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Annual Meeting

THE GREENBRIER, WHITE SULPHUR SPRINGS, W.V.
JUNE 16-18, 2024

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First Horizon's Resiliency

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- **Bank Directors Retreat**
- **Trust & Wealth Management Conference**
- **Women in Banking Conference**

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COLIN BARRETT
President/CEO,
Tennessee Bankers
Association

THREE THINGS TO DO THIS MONTH

1. Plan to join us for the *Washington Conference* in DC. This year's conference will be held from May 6-8. For more information, contact Penny Powlas at ppowlas@TNBankers.org.

2. Engage in industry issues at the State Capitol by joining us for our bi-weekly conference calls. To be added to the mailing list, contact Amy Heaslet at aheaslet@TNBankers.org.

3. Build a culture of success by sending your emerging leaders to the Young Bankers Division Leadership Convention, April 15-17 at The Graduate Hotel in Nashville. Contact Matt Radford at mradford@TNBankers.org.

From CFPB to CRA: The regulatory battlegrounds shaping the future of banking

It is often said that work in Washington halts during election years. While that has been the case in the past, the precedent shattering number of regulatory actions we have seen in DC the past two years will certainly continue throughout 2024.

At the CFPB, the rollout of the small business data collection rule (1071) continues to be a major concern for the industry. By June, the Supreme Court will rule on CFPB v Community Financial Services Association, which will determine whether the bureau's funding structure is constitutional. If found unconstitutional, this could unwind the bureau's 1071 rule, which has been delayed until the court's decision on funding. Regardless of the court decision, the Association will continue to focus on eliminating or minimizing the impact on your banks and protecting the privacy of your small business customers.

Another focus for the industry will be the CFPB's Section 1033 rule, which requires banks to provide consumers access to their financial information. While this concept is one the industry supports, the rule's unintended consequences have the opportunity to put both customer data and banks at risk. Due to banks' regulatory structure and governing laws, customer information is and will continue to be safest at banks. When unregulated or under-regulated entities have access to customer information, the question of liability comes into play when that data is breached. To prevent this, only entities with the strictest security standards should have access to that information.

At the FDIC, supervisory failures from the spring and a number of personnel concerns have done little to slow down the slew of new regulations. A recent proposal would require state-chartered banks to be subject to expanded corporate governance, including imposing onerous new duties on boards that would distract examiners from key risks while confusing bank management and director roles and responsibilities. Although Acting Comptroller Hsu voted in favor of these changes, they would not apply to national banks.

Speaking of the OCC, during the *Washington Conference* last May, Hsu spoke about the new Chief Technology Officer that would be transformational for the agency. Months later we learned that CTO Prashant Bhardwaj falsified his resume, including listing fabricated work experience at national banks that are regulated by the OCC. Simply adding up his years of "experience" would mean he started his career at the age of 16. The recent examples of the federal regulatory agencies' inability to properly manage their own business erodes any confidence that the regulatory decisions they produce are competently evaluated.

Another regulatory area we will focus on is CRA. Last October the agencies released a 1,500-page proposal that would largely make CRA exams more mathematical and less subjective. The complexity of the guidance and increased difficulty in obtaining a "high satisfactory" or "outstanding" rating drew lawsuits from ABA, ICBA, U.S. Chamber and others similar to the ones around 1071 and representment from last year.

Meanwhile, the TBA continues to raise concerns around Basel III and heightened capital requirements. While Fed Vice Chair of Supervision Michael Barr made it clear that the failures of last spring were not caused by lack of capital, his decision to increase capital standards could mean the industry is not able to provide access to credit. And when an economic downturn occurs, the banks will be handcuffed when the economy needs them the most.

In addition to the regulatory onslaught coming from DC, TBA will continue making our voice heard at the Federal Reserve and FDIC about recent exam issues. The agencies' failure to regulate banks on the coasts should not result in increased scrutiny for the rest of America's banks. The industry continues to be well-capitalized in light of regulatory pressures and shrinking margins.

If any of these issues resonate with you, I hope you will make your voice heard by joining us in Washington this May. 🇺🇸

- Colin

TBA Online

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



@TNBankers

February 1, 2024

Today we celebrated three amazing people for their years of dedication/service to our member banks. Congrats to FPSI's Brian Mobley (20 years), and TBA's Monique White (25), and Steve Curtis (15)!



VISIT TNBANKERS.ORG

This Week is TBA's weekly e-newsletter, covering government relations developments, regulatory announcements, education programming, and timely association and industry news. If you'd like to join our mailing list, please contact Tyler Nelson at tnelson@TNBankers.org.



TBA WEBINARS

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

Maximizing Recoveries on Charged-Off Loans

April 4

News on the delinquency front is not good. Increased late payments in credit cards and auto loans approaching decade-long highs, combined with the restart of student loan payments, have put pressure on your balance sheet. With an active combination of in-house effort, collection agencies, and law firms, there are many ways to find money in those "worthless" loans. All you need is a plan and the ability to manage it. From the timing of charge-off, to effective third-party placement details, to the science of tracking and comparing recovery results, this webinar will explore the practical side of charge-off recovery.

Real Estate Escrow Accounts & Flood Insurance

April 10

This webinar will cover escrow accounts (also known as impound accounts for taxes and insurance) and flood insurance requirements from beginning to end: from flood insurance determinations and deciding whether insurance is required to handling coverage lapses, from making the initial determination of the amounts needed for an escrow account to handling payments and annual calculations of surplus or deficiency, as well as initial and ongoing notice requirements.



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

Lawmakers' fast-paced session: Modernizing foreclosure process, elder exploitation, and ESG on the table

STAY UP-TO-DATE

TBA invites member banks' in-house counsel to join our Bank Lawyers Committee. Contact Amy Heaslet to learn more at aheaslet@TNBankers.org.

As the second session of the 113th General Assembly begins in Nashville, I look forward to continuing our work on legislative priorities that carried over from 2023 to 2024. With steady leadership in the House and Senate, I am optimistic we will be successful. But we are working quickly, as we are predicting a short session due to legislators' eagerness to return to their districts to focus on reelection.

At the top of our legislative agenda is a continued push to modernize the foreclosure process by reducing the number of newspaper notices of foreclosure and creating an online website for all foreclosures in the state. With internet access being more readily available to Tennesseans than newspapers, the most effective way of providing "public notice" has changed. Our goal is to make the foreclosure process transparent, effective, and economical. Reducing the number of notices in newspapers would bring significant savings to homeowners facing foreclosure. Creating a website that lists every foreclosure in Tennessee would bring much needed efficiency and transparency to the process. Perhaps most importantly, it would mean public notice of foreclosure would be free to the public and accessible 24/7.

We are also spending significant time raising concerns about ESG-legislation that would bring forced access to banking services. The legislation would prohibit large financial institutions from denying or terminating service based on religious or political opinions, and it would prohibit institutions from using non-

quantitative factors, like character or business sector, when making decisions on who it does business with.

We are also pushing legislation to prohibit future acquisitions of banks by credit unions by allowing only FDIC-institutions to acquire all or substantially all of a bank's assets. This legislation found strong support from legislators who understand the unlevel playing field between banks and credit unions and the need to preserve the community banking model.

TBA will also continue to help banks combat elder financial exploitation by supporting legislation from the Tennessee Bureau of Investigation to create a hotline system for financial institutions to report suspected elder financial exploitation. Once reported to TBI, the bureau will then refer the case for immediate investigation to investigators who work exclusively in crimes against the elderly. This new system will be voluntary for banks and will allow for real time investigations into suspected cases of exploitation.

This legislation received widespread support from the General Assembly last session but did not receive the necessary funding for the new investigator positions at the end of session. This session we will continue to advocate for this and ask the legislature to approve the necessary funding as the dollars it will cost the state pale in comparison to the moneys it could save the elderly.

TBA is also presenting legislation to update our state's trust laws and ensure Tennessee remains a leading trust jurisdiction. With a



working committee of trust lawyers and trust officers from banks and trust companies across the state, TBA has identified several updates to present to the General Assembly in 2024.

Your involvement in the legislative process and outreach to legislators is critical in maintaining our continued success on Capitol Hill. We will especially rely on bankers to contact their legislators in support of the foreclosure modernization legislation.

I encourage you to stay-up-to-date with our legislative efforts by reading our weekly newsletter, *This Week*, and, for more in-depth coverage of the issues, participate in our bi-weekly conference calls, held every other Friday during session. 🇺🇸

Continued from 2023, TBA's top priority for the 113th General Assembly is to modernize the foreclosure process by reducing the number of newspaper notices of foreclosure and creating an online website for all foreclosures in the state.



WASHINGTON CONFERENCE

May 6–8, 2024

Hyatt Regency, Washington D.C.



Contact Penny Powlas at ppowlas@TNBankers.org for more information.

2023 BankPac sets new record

122 Contributors raised \$294,125



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

TBA BankPac, the political action committee of TBA, is the exclusive PAC dedicated to representing the Tennessee banking industry. Thanks to the efforts of the BankPac Committee members, the total dollars contributed to BankPac from TBA members has steadily increased in recent years, which allows BankPac to remain one of the three largest contributing business PACs in the state. The following 122 contributors gave \$294,125. 🇺🇸

2023 BANKPAC CONTRIBUTORS

MORE ABOUT BANKPAC

For more information about BankPac or to make a contribution, please contact Amy Heaslet at ahaslet@TNBankers.org.

BANKS

Andrew Johnson Bank, Greeneville
 Argent Trust of Tennessee, Nashville
 Bank of America, N.A., Nashville
 Bank of Frankewing, Frankewing
 Bank of Gleason, Gleason
 The Bank of Jackson, Jackson
 Bank of Lincoln County, Fayetteville
 The Bank of Milan, Milan
 Bank of Perry County, Lobelville
 Bank of Ripley, Ripley
 Bank3, Memphis
 BankTennessee, Collierville
 Builtwell Bank, Chattanooga
 CapStar Bank, Nashville
 Carroll Bank and Trust, Huntingdon
 CBBC Bank, Maryville
 Centennial Bank, Trezevant
 Central Bank, Savannah
 Citizens Bank, Carthage
 Citizens Bank, Elizabethton
 Citizens Bank & Trust Co. of Grainger, Rutledge
 Citizens Bank of Lafayette, Lafayette
 Citizens Community Bank, Winchester
 Citizens National Bank, Sevierville
 Citizens Savings Bank and Trust Company, Nashville
 Citizens Tri-County Bank, Dunlap
 Coffee County Bank, Manchester
 Commercial Bank, Harrogate
 Commercial Bank & Trust Co., Paris
 Community Bank, Lexington
 Decatur County Bank, Decaturville
 F&M Bank, Clarksville

Farmers State Bank, Mountain City
 First Century Bank, Tazewell
 First Citizens National Bank, Dyersburg
 First Commerce Bank, Lewisburg
 First Community Bank of East Tennessee, Rogersville
 First Community Bank of Tennessee, Shelbyville
 First Community Bank of the Heartland, Clinton
 First Farmers and Commercial Bank, Pikeville
 First Farmers and Merchants Bank, Columbia
 First Freedom Bank, Lebanon
 First National Bank of Middle Tennessee, McMinnville
 First National Bank of Pulaski, Pulaski
 First National Bankers Bank, Baton Rouge
 First Peoples Bank of Tennessee, Jefferson City
 First State Bank of the Southeast, New Tazewell
 First US Bank, Birmingham
 First Vision Bank of Tennessee, Tullahoma
 FirstBank, Nashville
 FNB Bank, Inc, Mayfield
 Greeneville Federal Bank, FSB, Greeneville
 Greenfield Banking Company, Greenfield
 Guaranty Bank and Trust Company, Cordova
 Hearthside Bank Corporation, Middlesboro
 Heritage Bank & Trust, Columbia
 Highland Federal Savings and Loan Association, Crossville
 Home Banking Company, Selmer
 Home Federal Bank of Tennessee, Knoxville
 Homeland Community Bank, McMinnville
 InsBank, Nashville
 INSOUTH Bank, Brownsville
 Johnson County Bank, Mountain City
 Legends Bank, Clarksville



Rep. Paul Sherrell, Rep. Rush Bricken and Scott Cocanougher mingling at the 2023 TBA Legislative Reception.

