 years.

CBBC Bank, Alcoa, celebrated a grand re-opening and a ribbon cutting ceremony at their Midland Branch (214 N. Calderwood St.).



Tim Broyles, senior vice president, **Citizens Bank, Elizabethton**, was recognized as the 2018 George F. Hixson Fellow by the Kiwanis Club of Elizabethton.

R. Molitor "Mott" Ford Jr., vice chairman and CEO of **Commercial Bank & Trust Co., Paris** was appointed to a three-year term on the Community Depository Institutions Advisory Council of the Federal Reserve Bank of St. Louis.

The Farmers & Merchants Bank, Dyer, Food Rite branch hosted a reception for their branch manager, **Glaneese R. Minton**, who retired after 40 years.



First Community Bank of Tennessee, Shelbyville, celebrated its 30th anniversary by hosting a block party on a Saturday afternoon with live music, food trucks, prizes, fun and games.

Franklin Synergy Bank within **Franklin Financial Network Inc, Franklin**, has expanded into Nashville, following a completed merger with **Civic Bank & Trust, Nashville**.

First Tennessee Bank's Rutherford County market president, **Yolanda Greene**, was appointed by Gov. Bill Haslam to the Tennessee Board of Regents and officially installed in a ceremony March 14.



The Hardin County Bank, Savannah, celebrated 45 years in business in March, beginning in a trailer with assets of \$850,000 and increasing to currently \$490 million in assets.

Merchants & Planters, Bolivar, has merged into and changed its name to **Centennial Bank, Trezevant**.

Planters Bank Inc, Clarksville, loan officers **Amy Orton** and **Angie Smith**, were awarded 2017 Outstanding Loan Officer Certificate of Appreciation mortgage lending presented by Franklin American Mortgage Company. 





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.



In **Athens** and surrounding areas, community banks united their efforts as sponsors, **Athens Federal Community Bank** and **SouthEast Bank**, and participants, **Andrew Johnson Bank**, **Bank of Cleveland**, and **Southern Heritage Bank**, for the annual Rock 'n' Roll Bowl-a-Thon, to raise more than \$1,250 in support of the Junior Achievement of the Ocoee Region.



Bank of Frankewing, Frankewing, Student Advisory Board members stuffed and hid over 500 Easter eggs for the Victoria Street Head Start.



The **Bolivar** branch of **Centennial Bank** donated \$1,000 to the Hardeman County Imagination Library, where 871 children are enrolled and receive books every month.



Bank of Cleveland, Cleveland, was a sponsor of Great Strides, a walk and 5k road race to benefit the Cystic Fibrosis Foundation.



Citizens National Bank, Sevierville, was a sponsor of Boys and Girls Club of Dumplin Valley 2018 Golf Tournament, supporting the event with a contribution of \$1,150.



First Community Bank of East Tennessee, Rogersville, supports Cherokee Robotics team at Cherokee High School. The club, with students from freshmen to seniors, has teams to cover the finance, marketing, and production of a robot such as the 2017 model.



First Tennessee Bank's mascot Hamilton made his first appearance at First Tennessee Park, Nashville, for SportsFest 2018 with inflatables, demos, and Easter egg hunts.



First Tennessee Foundation, Bristol, representatives, Gerald Hallenbeck and Marjorie Tesler, presented a grant of \$2,000 to Bristol Recovery Road for Women. Tesler, a FTB branch manager helped to create the nonprofit and serves as principal officer.



Pinnacle Financial Partners, Memphis, associates volunteered at Mid-South Food Bank.



Pinnacle Financial Partners, Nashville, mortgage team volunteered at the Nashville Rescue Mission.



Pinnacle Financial Partners of Nashville and **Federal Home Loan Bank of Cincinnati** jointly helped provide \$850,000 to fund 40 new homes through Habitat for Humanity of Greater Nashville.



Sumner Bank & Trust employees collected food items for our "Fill the Bag Campaign." CEO Keith Hatley and marketing coordinator Mary Jane Fowler delivered over food items to Gallatin C.A.R.E.S. to help fill their food pantry.