PHOTO: JASON MALLORY,
EVENT COVERAGE NASHVILLE

Macon Bank and Trust Company, Lafayette
 Millennium Bank, Chattanooga
 Mountain Valley Bank, Dunlap
 Newport Federal Bank, Newport
 One Bank of Tennessee, Cookeville
 Paragon Bank, Memphis
 Pendleton Square Trust, Nashville
 People's Bank and Trust Company, Byrdstown
 Peoples Bank, Clifton
 Peoples Bank & Trust Company, Manchester
 Peoples Bank of East Tennessee, Madisonville
 Peoples Bank of the South, LaFollette
 Powell Valley National Bank, Kingsport
 Regions Bank, Nashville
 Renasant Bank, Nashville
 Security Bank, Dyersburg
 Security Bank and Trust Company, Paris
 Security Federal Savings Bank, McMinnville
 ServisFirst Bank, Birmingham
 Simmons Bank, Union City
 SimplyBank, Spring City
 SmartBank, Pigeon Forge
 Sonata Bank, Brentwood
 SouthEast Bank, Farragut
 Southern Bank of Tennessee, Mt. Juliet
 Sumner Bank & Trust, Gallatin
 Synovus Bank, Nashville
 Tennessee Bankers Association, Nashville
 Tennessee State Bank, Pigeon Forge
 The Bank of Fayette County, Piperton
 The Farmers Bank, Portland
 The First Bank & Trust Company, Abingdon
 The First National Bank of Oneida, Oneida

The Hardin County Bank, Savannah
 TIB- The Independent BankersBank, Brentwood
 TNBANK, Oak Ridge
 Tower Community Bank, Jasper
 Traditions First Bank, Erin
 TriStar Bank, Dickson
 TruPoint Bank, Johnson City
 Trustmark National Bank, Memphis
 UBank, Jellico
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 US Bank, N.A., Nashville
 Volunteer Federal Savings Bank, Madisonville
 Volunteer State Bank, Portland
 Wayne County Bank, Waynesboro
 Wilson Bank & Trust, Lebanon

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Resilient.

*The best way to describe First Horizon,
a company that has stood the test of time.*



Headquartered in downtown Memphis on the banks of the mighty Mississippi River, First Horizon has served as a financial institution for generations of Tennesseans since 1864. The company has been an integral part of the city's landscape and a major contributor to the economic prosperity of the region. From the time the bank first opened for business, every chapter of First Horizon's story has revolved around a deep commitment to its clients and the communities it serves.

Originally established as the First National Bank of Memphis, the company changed its name to First Tennessee in 1977 to reflect its expansion beyond Memphis. In 2019, the company announced it would operate under the unified First Horizon brand name, marking a new era in the company's history.

Through organic growth, de novo expansions and a series of acquisitions, including its merger of equals with IBERIABANK

Corporation in 2020, First Horizon today is the largest Tennessee-headquartered bank. The company has an active presence in every major Tennessee market and is a leading financial services companies headquartered in the South serving clients in 12 states and catering to specialty clients across the nation.

THE POWER OF PEOPLE

For more than a century and a half, First Horizon has earned an enviable reputation as a trusted partner for associates, clients, civic leaders and community groups. In an industry that often struggles with differentiation, First Horizon has continuously demonstrated that its people make the difference.

"This sounds cliché, but our people are truly our greatest differentiator and have been since our inception," said Jordan. "I've never been prouder of our team and optimistic about our future."

Continued on next page.

"The only constant is change, and we understand the importance of continuing to evolve, improve and capitalize on opportunities to enhance shareholder value. Of course, everyone is asking us about our future. We're staying the course, leveraging the advantages of our diverse client base and robust markets and making investments that position us for continued success."

— Bryan Jordan
Chairman, President and CEO of First Horizon





ASSOCIATES

~7,300

44% in TN



BANKING CENTERS

418

32% in TN



ASSETS¹

\$82.5B



FOUNDATION SPEND
SINCE INCEPTION

\$157M

\$6.8M in TN in 2023



FOUNDED IN
MEMPHIS TN

1864

¹ Balances as of September 30, 2023.



In fact, in 1878 the Yellow Fever epidemic was devastating Memphis. Thousands were dying, others were fleeing the city, and there was tremendous pressure to close the bank. However, a bookkeeper named Charles Q. Harris volunteered to remain at his post. Throughout the summer, he worked to keep the bank open for clients and the community. In honor of his initiative, bravery and dedication, First Horizon recognizes one leader each year who exemplifies those attributes with the Charles Q. Harris Leadership Award.

Recognized as an award-winning employer of choice, First Horizon focuses on fostering a diverse and inclusive environment that promotes growth and success. “Starting with our most senior roles, our diversity speaks volumes about our belief that a wide range of perspectives, backgrounds and talents lead to better outcomes,” said Tanya Hart, Chief Human Resources Officer for First Horizon. “Even as we dealt with the disruption created by a potential acquisition last year, our retention rates were stellar, enabling our team to remain focused on serving our clients and communities.”

The company’s vibrant culture is deeply rooted in its Southern heritage, operating a market-centric, relationship-based approach to business that distinguishes it from larger banks and enables it



to compete effectively with smaller institutions.

“Living and working alongside our clients and partners makes a difference. Our market-centric approach ensures we know our clients and understand our communities,” says Carol Yochem, Regional President for the Central region of First Horizon. “Leveraging the tools and resources of a larger institution but with a personalized approach, we deliver on our purpose of providing capital and counsel in a way that clients value.”

HEARTFELT SERVICE

At the core of First Horizon’s values lies its unwavering commitment to the community. Throughout the years, the company has made an immeasurable impact through philanthropic initiatives and civic leadership. Motivated by the

understanding that every person, family and business plays a role in building and sustaining healthy communities and vibrant regions, First Horizon and its Foundations have invested significantly in nonprofit partners and projects. This commitment helps improve access to health and human services, financial resources, education and home ownership for all members of the community.

Bo Allen, Regional President First Horizon’s West Tennessee region said, “Supporting our communities is ingrained in our corporate DNA and a responsibility we take very seriously. Through multifaceted partnerships, we remain resolute in our commitment to make a positive difference, particularly for the most vulnerable and under served.”

Continued on next page.

LOOKING FORWARD

Grounded by its rich history and the lessons learned over time, First Horizon's focus remains firmly on the future. "The only constant is change, and we understand the importance of continuing to evolve, improve and capitalize on opportunities to enhance shareholder value," says Bryan Jordan, Chairman, President and CEO of First Horizon. "Of course, everyone is asking us about our future. We're staying the course, leveraging the advantages of our diverse client base and robust markets and making investments that position us for continued success."

In early 2023, it announced a \$100 million plan to advance its technology. Building on its foundation of strength and stability, this significant investment in new technology and digital transformation will create operational efficiencies and enhance accessibility and agility for clients.

While much has changed over the last 160 years, First Horizon's focus and core values remain constant. Its commitment to clients, associates and communities runs as deep as its Tennessee roots. Adept at navigating an ever-changing landscape, First Horizon is ready for its next chapter. 🎓



Annual Meeting

**THE GREENBRIER, WHITE SULPHUR SPRINGS, W.V.
JUNE 16–18, 2024**



The Tennessee Bankers Association’s 134th Annual Meeting finds a splendid setting at The Greenbrier, a blend of historical charm and modern luxury in the Allegheny Mountains.

Known for its world-class hospitality, The Greenbrier will provide a backdrop of memorable experiences, from family activities to outdoor adventures.

Attendees will gain insights from business leaders and industry experts, offering a unique fusion of professional growth and luxury at “America’s Resort.” 

**Join us for the
134TH Annual Meeting.**

**For more information
and to register, please visit**

TNBankers.org/annual

The Greenbrier: A historical gem for TBA's 134th Annual Meeting

At The Greenbrier, this storied destination seamlessly blends over two centuries of rich heritage with modern elegance.

The resort's majestic Georgian architecture and pristine gardens echo its past as a retreat for America's elite, yet it has evolved to offer more than just historical charm. Today, The Greenbrier extends across 11,000 acres, featuring everything from boutique shopping and top-tier amenities.

Central to The Greenbrier's allure is its famed Mineral Spa, dating back 240 years, where guests can indulge in therapeutic treatments infused with the natural sulfur springs of the area. This nod to traditional wellness is complemented by an array of modern facilities, catering to the preferences of every visitor.

Culinary journeys at The Greenbrier are diverse and rich. The Main Dining Room boasts chef-inspired dishes, while The Forum offers a delightful twist on Italian cuisine. For those seeking classic American flavors, Prime 44 West's steaks and Draper's casual fare are perfect choices. Fusion brings Asian delicacies to the table, and JJ's Sports Lounge offers a relaxed dining atmosphere.

Adventure and leisure form a significant part of the Greenbrier experience. From the world-class golf courses to the thrill of off-road driving and falconry, there is an activity for every interest. Adding to the intrigue is the Cold War-era bunker, a fascinating historical site now open for tours.

The Greenbrier's charm extends beyond its grounds to the nearby town of Lewisburg. This quaint town complements the resort's offerings with its Southern renaissance flair, featuring gourmet eateries like Hill & Holler and unique shopping experiences at places like Brick House Antiques.



As The Greenbrier opens its doors to the Tennessee Bankers Association, it stands as a testament to blending historical elegance with contemporary luxury. Whether seeking relaxation, adventure, exquisite dining, or a touch of history, The Greenbrier will provide an experience that is both timeless and unforgettable. 🇺🇸



Beneath elegance: Unveiling The Greenbrier's hidden cold war bunker



Nestled within the picturesque grounds of The Greenbrier lies a hidden piece of history. Constructed in secret during the height of Cold War tensions, The Greenbrier's bunker was designed as a secure haven for the U.S. Congress in the event of a nuclear attack.

Completed in 1962 and discreetly located 720 feet underground, this bunker was a marvel of engineering. It was equipped with everything Congress needed to continue governing indefinitely, from secure communication lines to living quarters and a medical facility. For more than 30 years, this clandestine facility remained one of America's best-kept secrets.

The existence of the bunker remained unknown to the public until 1992, when a *Washington Post* article revealed its location and purpose. Following this exposure, in 1995, the U.S. Government decommissioned the site and ended its lease with The Greenbrier.