Triumph Community Development Foundation, Memphis, on International Women's Day presented a grant check to The Junior League of Memphis to help revitalize Binghampton, Berclair, and Highland Heights neighborhoods through the G. R. O. W. programs.

Wayne County Bank's 14th Annual WCB Bass Tournament, benefiting the Wayne County Chapter of the American Cancer Society, was held April 14 with prizes for first, second, and third place winners.



Lebanon's Wilson Bank & Trust CEO Randall Clemons, WBT president John McDearman, and vice president Kathy Hesson presented The Tennessean's Mary Hance (Ms. Cheap) and Second Harvest Food Bank of Middle Tennessee representative Destiney Patton a check for \$17,984.58 following the annual three-month fundraising campaign as part of Ms. Cheap's penny drive.

Featured Events

**JUNE
12 & 13**

THE UNIVERSAL BANKER

TBA Barrett Training Center, Nashville

Early Registration Deadline: May 29

TBA Member/Associate Member Early Registration: \$510

TBA Contact: Debbie Brickles, dbrickles@TNBankers.org

This two-day seminar's focus is on the essentials for today's banking environment to develop the universal branch, get the right team on board, provide exceptional service, make referrals, and build profitable relationships from millennials to baby boomers. This program is highly recommended for all bank employees in customer contact positions, branch managers, retail branch administrators, and marketing directors.

Key Objectives

- Understanding the changing role of retail banking
- Checklist to implementation the universal experience
- Preparing and onboarding internal team members for universal banking
- Interviewing for today's cross-trained, universal banker
- Training and developing the cross-trained, universal banker
- Moving from order taker to relationship builder



**JULY
15-20**

THE SOUTHEASTERN SCHOOL OF BANKING I & II

Belmont University, Nashville

Early Registration Deadline: June 11

TBA Member/Associate Member Early Registration: \$1,700

TBA Contact: Debbie Brickles, dbrickles@TNBankers.org

The Southeastern School of Banking is a must for career bankers. Serving Tennessee financial institutions since 1939, the two-year school incorporates lectures and home study assignments. Some of the topics covered in the first year are bank financial analysis, macroeconomics, asset/liability management, investments, lending, strategic planning, and HR management. The newest version of the Stanford Bank Simulation Game is a tool for learning about financial institution management. The second-year general banking classes include employee skills, fraud and ethics, technology, changing bank environment, bank security, management, and completion of the Stanford Bank Simulation Game.





Employment Opportunities

POSITION WANTED

1801-3 (M) CHIEF FINANCIAL OFFICER

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

POSITIONS AVAILABLE

1803-7 (M) TELLER

SUMMARY: Receives and pays out money and keeps records of money and negotiable instruments involved in financial transactions by performing the following duties. **ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned. Cashes checks and pays out money after verification of signatures and customer balances; Enters customers' transactions into Premier Teller System to record transactions and issues receipts; Balance ATM daily; Buy and sell cash from and to vault; Orders daily supply of cash and counts incoming cash; Balances cash drawer daily; Sells money orders, cashier's checks and traveler's checks; Credit card cash advances; Process night deposits daily; Refers customers to line of business partners; Accepts loan payments; Process payments for o/d repayments; Assists in opening and closing vault each day. **EDUCATION** and/or **EXPERIENCE** College 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** Teller training preferred. **WORK ENVIRONMENT** The work is an office type setting. It is a professional atmosphere and environmentally controlled. Surveillance cameras are utilized for safety. Please send all resumes to employment@tennbank.com. **TENNESSEE BANK & TRUST IS AN EQUAL OPPORTUNITY EMPLOYER**


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; board-ing, 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; 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. 

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

Young Bankers hold first meeting

With the strike of the gavel, the inaugural meeting of the Junior Bankers—now known as the Young Bankers Division—took place at Nashville's Hermitage Hotel on August 10, 1960.

Around 190 bankers attended the event, and the group discussed the organization's constitution and by-laws, efforts to get banking programs into Tennessee schools and how to solve the problems of management succession—some things never change.

Thomas Butts, who served as temporary chairman of the organizational committee, presided over the event until the election Doc F. Fowlkes, Jr. as president of the new group. 🇺🇸

Originally featured in *The Tennessee Banker* in September 1960.