Today, this once top-secret bunker is a fascinating attraction for visitors to The Greenbrier. The resort offers guided tours, allowing guests to explore the bunker's 112,544 square feet of underground space. These tours provide a unique glimpse into a critical period in American history, showcasing the lengths to which the government went to protect its leaders during the Cold War era. 🇺🇸

Experience The Greenbrier's best: Bourbon, bunkers, and bass

TBA members always look forward to the special events associated with Annual Meeting. It is in these settings that bankers from around the state forge relationships and bonds that serve them year-in and year-out in their careers.

Are you interested in participating in these events? Visit TNBankers.org/annual to register.

Bourbon Tasting in Café Carlton **Monday, June 17, 5:00 – 6:00 p.m.** **\$25 per person**

Sponsored by Pathway Lending

Bourbon lovers will be able to try The Greenbrier's private selects that can't be found anywhere else. Whether you're a seasoned bourbon drinker or are just learning to love the spirit, you will enjoy sampling private barrels with an experienced member of The Greenbrier beverage team. The tasting includes five one-ounce flights paired with a domestic charcuterie plate.

Polaris RZR Rides **Monday, June 17, 2:00 – 4:00 p.m.** **\$460 per person**

Experience the thrill of off-road adventure in West Virginia's majestic mountains with The Greenbrier's specialized Polaris RZR tours. Navigate diverse trails across an 11,000-acre mountain preserve, from gentle unpaved paths to some of the East Coast's most challenging terrains. Expect rocky paths, creek crossings, steep inclines, and a good chance of mountain mud splashes, all under the guidance of expert instructors. This is the ultimate test of off-road prowess and an adventure not to be missed.

Bunker Tour **Monday, June 17, 1:30 – 3:00 p.m.** **\$50 per person**

Discover The Greenbrier's hidden history with a tour of the declassified Bunker, an emergency Cold War fallout shelter carved beneath the West Virginia Wing. Originally a top-secret U.S. government facility for Congress, this intriguing site now offers an in-depth look into a unique aspect of the resort's past. Explore the hidden doors and corridors of a place unlike any other, and step back in time to a pivotal moment in history at this legendary resort.

Golf at The Greenbrier



Explore the 11,000 miles of trails on a Polaris RZR ride.



Tour the declassified Cold War Bunker beneath the resort.

Monday, June 17, 12:25 p.m.
\$315 per person for The Meadows Course
\$500 per person for The Old White Course

There will not be an organized golf tournament this year at The Greenbrier; however, we do have tee times held for those who want to play. Whether it's playing a round where the legends have played on The Old White Course or the recently upgraded Meadows Course, The Greenbrier has everything a golfer needs to make his or her experience one that will never be forgotten.

Fly Fishing

Tuesday, June 18, 1:00 – 3:00 p.m.
\$295 plus cost of fishing license per person

Angling opportunities abound at The Greenbrier. Howard's Creek is a spectacular ribbon of water that flows through the heart of the resort. Let our experienced Greenbrier fishing guides take you on a trip through The Greenbrier property, where you can enjoy fly fishing for catch and release trophy trout or smallmouth bass. Fishing enthusiasts of all levels can take pleasure in the views provided by the Allegheny Mountains and the sounds of nature as the creek winds peacefully through the property.

Clay Shooting

Tuesday, June 18, 2:00 – 4:00 p.m.
\$214 per person

Since the Gun Club's inception in 1913, skeet and trap have been popular pastimes at America's Resort. Located atop Kate's Mountain, the sporting clays course challenges shooters of all skill levels on a course that showcases the unique topography of the area. Each group of up to five shooters is provided with a Professional Trap Attendant to ensure that each shooter has a safe and enjoyable experience while shooting Trap, Skeet or Sporting Clays.

Pickleball Tournament

Tuesday, June 18, 2:00–4:00 p.m.
\$90 per person

Experience the excitement of pickleball, one of America's fastest-growing sports, at The Greenbrier's indoor courts in the Tennis and Fitness Center. This fun and engaging game, suitable for all ages and skill levels, blends elements of tennis, table tennis, and badminton. Players use paddles to volley a perforated polymer ball across a net. Join us for a doubles tournament—simply choose a partner and get ready to play! Beginners are welcome, with professionals providing a comprehensive clinic during the first hour and integrating new players into the tournament or organizing a separate event for them. 🏓



Book your golf tee time for the Old White Course or the Meadows Course.



Wet a line in Howrd's Creek with a Greenbrier fishing guide.



Q&A with David Glasgow

*Tennessee District Director,
U.S. Small Business Administration*

In 2023, David Glasgow was appointed Tennessee District Director for the U.S. Small Business Administration (SBA). Glasgow, with over 30 years of experience, has had a diverse career in economic and community development. Originally planning to practice law in East Tennessee after moving from Alabama in 1989, Glasgow's path shifted in 1996 to a role at the Tennessee Film and Music Commission in Nashville. This position marked the beginning of a journey through various state and federal roles. Key highlights include serving on the Strong Cities, Strong Communities Initiative for the White House and participating in the WestStar regional leadership program at the University of Tennessee at Martin.

What are your initial observations regarding the small business ecosystem in Tennessee, and what opportunities and challenges do you foresee for these businesses?

It's an exciting time in Tennessee because of the sustained growth in business opportunities. We've been blessed with savvy lending institutions and business-minded leadership at the state level for a long time now. We're fortunate to have had equally business-minded leaders in many cities and counties across the state. The Nashville and Middle Tennessee area enjoys a sophisticated small business ecosystem with a lot of depth that rivals the best in the country and offers amazing resources for all kinds of businesses. Memphis, Chattanooga, Knoxville, and Tri-cities are also growing impressive resources to support small business development, and I like the way they are each building robust networks around their local resources to generate opportunities and support job growth that lasts. Many smaller communities are also capitaliz-

ing on local strengths. That kind of local-lead development makes a community interesting and uniquely attractive for people and small businesses looking to relocate from other parts of the country, which is an opportunity and strength in itself.

In the current economic environment, what do you see as the key initiatives and offerings of the SBA that can enhance financial support for small businesses in Tennessee?

Lenders are a critical partner in the SBA ecosystem, along with our SCORE business mentors and the Small Business Development Centers. I think the big thing for lending partners right now is the recent revamping of our loan programs. Change is hard when it happens, and our lender relations team is investing time and energy so they can guide our lending partners as questions come up. SBA leadership has been listening and working to streamline and simplify processes with the goal of making it easier, so more lenders



have capacity to participate, and our existing lending partners have capacity to expand their portfolios. The two new rules and SOPs are a huge transformation in the way we do business, simplifying loans \$500k and below and \$50k and below. We know many businesses benefit from small dollar loans, yet they often have the biggest barriers and the fewest lender options. The other big recent positive change is SBA's fee relief on 7a and 504 loan. Zero fees for loans of \$1 million and below this fiscal year, that runs through September 30, 2024, can save a borrower thousands of dollars on fees that they can instead use to strengthen and grow their business.

Collaboration between the SBA and financial institutions is essential for the success of small businesses, and Tennessee is fortunate to have a strong lender relations team at your office. How do you plan to strengthen these collaborative efforts, ensuring that banks play a pivotal role in this ecosystem?

In Tennessee we're fortunate to have one of the most experienced SBA lender relations teams in Lisa Denson and Maria Lloyd, and it's a priority for me to use the rest of our District resources to support their work as we move forward. While banks are accustomed to regulatory change, we know frequent changes out of Washington create challenges. The recent

changes in our loan programs are intended to make SBA lending easier for lenders and businesses, and we're working to make the learning curve as flat as possible.

Looking ahead, what is your vision for the SBA in Tennessee, and what do you want bankers to know about what they can expect from their experience in working with the SBA to leave a lasting positive impact on the state's economic landscape?

The partnership that Lisa and Maria have developed with the Tennessee Bankers Association is priceless. I'm looking forward to deepening those ties to ensure SBA hears and responds to the needs of lenders in communities across Tennessee. My door is open, and I look forward to working with you to empower small business owners across the state to start, grow and flourish—for their families, employees, and the health of their communities. Every business lender is part of the sustained economic success in our state. 🇺🇸

Small Business Administration staff members from left to right: Maria Lloyd, Lender Relations Specialist; David Glasgow, Tennessee District Director; Lisa Denson, Lender Relations Specialist

Make a difference during Financial Literacy Week

Make plans now to participate in Tennessee Financial Literacy Week, April 1-5, 2024.



BILLIE JO PARKER
Chairman, TBA Young Bankers Division

Senior Vice President
Financial Advisor
Pinnacle Financial Partners
Memphis

REGISTER FOR FINANCIAL LITERACY WEEK

Visit TNBankers.org/finlitweek to learn more about Tennessee Financial Literacy Week and register your bank's activities. Financial Literacy Week is April 1-5, 2024. Use hashtag #TNFinLit when posting your efforts on social media.

In the ever-evolving financial landscape, the role of bankers in fostering financial literacy is becoming increasingly critical.

This is particularly evident during events like Tennessee Financial Literacy Week, where bankers are not just financial service providers but educators and community builders. The importance of this role cannot be overstated, especially in light of concerning statistics revealing a widespread lack of financial literacy among Americans.

A Bankrate survey disclosed that more than half of Americans are unable to cover a \$1,000 emergency expense from savings. Meanwhile, Salary Finance reports that about 20% of employees exhaust their funds before their next paycheck. These figures underscore the urgency of financial education.

Tennessee Financial Literacy Week, celebrated from April 1-5, 2024, offers a prime opportunity for bankers to step up and make a tangible difference. The process is straightforward:

1. Appoint a Point-of-Contact

Each bank should designate a representative to liaise with the Tennessee Bankers Association (TBA), register the bank, and coordinate activities.

2. Plan an Event

Events can target any demographic and focus on various aspects of financial literacy, from teaching children about saving to helping seniors avoid scams.

3. Register Participation

By registering on TNBankers.org/finlitweek, banks help quantify the initiative's impact and demonstrate engagement across counties and legislative districts.

4. Promote Activities

Utilizing the hashtag #TNFinLit, banks can amplify their efforts on social media, showcasing their contribution to enhancing financial literacy.



TENNESSEE BANKERS ASSOCIATION

Financial Literacy Week
APRIL 1-5
2024

5. Engage and Enjoy

It's crucial for bankers to remember the profound impact they can have on improving financial literacy in their communities.

Tennessee Financial Literacy Week is a testament to the evolving nature of financial education and its expansion beyond traditional settings like schools. Last year, the event saw participation from more than 50 banks, covering more than half of the counties in the state. This remarkable reach illustrates the potential impact of concerted efforts in financial literacy.

The upcoming Tennessee Financial Literacy Week continues this tradition of empowering communities. Banks are encouraged to use resources provided by TBA, which include tool-kit presentations, worksheets, and promotional flyers, tailored for various audiences and settings.

As Tennessee prepares for another successful Financial Literacy Week, the role of bankers in enhancing financial literacy and well-being cannot be understated. Their participation is not just a contribution to the event but a commitment to building a financially literate and empowered population. Bankers are not just financial service providers; they are educators, guides, and pillars of their communities, holding the key to a more financially stable and prosperous society. 🇺🇸

The social media response showcasing banks' efforts in 2023 was outstanding. The following posts are samples of the financial literacy events that took place during the week. For more posts, visit TNBankers.org/finlitweek, or search #TNFinLit on X (formerly Twitter), Facebook, and Instagram.





COMMUNITY BANKING CONFERENCE RECAP

October 25 & 26, 2023
Hilton Franklin Cool Springs, Franklin
Presented by the Independent Bankers Division

TBA Independent Division Elects Adam Robertson as Chairman

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Adam Robertson, president of Commercial Bank in Harrogate, was announced as the newly elected chairman of the Independent Bankers Division of the Tennessee Bankers Association (TBA). As chairman of the Independent Bankers Division, Robertson also will sit as an ex-officio member of the Tennessee Bankers Association board of directors for the duration of his term. The announcement took place at the TBA's Community Banking Conference.

Robertson succeeds Jim Robinson in the division's top position. As a past chairman, Jim Robinson, president and CEO of Heritage Bank & Trust in Columbia, will continue to sit on the division's board of directors for three years.

Delegates to the Independent Bankers Division convention elected the following Tennessee bankers to serve as officers for 2023-2024:

- **Chairman: Adam Robertson**, president, Commercial Bank, Harrogate
- **Chairman-elect: David Prince**, CEO, INSOUTH Bank, Brownsville
- **Vice Chairman: Bryant Johnson**, President/CEO, Union Bank, Jamestown

In addition to executive officers, each year convention delegates elect one director from each of the three Grand Divisions of Tennessee to replace three directors who rotate off the board.

New directors elected to the board during this convention were:

- **East Tennessee Director: Joe Waters**, Retail Area Leader, Builtwell Bank, Chattanooga
- **Middle Tennessee Director: Charlie Koon**, SVP/Director of Corporate & Military Development, F&M Bank, Clarksville

- **West Tennessee Director: Justin Byrd**, Chief Financial Officer, Bank of Bartlett, Memphis

Other directors on the board are:

- **Andrea Browning**, president and CEO, Centennial Bank, Trezevant
- **Steve Amos**, president and CEO, First Peoples Bank of Tennessee, Jefferson City
- **Michael Griffith**, executive vice president, Security Federal Savings Bank, McMinnville
- **Harbert Alexander, Jr.**, president, The Bank of Jackson, Jackson
- **Robby Moore**, Senior Vice President, Bank of Perry County, Lobelville

Past Chairmen - Ex-Officio Directors are:

- **Terry Eastwood**, executive vice president, First Farmers and Commercial Bank, Pikeville
- **Jay England**, president and CEO, Decatur County Bank, Decaturville
- **Jim Robinson**, president and CEO of Heritage Bank & Trust in Columbia

Completing their director terms are **Mark Kline**, president and CEO, The First National Bank of Oneida, Oneida; **Andy Collins**, division president and chief operation officer, Security Bank and Trust Company, Paris; **Mike Rouse**, chief credit officer, Millennium Bank, Chattanooga; and **Philip Calahan**, president and CEO, Peoples Bank & Trust Company, Manchester. The Tennessee Bankers Association thanks them for their volunteer leadership.

The Independent Bankers Division of the Tennessee Bankers Association was organized in 1973 to represent the interests of Tennessee's community banks in areas such as legislation and education. 🇺🇸



Outgoing Independent Bankers Division Chairman Jim Robinson (left) with incoming chairman Adam Robertson (middle), and vice chairman Bryant Johnson.



BANK DIRECTORS RETREAT RECAP

October 26 & 27, 2023
Hilton Franklin Cool Springs, Franklin

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Your governance to-do list: Update director qualifications



LAURA ALIX
Director of Research,
BankDirector

MORE ABOUT BANK DIRECTOR

Bank Director focuses on the strategic issues most fundamental to a bank's CEO, senior leadership team, chairman and independent directors. Bank Director's board education program is an affordable membership program that combines Bank Director's conferences, their quarterly publication, director training videos and their online library of exclusive articles. For more information, please contact Amanda Wages at 615-777-8461 or awages@bankdirector.com.

Bank boards may want to review and update their qualifications for new directors soon, if they haven't done so recently.

Taking a fresh look at the expected qualifications and experience that should be represented in the boardroom can put the board in a better position should a director retire or depart suddenly. That review will also help identify new directors whose skill sets better reflect the bank's strategic priorities and challenges.

Many banks revisited their director qualifications following the 2007-08 financial crisis, but have not necessarily done so since then, says Robert Fleetwood, a partner with Barack Ferrazzano Kirschbaum & Nagelberg. He makes the case that reviewing board qualifications should be a regular practice for a number of reasons, such as fostering tough conversations with outgoing directors who may be reluctant to give up their seat.

"You never know when a director is going to retire. You never know when you're going to need new people," he says. The banking environment has changed dramatically over the past 15 years or so, and that requires new skills and experiences on the board. "With banks expanding their offerings and expanding their geography with fintech, it might make some sense to go ahead and look at that to see if that qualification makes sense or if it should be changed."

When a board is evaluating the skills it wants in new directors, it should consider the types of businesses the bank is currently in, or wants to be in, says Al Laufenberg, a managing director at Keefe, Bruyette and Woods. It's also critical that bank boards have enough technology expertise to provide effective oversight of strategic initiatives like fintech partnerships and to understand the language that the bank's tech executives use.

Data privacy and cybersecurity are two skill sets that a bank board may benefit from having in the mix, says Fleetwood.

Regulators are increasingly taking an interest in board composition and oversight. In October 2023, the Federal Deposit Insurance Corp. issued a notice of proposed rulemaking around corporate governance and risk management. That guidance would apply to state nonmember banks with more than \$10 billion of assets, and includes an overview of general obligations of individual directors and an outline of the board's committee structure. Those banks would also be required to establish a risk committee, with a designated risk expert.

"You're seeing regulators taking a look at corporate governance and boards, and they're setting new supervisory expectations around that," says Grant Butler, a partner with K&L Gates. "That of course, is partially in response to the bank failures [in the spring of 2023], but it's also the beginning of what may become a trend of increased regulatory interest and guidance around governance of institutions."

Bank Director's 2023 Governance Best Practices Survey, conducted last April, found 69% of responding bank directors and CEOs reporting that the board possessed risk expertise. Fifty-seven percent indicated their board had experience with regulations, and 52% reported that technology expertise was represented in their membership. One-third said at least one member had a cybersecurity background.

In May 2023, the New York Department of Financial Services issued proposed guidance outlining its expectations for how banks should develop and maintain character and fitness assessments for directors, senior executives and managers. The state regulator suggested that boards regularly ask directors to review whether they have any debts to the bank or its affiliates, or whether they have any

family working for the bank, for example.

Diversity on corporate boards has also come under scrutiny in recent years. For example, Nasdaq recently required that companies trading on its exchange have at least two diverse board members — including one woman and one member of a racial or ethnic minority or an LGBTQ individual. If the company doesn't have at least two members who meet that definition, it must explain why the board cannot meet that requirement.


Strong corporate governance practices and a healthy level of board refreshment may help a bank remain independent in the long run. For Laufenberg, succession planning issues, including in the boardroom, can serve as a leading indicator that a bank may put itself up for sale at some point.

But trust and respect matter, too.

"If there's frustration or lack of communication between the board and management, that's another leading indicator" that a bank will sell, he says. "If you have management teams that are dreading the next board meet-

ing, because they just find it to be cumbersome and not helpful, and you have boards that are very frustrated with management, that's a leading indicator in our world."

No matter the skill sets and experiences possessed by directors, it's important that all board members share the same vision for the organization. A board may find directors who are a good culture fit by vetting candidates early on, and conducting several rounds of interviews with multiple board members and senior executives.

"Boards have to strike the right balance in bringing on new board members, because you want diversity in thought and experiences, but yet, make sure that the new board members share the common goals and aspirations of the organization," Laufenberg says. "The best result is to have differing points of view, but in the context of a shared common goal." 

Article was originally published on bankdirector.com.

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In response to the mounting pressures placed on the banking community, Bank Director has created a board education membership program. Unlike other training programs, it is not a one-time learning opportunity, but rather an ongoing collection of resources in-person, in-print and online.

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Empowering impactful partnerships: Uniting banks and CDFIs for community growth



KATIE HENDRIX,
Director,
Community Engagement,
Pathway Lending

The partnership between banks and Community Development Financial Institutions (CDFIs), such as Pathway Lending, can be a beacon for driving economic growth and fostering sustainable communities.

What is a CDFI?

Community Development Financial Institutions stand as devoted financial entities championing economic growth for small businesses, affordable housing, and communities, carrying the official designation by the U.S. Department of the Treasury. These institutions offer a diverse range of capital products and comprehensive coaching, or technical assistance, services tailored for entrepreneurs. The concept of CDFIs dates to the mid-to-late 1900s as a response to the lack of access to financial services in underserved communities. The CDFI legislation, notably the Riegle Community Development and Regulatory Improvement Act of 1994, led to the establishment of the CDFI Fund within the U.S. Department of the Treasury and allocated money for CDFIs through grants, technical assistance, and other financial support, enhancing their ability to support individuals and businesses in underserved communities.

There are currently over 1,400 CDFIs across the country concentrated on supporting underserved communities and extending capital to those who often fall outside the parameters to qualify for traditional bank loans. While CDFIs differ from each other in

practices and requirements, they tend to focus on innovative lending options (including less stringent lending practices), educational outreach and lending for small businesses. At the end of 2023, those CDFIs were made up of 161 Bank Holding Companies; 197 Banks or Thrifts; 516 Credit Unions; 573 Loan Funds; and 15 Venture Capital Funds.

Pathway Lending stands among Tennessee’s 51 CDFIs and is among the ten non-profit revolving loan funds in the state. Additionally, it is among the five CDFIs actively involved in SSBCI 2.0’s LendTN Program.

The Value of Collaborating with a CDFI

The relatively new SSBCI 2.0 Program encourages banks to pursue partnerships with CDFIs and offers incentives for collaboration! These incentives may include access to additional funding or credit enhancements.

Such collaborations are particularly impactful since CDFIs offer tailored and flexible products that typically fall outside a bank’s risk boundaries. They provide unique solutions for clients who may not fit the conventional lending criteria. Pathway serves as a bridge, transforming clients marked as “not today” into prospects by offering access to capital. This access acts as a catalyst, enabling these businesses to stabilize, grow, and refine their financial standing.

Fulfilling Community Reinvestment Act Obligations

CDFIs play a vital role in assisting banks fulfill Community Reinvestment Act (CRA)

MORE FROM PATHWAY LENDING

For banks interested in creating deeper impacts through a CDFI partnership, reach out to Pathway Lending at info@pathwaylending.org.

requirements. Banks stand to earn valuable CRA credits through involvement in CDFI-related activities, loans, or investments that actively contribute to community development. At Pathway, we offer educational sponsorship opportunities to our bank partners, aligning with CRA objectives and enriching community development efforts.

Bolstering Impact Through Investments

Banks also may invest in CDFIs for CRA consideration. Investments from partners expand CDFIs capacity to reach deeper into communities and amplify their impacts. With increased resources, CDFIs can fund more initiatives, including small business loans, affordable housing properties, and energy efficiency projects.

For example, at Pathway through a fund created in 2007 in partnership with the members of the Tennessee Bankers Association and the state of Tennessee, a 121-year-old sock mill in rural Niota was funded in 2017. Initially established to create jobs in its small community, the mill is now managed by the fourth generation of the founder, Cathy Allen, with support from her sister, Sandra Boyd, and nearly 100 employees. In 2017, Crescent Sock first connected with Pathway Lending for financing to fund seasonal needs for raw materials. For over five years Cathy and her team have received support from Pathway's senior business advisors to spur growth, in addition to accessing additional capital.