Pictured: Thomas Butts, Assistant Cashier, Third National Bank, Nashville, Secretary-Treasurer; Bobby Birdsong, Assistant Vice President, Bank of Clarksdale, Miss., and President of the Mississippi Junior Bankers Section; Doc F. Fowlkes, Assistant Cashier, Second National Bank, Jackson, President; and J. R. Greer, Assistant Cashier, Carter County Bank, Roan Mountain, Vice President



Professional Development Calendar

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

WEBINAR June 6

Profiting from a Rising Rate Environment While Managing Regulatory Concerns

Online

WEBINAR June 6

Preparing for the Great Unknown - How the Changing Economic Landscape Affects Deposit Sensitivities and Liquidity Levels

Online

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

TBA Barrett Training Center, Nashville

June 14

The Southeastern School of Banking Branch Management – Session 2 of 4

TBA Barrett Training Center, Nashville

June 17-19

128th TBA Annual Meeting

The Broadmoor, Colorado Springs, CO

June 27, 28, 29

CFO/Controller Forums – Session 2 of 3

TBA Gilliam Board Room, Nashville

July 13

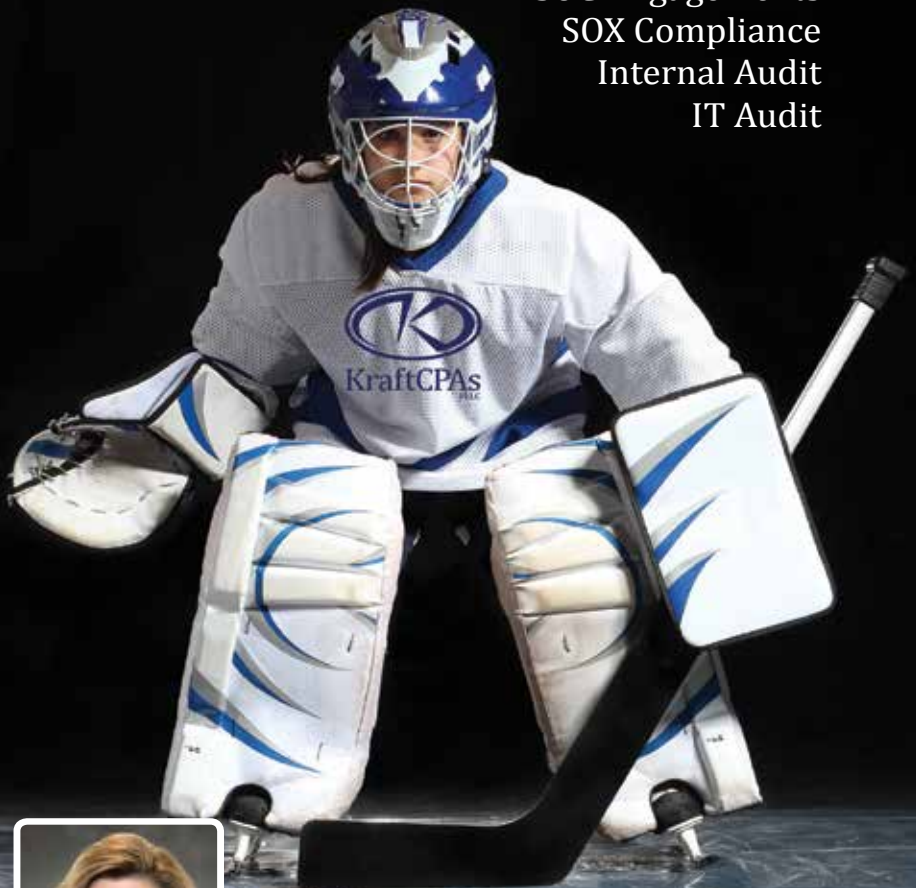
IT/Operations/Information Security Officer Forums – Session 2 of 3

TBA Barrett Training Center, Nashville

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

OUR GOAL IS PROTECTING YOURS **Risk Assurance & Advisory Services**

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