"To us, our relationships with clients, vendors, and employees mean everything. And now, Pathway is another one of our 'family' relationships," Crescent Socks.

The impact Pathway has made, with support from our partners, has extended far and wide. Beyond lending over \$500 million historically across Tennessee, the heart of Pathway's success isn't just about loans disbursed, it's about revitalizing local small businesses, fostering job creation, generating affordable housing, and spurring economic resilience. Together, we're strengthening communities. 🇺🇸



Pathway recognized Crescent Socks, a 119 year-old sock-mill in Tennessee in 2023. The CEO Cathy Allen, and her sister manage Crescent Socks and are the fourth generation of the founder. More than a century after opening, quality jobs remain their top priority.



BankTalent HQ and Whistle Systems

MORE FROM BANK TALENT HQ

Brought to you by the TBA in partnership with 36 other state bankers associations across the country, BankTalentHQ is the premier talent management site for banking careers. It allows Tennessee banks to reach a nation-wide audience by post job openings for your institutions, with the ability to purchase a single 30-day post or a discounted posting package to fill multiple vacancies. Learn more at banktalenthq.com

Talent acquisition success in the banking industry: A holistic approach

Picture this: Alex, a seasoned banker with a knack for numbers and a zest for client relationships, is at a career crossroads, juggling job offers from two banks—Bank A and Bank B. Bank A offers decent pay, a detailed job rundown, and expected benefits, following a conventional path. Meanwhile, Bank B throws a curveball. Yes, the salary is competitive, and the job scope aligns, but here's the kicker—Bank B gets it. They understand Alex is not just there to punch numbers; he's a whole person with needs beyond the 9-to-5 grind. This isn't just another job offer; it's an invitation to a workplace that sees beyond the surface, offering a holistic experience.

This scenario encapsulates the evolving talent acquisition world within the banking industry—a realization that to secure top-tier talent, a comprehensive understanding and fulfillment of an individual's needs are paramount. In an era marked by turnover and job openings, the pursuit of talent excellence is not just a necessity but a linchpin for sustained success. This article explores a paradigm shift in talent acquisition, emphasizing that true success isn't just attracting the best but retaining them.

The talent acquisition challenge: Beyond compensation and job descriptions

The banking industry grapples with a talent shortage, and traditional approaches to acquisition fall short in meeting evolving employee needs. Recent research from Whistle Systems reveals a paradox—73% express satisfaction with their roles, yet 53% plan to depart in the next 12 months. This highlights the intricate landscape of today's job market. While compensation and job descriptions are crucial, they only scratch the surface of the talent acquisition puzzle.

In navigating the competitive job market, banks must reconsider their approach to attract, hire, and, crucially, retain top talent. Consider the following tips for sustained success.

1. Unveil the root cause of turnover: The neglect of the whole person approach

Deciphering the root causes of employee turnover reveals an often-overlooked phenomenon. While employers commonly attribute turnover to better job opportunities or compensation concerns, the real priorities of employees paint a different narrative. The primary factors leading to departures revolve around the fundamental need to feel valued, a sense of belonging, and considerations beyond meeting basic expectations. This revelation underscores the critical importance of embracing the 'whole person' approach to talent acquisition.

Banks must shift from traditional approaches and adopt this 'whole person' strategy. This holistic approach spans from ensuring physical and psychological safety to providing clear expectations, growth opportunities, a sense of belonging, and a connection to a greater purpose.

2. Engage a foundation: An employee's primary needs

Meeting primary needs, such as safety, clear expectations, and basic capabilities, establishes the groundwork for short-term engagement. Early attrition, especially within the initial ninety days, signals a failure to adequately address these needs. For hourly staff, the burden of financial, physical, and emotional stress can render a position untenable. To mitigate these challenges, banking institutions must meticulously design onboarding processes, safety protocols, and training programs to instill a sense of security and empower employees to meet job requirements.

3. Engage loyalty: An employee's empowering needs

Moving beyond primary needs, banking professionals must elevate talent acquisition by addressing 'empowering' needs, centered on emotional connections and a sense of purpose. Acknowledging and rewarding employees, cultivating a profound sense of belonging, and aligning individuals with the broader mission of the bank play pivotal roles in fostering heightened engagement and loyalty. This is particularly crucial for retaining staff who have been with the bank for 2-5 years.

4. Leverage your resources: Engaging with job seekers

Many employers recognize the need to shift how they recruit talent, but don't know how. With numerous job posting platforms, a constant flow of social media channels, and a diverse pool of post-grad talent, employers find themselves grappling with the complexities of talent recruitment. Recognizing this

challenge, BankTalentHQ emerged as the go-to solution.

BankTalentHQ.com is a specialized talent management site dedicated to the financial industry, designed to ease recruitment challenges. It works in partnership with banking associations and the American Bankers Association, connecting qualified candidates with banking careers and financial institutions efficiently.

In the dynamic realm of banking, talent acquisition demands a radical shift. Picture this: two job offers, seemingly identical, yet fundamentally different in meeting the individual's needs. To excel, banks must smartly leverage available resources, adopt a "whole person" approach and rethink their talent acquisition and retention strategies. This isn't just recruitment; it's about creating environments where job seekers thrive, and banks succeed. 🚀



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Adapting to inflation: Navigating the 2024 adjustments in employee benefit plans and retirement savings



KAREN TOKARZ
Financial Products
and Services, Inc.

As we continue into 2024, the landscape of employee benefits and retirement savings is undergoing significant changes in response to inflationary pressures. The Internal Revenue Service (IRS) and the Social Security Administration (SSA) have announced cost-of-living adjustments to address these challenges, impacting the financial planning of both employers and employees.

Employee Benefit Plan Adjustments

1. High Deductible Health Plans (HDHPs) & Health Savings Accounts (HSAs): The increased contribution limits for HSAs are a welcome change, allowing employees enrolled in HDHPs to save more pre-tax income for medical expenses. This adjustment is vital as it offers financial relief in an era of rising healthcare costs.

	2024 Limits	2023 Limits
HSA Contribution — Annual Contribution Limit		
Self-Only Coverage	\$4,150	\$3,850
Family Coverage	\$8,300	\$7,750
Catch-Up Contributions (age 55 or older)	\$1,000	\$1,000
High Deductible Health Plan		
<i>Minimum Annual Deductible</i>		
Self-Only Coverage	\$1,600	\$1,500
Family Coverage	\$3,200	\$3,000
High Deductible Health Plan		
<i>Maximum Out of Pocket Limit</i>		
Self-Only Coverage	\$8,050	\$7,500
Family Coverage	\$16,100	\$15,000

2. Health Flexible Spending Accounts (FSAs): The raise in the maximum contribution limit for health FSAs empowers employees to allocate more funds tax-free towards their healthcare expenses, thus providing enhanced financial flexibility.

	2024 Limits	2023 Limits
Health FSA Contribution Limit	\$3,200	\$3,050
Carryover Amount	\$640	\$610

3. 401(k) Plans: The augmentation in 401(k) contribution limits is a critical development, especially considering the long-term impact of inflation on retirement funds. This change enables employees to invest more in their retirement savings, securing their financial future.

	2024 Limits	2023 Limits
Employee Elective Deferrals	\$23,000	\$22,500
Catch-Up Contribution	\$7,500	\$7,500
Limit on Total Contributions	\$69,000	\$66,000

The Broader Economic Context

The recent data from the Employee Benefit Research Institute (EBRI) and Greenwald Research indicates a significant drop in confidence among workers and retirees in their ability to live comfortably throughout retirement. This decline, the most pronounced since 2008, underscores the growing impact of inflation on long-term savings.

While inflation has slightly eased from its peak, a substantial 62% of workers still view it as a significant barrier to saving for a comfortable retirement, a stark increase from the previous year's data provided by Charles Schwab. This perception highlights the need for strategic financial planning and adaptation to the changing economic conditions.

The Role of HR Professionals

In this evolving scenario, HR professionals have a pivotal role. They must effectively communicate these changes and encourage employees to reconsider their benefit choices, especially in terms of increasing their contributions to retirement plans like 401(k)s. Although the financial strain caused by inflation might prevent some from maximizing their contributions, even incremental increases can have a substantial impact on long-term savings.

Conclusion

The adjustments made by the IRS and SSA for 2024 are crucial steps in helping employees and retirees navigate the challenging financial landscape. By understanding and adapting to these changes, individuals can significantly enhance their financial security during retirement, effectively countering the adverse effects of inflation. 🇺🇸





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Outgoing chairman (right) Toneshia Addison, FirstBank, Jackson, received a commemorative clock from past chairman Alyse Anderson, SmartBank, Chattanooga, for her service over the past year.

PHOTO: TYLER NELSON

Twelve TBA members named to ‘Best Banks to Work For’ list

American Banker Magazine published its annual list of the 90 best banks to work for, with 12 Tennessee Banker Association member banks making the distinguished list: Oakworth Capital Bank, Pinnacle Financial Partners, Paragon Bank, First National Bankers Bankshares, TIB The Independent BankersBank, South State, First Citizens National Bank, Bank Independent, Community Bank, TriStar Bank, FirstBank, and United Community Bank.

These and other banks were celebrated for being employee-centric, offering programs and amenities, and maintaining morale of employees, many of whom are working remotely and coping with stresses of their own.

Since 2013, *American Banker Magazine* has ranked the nation's most employee-friendly banks.

The publication's analysis was conducted with the Best Companies Group, which collects employee surveys and reports on policies and benefits. Determining the Best Banks to Work For consists of evaluating each participating bank's workplace policies, practices, and demographics and reviewing employee surveys aimed at assessing the experiences and attitudes of the bank's employees. Companies must opt in to be considered, and to be eligible, applicants have to be commercial or retail banks, or the commercial or retail banking units of diversified financial services companies.

For information on applying to next year's ranking of American Banker's Best Banks to Work For, visit www.bestbankstoworkfor.com. 



In November, First Citizens National Bank honored Director Milton Magee and his family—six generations of FirstCNB friends.

RANKING THE BANKS

Here's where the 12 TBA member institutions ranked on the best banks to work for list:

NO. 1

OAKWORTH CAPITAL BANK

Birmingham, Ala.

NO. 4

PINNACLE FINANCIAL PARTNERS

Nashville

NO. 13

PARAGON BANK

Memphis

NO. 22

FIRST NATIONAL BANKERS BANKSHARES

Baton Rouge, La.

NO. 30

TIB THE INDEPENDENT BANKERS BANK

Farmers Branch, Texas

NO. 32

SOUTHSTATE BANK

Winter Haven, Fla.

NO. 33

FIRST CITIZENS NATIONAL BANK

Dyersburg

NO. 34

BANK INDEPENDENT

Sheffield, Ala.

NO. 49

COMMUNITY BANK

Flowood, Miss.

NO. 80

TRISTAR BANK

Dickson

NO. 85

FIRSTBANK

Nashville

NO. 88

UNITED COMMUNITY BANK

Greenville, S.C.

The changing face of leadership



NED PAULEY
Executive Consultant
and Director,
Trellis™ at Haberfeld

ABOUT THE AUTHOR

Ned Pauley is an executive consultant and the director of Trellis™ at Haberfeld, a data-driven consulting firm specializing in core relationships and profitability growth for community financial institutions. Ned can be reached at 402-323-3608 or npauley@haberfeld.com.

Simply stated, a leader is someone others follow. Leadership is not a title. It's not a reward for length of employment. It's an act of service that inspires people toward a shared vision.

If you've been in bank leadership for a while, you know the role is changing. Perhaps more accurately, followership is changing. It's not that people no longer want to be led. What's changing is how and by whom they want to be led. The good news is that leaders who recognize and adapt to these changes will thrive. They will attract talent and give their banks a competitive advantage. Those who don't will face increasing frustration in their role and decreasing returns in their results.

What type of leader does today's workforce want to follow? Here are three qualities.

1. Empathic Leaders.

To attain a leadership position requires the possession of skills and knowledge required for the role. No one will follow a leader who lacks core competencies. But increasingly what employees want is not just a leader who is competent. They want a leader who cares. Research conducted by McKinsey & Company and reported in The State of Organizations 2023 found that leaders believe employees quit when looking for better jobs, compensation, and work-life balance. However, employee surveys revealed that among their top reasons for leaving was not feeling valued. "The employers were focusing on transactional elements of the work experience while employees were asking for more emphasis on relational factors." Empathic leaders create meaningful, professional connections with those they serve.

2. Investing Leaders.

Employees in our current workforce plan on having multiple roles throughout their work career. They're not likely to see working at your bank as an end point but rather as another stop on their vocational journey. Your most talented and growth-minded employees aren't looking for a boss. They want a coach—someone who will help them develop. Top leaders invest time and energy in the growth of their people. They challenge, encourage, and empower. Investing leaders can promise, "Whether you work with us three months, three years, or 30 years, you will leave here better than when you arrived." Ironically, preparing talented employees for future opportunities may be the very thing that keeps them in their current one.

3. Growing Leaders.

As leaders we sometimes feel the need to present an image of having arrived. We have the skills. We have the answers. We think our faults are minor and mostly hidden. Our employees know better. When we are unwilling to acknowledge or seem unaware of our humanness, trust erodes, and connection is severed. It's counterintuitive, but we're seen as weak when we hide behind a façade of strength. Conversely, as Brene Brown has said, "Vulnerability is not weakness. It's our most accurate measure of courage." Even so, vulnerability in and of itself, isn't enough for a leader. Having acknowledged our growth opportunities, we must then address them. Leaders others want to follow are aware of their limitations and courageously seek to grow beyond them. They read books, find training, and pursue counseling. They model a growth mindset.

Today's workforce wants a different type of leader. Becoming more empathic, investing, and growing will make you the leader they desire. 📖

Trust and Wealth Management Conference

TBA Barrett Training Center, Nashville | October 23 & 24, 2023

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Fintech is not a strategy

Best Practices for Future-Leaning Banks



ERIC SCHWARTZ
Operating Partner,
Canapi Ventures

The line between technology companies and financial services providers continues to blur. Fintechs seek to offer banking services and banks strive to deliver innovative products and to delight their customers. It's no surprise then that many meetings with bank executives begin with a discussion around their "fintech strategy." My usual retort—fintech is not a strategy. Technology is an enabler, just like process improvements and investments in human capital.

Rather than thinking about fintech solutions, I encourage executives to go back to first principles and understand the core issues they're trying to address. For example, are they looking to streamline the customer onboarding process, reduce fraud, or deliver financial advice to a broader range of customers? Perhaps they're trying to deliver value-added services to small and medium-sized businesses. Once issues have been identified and problem statements drafted, bankers then can think about the best ways to address them. In some cases, a technology solution is the best option. In other cases, enhancements to processes or even employee development and training are the best course of action and drive more immediate results.

Of course, innovation is only possible with the right support and perspective. At Canapi, we have the privilege of investing capital on behalf of the country's most future-leaning banks. Through hundreds of conversations with our 70+ bank limited partners, we've identified five common innovation characteristics across the most successful banks.

1. Mandate for a Growth Mindset.

Future-leaning banks incorporate the need for growth and innovation into their culture, and culture starts at the top of the house. Consider an official mandate from senior management or even the board that urges all bank staff to think outside-the-box and explore new ways to achieve growth. Some banks sponsor internal hack-a-thons and company-wide initiatives to identify problem statements and potential solutions.

2. Functional Area Champions.

The top of the house can't embed a future-leaning culture alone. Earn buy in from functional area leaders, encourage them to spread the innovation-for-growth mindset across the organization, and empower them to take action and make decisions.

3. Early Engagement With Fintech.

Be proactive. Future-leaning banks seek out interesting fintech opportunities, meet with founders, and improve visibility into the fintech ecosystem. The earlier they engage with fintechs, the more they can influence/tailor product development for the bank's specific needs.

4. Flexible Vendor Onboarding Processes.

Bank/fintech partnerships often fall apart during the onboarding process because fintechs have unrealistic onboarding expectations. But banks are guilty, too. Banks should explore ways to alleviate the complexities and rigidity of their onboarding processes.

5. Partnership With Risk and Compliance.

Risk and Compliance are often incorrectly viewed as the stalwarts of innovation and growth. Partner with Risk and Compliance early to avoid unrealistic pursuits and hiccups in the late stages of the innovation and software buying process.

Innovation comes in many forms. Rather than jumping to the punchline of technology being the solution to all issues, think about the challenges your bank is facing, develop specific problem statements, and consider a range of solutions that includes process enhancement, people strategy, and technology. Help build a culture of innovation by following the steps outlined above to harness the collective wisdom of your team to improve products, customer experience, and, ultimately, shareholder returns. 🚀

Get the most out of TBA in 2024

From continuing education to monitoring state and federal legislative agendas, the Tennessee Bankers Association is here for you. With the New Year upon us, *The Tennessee Banker* asked TBA staff, how do you recommend members engage with the Association in 2024?



MONIQUE WHITE
Director of Education
Tennessee Bankers Association

Sign up for accessible and affordable webinars. Adapting to our dynamic industry, TBA provides a range of continuing education methods, including webinars. Through our partnership with the Community Bankers Webinar Network, enrolling in these sessions is straightforward. You can attend webinars using your computer, tablet, or smartphone, making learning convenient and flexible. If you're unable to join a live webinar, don't worry. We offer recorded versions, allowing you to access and learn at your convenience, regardless of your location or schedule.



PENNY POWLAS
Senior Vice President of Administration
Tennessee Bankers Association

Contribute to BankPac. Supporting BankPac is vital for TBA's mission to represent the banking industry's interests in state and federal legislative matters. The success of the Association in the legislative domain largely depends on backing candidates who are well-versed and supportive of banking industry concerns. To continue this impactful advocacy, we rely on the contributions of bankers to BankPac. Your support is crucial in maintaining our strong presence and influence in legislative discussions.




JOHN MILLER
Training Center Coordinator
Tennessee Bankers Association

Organize a memorable team-building event at TBA Barrett Training Center. Enhance your team's cohesion and morale by booking an event at the TBA Barrett Training Center. This facility provides TBA members and associates with a unique escape from the usual work setting. Experience the retreat-like ambiance of our Veranda and use our ample indoor and outdoor spaces for activities. Such a setting is ideal for fostering teamwork and creating unforgettable experiences for your team.



STACEY LANGFORD
EVP/Chief Operations Officer
Tennessee Bankers Association

Engage with your primary vendors for TBA involvement. As a banker, one key step you can take is to discuss the TBA with your primary vendors. The involvement of associate members is crucial for strengthening our Association. We have more than 200 companies contributing significantly to our events and overall organization. If your main vendors are already involved with TBA, take a moment to express your appreciation. If not, this is a great opportunity to encourage their participation. Feel free to direct them to me for more information on how they can get engaged with TBA. 

The basics of check fraud remedies under the UCC



MICHAEL B. SCHWEGLER
Schwegler, PLLC

One of the biggest retail-level issues that financial institutions have been facing recently is the plague of check fraud, and who bears the burden of loss when a drawee (or payor) Bank (i.e. the one ultimately paying the instrument) is confronted with a fraudulent or otherwise improper check from another financial institution. The analysis becomes more complicated when the check is endorsed by a fictitious or semi-fictitious payee, but the general idea is that—ultimately—a check is presented to be drawn on an account with, or that creates, insufficient funds.

In banking as in life, at some point everyone takes a loss, and what comes after is harder to predict. In the case of check fraud, someone must shoulder the burden of loss even though all parties in the chaotic chain of loss have a legitimate reason for why they should not bear it. The Uniform Commercial Code (UCC) has a number of warranty sections, all of which have been adopted in Tennessee, designed to set order to the chaos of loss and establish predictable rules for who loses. The warranties—known as Transfer Warranties and Presentment Warranties—are found in two parts of the UCC—Article 3 – Negotiable Instruments, and Article 4 – Bank Deposits and Collections—although the slight differences between the two are outside the scope of this article. Although both Transfer and Presentment Warranties apply to all negotiable instruments, like promissory notes and ordinary checks, fraud schemes involving checks usually implicate Presentment Warranties more than Transfer Warranties.

Transfer Warranties are implied when a check is transferred in exchange for consideration; a transferor (or warrantor) warrants to the transferee (or payor) five things:

1. The warrantor is entitled to enforce the check
2. The check contains authentic and authorized signatures
3. The check contains no alterations
4. The check is not subject to defenses
5. The warrantor has no knowledge of insolvency

Tenn. Code Ann. §§ 47-3-416(a) and 47-4-207(a)

The second group of protections under the UCC is the system of Presentment Warranties for checks drawn on depository institutions. There are three main Presentment Warranties made by the presenter (or warrantor) of a check to a good faith drawee (or payor):

- Warranty of Enforceability—i.e. that the warrantor is entitled to enforce the instrument,
- Warranty of No Alterations—i.e. that there have been no alterations to the instrument, and
- Warranty of No Forgeries—i.e. that the drawer's signature on the instruments is genuine.

Tenn. Code Ann. §§ 47-3-417(a); 47-4-208(a).

These Presentment Warranties apply retroactively through the chain of presentment to all earlier presentors.

There are, however, limitations in the UCC designed to provide closure to claims in the same manner as a statute of limitation in



other contexts. First, there is a loss limitation: For Transfer Warranties, the UCC limits the transferor's (or warrantor's) liability to "an amount equal to the loss suffered as a result of the breach, but not more than the amount of the item plus expenses and loss of interest incurred." *Tenn. Code Ann. § 47-4-207(c)*. Whereas for Presentment Warranties, the presentor's liability is "equal to the amount paid by the drawee less the amount the drawee received or is entitled to receive from the drawer because of the payment. In addition, the drawee is entitled to compensation for expenses and loss of interest resulting from the breach." *Tenn. Code Ann. 47-4-208(b)*. In the latter case, and in the event the dispute reaches to litigation, there is a split of authority in the states as to whether attorneys' fees and litigation expenses count as "expenses and loss of interest resulting from the breach." *Id.* Second, for a drawee (or payor) to recover from the transferor or presentor, under both Transfer Warranties and Presentment War-

ranties, notice must be "given to the warrantor within 30 days after the claimant has reason to know of the breach and the identity of the warrantor." *Tenn. Code Ann. §§ 47-4-207(d) and 47-4-208(e)*.

The UCC contains several pedantic terms and organizational quirks, and it takes several years of frequently reading it before the language, organization and logic become clear. But generally, the advantages of order over chaos are obvious. And while fraudsters and criminals will always attempt to stay one step ahead of financial institutions in their schemes, the UCC is there to back up and provide certainty where someone must incur a loss. 🇺🇸

With check fraud on the rise around the country, keep in mind there are a number of warranties in the Uniform Commercial Code that help discern which party incurs a loss.

Designing your statements for a digital-first world

How banks can use digital design elements and data to increase the value of statements and transform the customer experience



GRIFFIN MCGAHEY
President,
HC3

ABOUT THE AUTHOR

Griffin McGahey is president of HC3, a data-driven statement provider. Headquartered in Birmingham, Ala., HC3 connects financial institutions to their customers. For more information, visit www.hc3.io.

Traditionally, statements offer customers the bare minimum of information. Transactional history is displayed in a generic structure, providing no real insight or value to the overall financial health of the customer. Statements are considered mandatory communications and are not prioritized or updated with the changing industry.

In an increasingly digital-first world, providing digital statements is a must to incorporate a seamless user experience and reach them where they prefer to get information. Tennessee banks can take a proactive approach by evaluating digital innovation as key criteria in their statement evaluation process. Implementing a digital-first design to your physical statements can help with readability and engagement by delivering clear and digestible financial information. Rethinking bank statements can also lead to innovative changes that provide value to the customer. Sharing insights gathered from transactional data can promote the financial health of bank customers.

Implement a Digital Design

Redesigning statements can reinforce the bank's brand identity while communicating vital financial data. Utilizing design features typically associated with a digital experience can create a consistent overall customer experience across physical and digital communication channels.

Through redesigning customer statements, banks can implement key design features like:

- Vibrant colors to enhance visual identification

- Clear focal points with the use of icons and images
- Single-line transactional detail to communicate clearly in less space
- Highlighted account summary to display critical data and improve readability

The nature of banking has shifted towards a digital-first mindset. Redesigning the traditionally bland bank statement to reflect that digital transformation is essential to engage customers, reinforce brand identity, and promote loyalty.

Utilize Data to Increase Financial Health

Tennessee banks can provide incredible insights for their customers that go beyond the basic information required in a bank statement. The bank can highlight or package spending habits or transaction oddities based on collected data. These insights can add value to the customer experience and set the bank apart from its competitors. Acting as a true partner in the customer's financial journey and showing an interest in their overall financial health promotes loyalty.

Previously, the benefit of receiving a bank statement was to access transactional information and get an update on account balances. Due to digital banking, customers can access their transactional data anytime, anywhere. Tennessee bankers should put that data into context for their customers so they can make informed decisions about their finances. Bankers can then provide personalized financial recommendations to customers seeking advice, providing that context and

insights into spending habits.

The desire to innovate often leads to an evaluation of current processes to ensure they efficiently and consistently provide the most value for their customers. Tennessee banks should introduce an increased culture of innovation and new technologies to improve the customer experience. A bank dedicated to continuous improvement will ultimately better serve its customers. Prioritizing the advancement of a traditionally ignored customer touchpoint can increase engagement while adding value and improving the financial health of Tennessee banking customers. 🇺🇸



Implementing a digital-first design to your physical statements can help with readability and engagement by delivering clear and digestible financial information.



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Bankers name tightening margins, cybersecurity as top challenges



CARL WHITE
Senior Vice President
of the Supervision,
Credit and Learning Division,
Federal Reserve Bank
of St. Louis

Maintaining the spread between interest income and interest expense, deposit growth, liquidity, and cybersecurity lead a list of community bankers' top concerns, according to an annual survey. Several of these concerns spiked from their rankings in the 2022 survey, an indicator of how much the banking environment has changed over the last year.

The findings are part of the 2023 *Conference of State Bank Supervisors (CSBS) Annual Survey of Community Banks*. The survey, now in its 10th year, is conducted annually by CSBS and state bank regulators. More than 450 community bankers—those running institutions with less than \$10 billion in assets—answered questions about the challenges and opportunities they face in the industry. The report also contains extensive comments from five community bankers from around the country on survey topics.

Key Challenges

Among both internal and external risks, cybersecurity was the top challenge for community bankers, with almost 93% of surveyed bankers naming it an “extremely important” or “very important” risk. This was followed by net interest margins, with nearly 89% of bankers reporting them as extremely important or very important. Rising interest rates and inflation have driven up the cost of funds—almost 87% of bankers listed the cost of funds as extremely important or very important in this year’s survey, up substantially from the 48% it garnered last year. Closely related top challenges include core deposit

growth (nearly 84% in 2023 versus 38% in 2022) and liquidity (more than 83% in 2023 versus 35% in 2022).

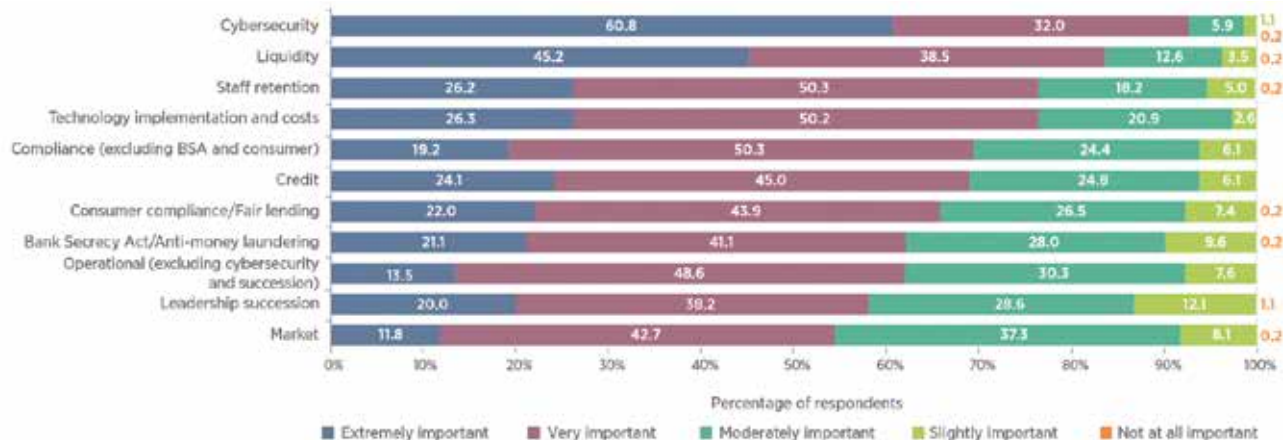
Liquidity had not been named a top five challenge since the 2019 survey. In 2023, liquidity and other top challenges largely stem from the sharp fall in deposits from federal-stimulus-related, COVID-19-era highs. A drop-off in deposits means banks are more reliant on more expensive sources of funds, such as brokered deposits, advances from the Federal Home Loan Banks and other borrowings. While the cost of deposits and personnel expenses have increased, most respondents say these challenges—though likely to persist—are manageable.

Technology and Competition

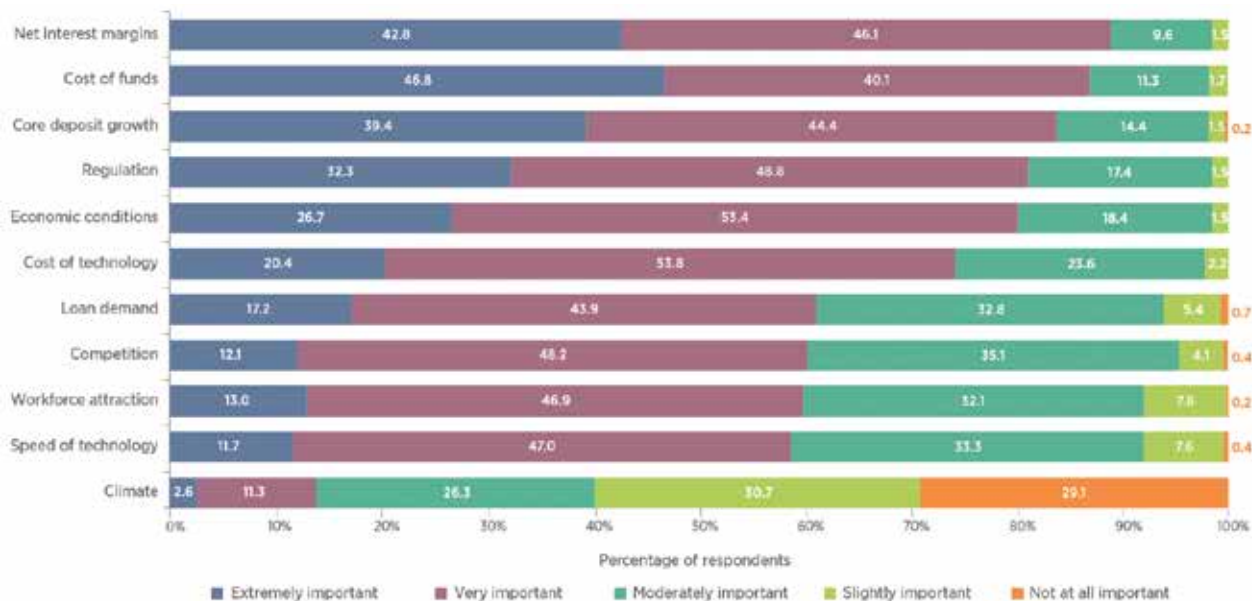
Technology continues to present challenges as well as opportunities for community banks. While 59% of bankers say the adoption of new and emerging technologies is extremely important or very important, impediments include cost, cybersecurity risks and implementation challenges. Limitations of core service providers—companies that provide banks with back-office services such as payment processing—are another consideration.

About two-thirds of all respondents said they rely on core service providers for digital banking products and services, and most are not seeking partnerships with other digital providers, such as fintech firms. Less than half of all banks surveyed have a relationship with a fintech firm. Of the banks that do use them, fintech firms support mobile banking and lending products the most.

HOW IMPORTANT ARE THE FOLLOWING INTERNAL RISKS FACING YOUR BANK TODAY?




HOW IMPORTANT ARE THE FOLLOWING EXTERNAL RISKS TO YOUR BANK TODAY?



Survey respondents noted that the competition for most products and service lines—especially small business loans—is increasingly coming from other community banks. This represents a shift from prior year surveys. Commercial real estate loans and transaction deposits are other products for which competition from other community banks is particularly strong. Respondents expect relationship lending—the bread and butter of community banks—to grow more than transactional lending at their institutions in the future, which suggests small business and commercial real estate loans will maintain or increase in importance for these institutions.

Looking Ahead

The *CSBS Annual Survey of Community Banks* offers a snapshot of the opportunities and challenges facing small banks. In addition, the survey offers insights beyond those we can glean from other data sources and, over its 10 years, has allowed us to see how banks respond to changes in the economic and regulatory landscape.

The survey is also supplemented by the quarterly release of the CSBS Community Bank Sentiment Index (CSBI). Although the latest CSBI reading suggested that overall sentiment is improving, we continue to closely monitor credit quality, liquidity and overall profitability in the banking system. 

TBA's 2023

Year in Review

Our 2023 Year in Review offers a summary of the Tennessee Bankers Association's highlights and accomplishments. Here's a glimpse of how TBA government relations, education, and communication efforts elevate your membership benefits.



MEMBERSHIP

169 bank members

13 trust company members

1,709 Tennessee branches/offices

100% of Tennessee-headquartered banks



STATE AND FEDERAL ADVOCACY

TBA's government relations team is respected and dedicated to promoting and preserving Tennessee's pro-banking environment. TBA saw continued legislative success in 2023, including:

- Updating trust laws to ensure Tennessee remains a top three trust jurisdiction
- Ensuring that state-chartered banks can ask borrowers to reimburse deed of trust release fees
- Opposing efforts to prohibit state-chartered banks from using subjective criteria, e.g. character, when making lending decisions
- Defending against legislation to prohibit interchange fees on sales tax

At the federal level, TBA opposed regulatory efforts to implement the CFPB's small business data collection rule, restrict overdraft programs and restrict NSF fees, and legislative efforts to expand the Durbin Amendment interchange fee limitations to credit cards. TBA supported legislation to repeal the CFPB's small business data collection rule, prohibit credit bureaus from selling customers' data, and exclude from gross income the interest received on loans secured by farm real estate.



Monitor, Track, Act

98 Bills reviewed by TBA

30 Bills identified as having a direct or potential impact on the industry

36 Bills passed with a direct or potential impact on the industry

90 Bills actively lobbied on

96 members attended the 2023 TBA Washington Conference



TBA BANKPAC

BankPac continues to reach new milestones and reigns as a top-contributing business PAC in the state. This success is possible thanks to the generous support of TBA's member banks and associate members.

\$294,125

122 contributors including 112 TBA member banks and trust companies, 10 TBA associate members, plus TBA staff during the past 12 months (1/1/2023–12/31/2023)

11 Platinum individual contributors of \$1000 and above

65% contributing banks met or exceeded their fair share goal



TBA's Stacey Langford and Amy Heaslet along with Pete Williston present Rep. Clark Boyd and Sen. Mark Pody with BankPac contributions.

\$139,303

contributed by BankPac at the federal and state levels to 32 candidates, parties, caucuses, and PACs in this election cycle

3rd largest business PAC in Tennessee



PROFESSIONAL DEVELOPMENT/EDUCATION

TBA is the leading provider of high-quality, cost-effective professional development training for Tennessee banks. Our education opportunities provide an invaluable opportunity to network with peers and stay current on important issues affecting our rapidly changing industry.



This year's Southeastern School of Commercial Lending had 41 students graduate (pictured above) and 44 enrolled in the first-year session.

5,409

 Registrations to TBA live events

208

 Registrations to TBA virtual events

633 Attendees to Annual Meeting

673 Attendees to Credit Conference

343 Forum participants

164 Webinars offered

133 Students graduated from **SOUTHEASTERN SCHOOLS**

44 Graduated from The Southeastern School of Consumer Lending

41 Graduated from The Southeastern School of Commercial Lending

48 Graduated from The Southeastern School of Banking



DEVELOPING TALENT

To remain competitive, banks continue to focus on recruiting and developing the next generation of bankers. TBA spent much of 2023 cultivating relationships and engaging with young bankers and students about the positives of the industry.

244 Bankers participated in Young Bankers Division events—*Day on the Hill, Leadership Convention, and Coffee Roundtables*

43 students from **6** schools represented at *Credit Conference*



ENDORSED PARTNERS AND ASSOCIATE MEMBERS

Our Endorsed Partners, Alliance Members and Associate Members provide banks with superior products and services and demonstrate a commitment to the viability of the Tennessee banking industry. Our partners are industry leaders who share our high standard for quality service.

222 Associate Members

5 Alliance Members



16 Endorsed Partners





COMMUNICATIONS

Through TBA communications, we keep bankers informed, delivering critical industry information to members about legislative and regulatory changes as well as the conferences, education programs, and products and services that are available to our members.



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914

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tnbankers



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tennessee-bankers-association



6,924

This Week
e-newsletter recipients



FINANCIAL PRODUCTS AND SERVICES, INC.

Financial Products & Services, Inc.—a wholly owned subsidiary of the Tennessee Bankers Association—specializes in providing the most comprehensive insurance programs for banks. For more than 30 years, Financial PSI has been involved with the design, implementation and service of bank programs.

Work with **83** Tennessee banks and **11** out-of-state banks

Endorsed by the North Carolina Bankers Association 



FINANCIAL LITERACY

The first week of April is *Tennessee Financial Literacy Week*. During these five days, TBA encourages banks across the state to participate in their community with a financial literacy event. Activities can range from teaching school children about the importance of saving, a Rotary Club presentation on banking, or an in-bank event promoting a certain product or service.

50 Participating Banks

338 Participating Branches

57% of Counties in the State had Financial Literacy Events

509+ Financial Literacy Events Held for Groups Ranging from Elementary Students to Senior Citizens





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. If you have questions about TBA's associate members, please contact Stacey Langford at slangford@TNBankers.org.

TAKE YOUR ASSOCIATE MEMBERSHIP TO THE ALLIANCE LEVEL



SCAN THE QR CODE FOR MORE INFO

Enhance your involvement with the Tennessee Bankers Association (TBA) by upgrading to an Alliance Member. This opportunity, exclusive to our current Associate Members, offers additional exposure with TBA members and positions your company as an industry thought leader.

Key Benefits of Alliance Membership:

- Elevated thought leadership opportunities
- Enhanced recognition within the TBA community
- Exclusive discounts not available to Associate Members

The annual fee for the Alliance Member designation is \$8,000 for the calendar year.

Scan the QR code for details on eligibility and benefits. Or contact Stacey Langford at slangford@TNBankers.org for more information.

HR SERVICES/STAFFING

Chartwell Partners

300 Crescent Ct Ste 1425
Dallas, TX 75201-1890
Phone number: 214-269-1919
<https://chartwellpartners.com/financial-services>
Contact: Scott Petty - spetty@chartwellpartners.com

Chartwell Partner's Financial Services Practice offers Executive Search and Leadership Advisory Services for community banks to Mid-Cap public banks across the country. We execute a best-in-class executive search process tailored to our client's unique situation coupled with the deep industry expertise and market intelligence our clients expect. Our Leadership Advisory offering enables us to advise our clients on organizational and business insights beyond just hiring an executive leader or board member.

LENDING

Lendovative Technologies, Inc.

330 Franklin Rd # 135A-165
Brentwood, TN 37027-3280
Phone number: 615-994-1989
<http://www.lendovative.com>
Contact: Patrick True - pat@lendovative.com

Lendovative Technologies helps financial institutions establish connections with businesses, resulting in increased market share, loan and deposit growth, and reduced credit risk. Our flagship platform, BB-360, offers an innovative solution for lenders to monitor collateral values while adhering to regulatory guidelines. Through Lendovative, banks can organize, automate, archive, and standardize collateral-dependent loans. Our mission is to empower businesses by supporting the institutions that serve them.

PROCESSING SERVICES

ibml

2750 Crestwood Blvd
Birmingham, AL 35210
Phone number: 205-313-1366
Toll-Free: 866-798-4265
<https://www.ibml.com/>
Contact: John Saunders - jsaunders@ibml.com

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**rickg@chippewavalleybank.com
ryang@chippewavalleybank.com**





People on the Move

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

PROMOTIONS

Adams & Reese LLP, Nashville, has named **Brent Siler**, partner, to the litigation practice group and labor and employment team in the **Memphis** office.



SILER

BankTennessee, Collierville, has named **Eddie Sykes** as senior vice president/commercial loan officer at the **Carthage** office.



SYKES

CapStar Bank, Nashville, has named **Christopher "Chip" Higgins** as **Middle Tennessee** president.



HIGGINS



VINCENT



HALL

Commercial Bank & Trust Co, Memphis, has welcomed **Brian Vincent** as vice president and loan officer; **Tully Hall, Jr.**, as vice president and loan officer.

F&M Bank, Clarksville, has welcomed **Sallie Eley** to the bank's team of financial and banking associates at the **St. Bethlehem** location as a commercial lender.



ELEY



BLANKENSHIP



MCCARTY

Fifth Third Bank, N.A., Memphis, has promoted **David Blankenship** to commercial middle market relationship manager and welcomed **Chris McCarty** as vice president, commercial middle market.



SUTTON



RISSLER



GOODWIN



ZIEGLER

Fifth Third Bank, N.A., Nashville, has promoted **Samantha Sutton** to associate commercial relationship manager and **Austin Rissler** to senior vice president/commercial middle market team lead. The firm has named **Gabe Goodwin** as commercial middle market credit analyst; **Bridget Ziegler** as a commercial real estate managing director for **Tennessee** as well as Georgia and Alabama.



RICHARDSON



MCCAIN



GAYNOR

First Citizens National Bank, Dyersburg, has promoted **Monique Richardson** to community relations specialist in the Southwest Tennessee market. In addition, the bank has welcomed **Clint McCain** as vice president and commercial lender for the **Spring Hill** location, and **Kevin Gaynor** as branch manager of the **Spring Hill Financial Center**.

First Community Bank of East Tennessee, Kingsport, has promoted **Cathy Trent** to vice president/controller; **Jordan Key** to vice president/system and security administrator and security officer, and **Emily Reese** to vice president/technology operations manager.



POSS



SPURLOCK

First Freedom Bank, Mount Juliet, has promoted **Sarah Poss** to vice president and assistant director of retail banking, and **Heather Spurlock** was promoted to assistant vice president and portfolio manager.

Fourth Capital Bank, Nashville, has named **Lucas Harrison** as vice president commercial relationship manager.



HARRISON



TURNER-BOOTH FREEZE

PNC Financial Services Group Inc., Franklin, has promoted **Marva Turner-Booth** to solution center manager and named **John Freeze** as manager of the **Nashville Antioch** solution center.

Paragon Bank, Memphis, has welcomed **Stephen Rodda** as vice president, mortgage consulting.



RODDA

Pinnacle Financial Partners, Nashville, has welcomed **Bryant Tirrill** as a financial advisor with an emphasis on private wealth management.



TIRRILL

Powell Valley National Bank, Kingsport, has welcomed **Mickey Byrd** as senior investment advisor.



BYRD

SBK Insurance, a subsidiary of **SmartBank**, has welcomed **Drew Vaughn** to the **Chattanooga** team as a risk manager.



VAUGHN

ServisFirst Bank, Nashville, has welcomed **Heidi Phillips** as vice president, commercial banking relationship manager.



PHILLIPS

The Trust Company of Tennessee, Chattanooga, has promoted **William Probasco** to the role of associate relationship manager.



PROBASCO



BEELER

COX

LENAGHAN



LORINA

BRAND

ISAACS



FANJOY

LABONTE

TAYLOR

The Trust Company of Tennessee, Knoxville, has promoted **Laura Beeler** and **Connor Cox** to associate relationship manager, named **Nicole Lenaghan** as a recruiter and elevated **Jacob Lorina** to a client specialist. The firm welcomed **Amber Brand** as a customer service associate; **Dylan Isaacs** as a portfolio analyst, **Sara Fanjoy** as a client service associate, **Samuel "Sam" LaBonte** as a systems analyst, and **Apryl Taylor** as a revenue accountant.



EDWARDS

PANGELINAN

United Community Bank, Nashville office has welcomed 17 bankers to its commercial banking team. **Brad Edwards** is taking the helm as the **North Middle Tennessee** market president with **Preston Adcock** as vice president, relationship manager; **Austin Garrett**, vice president, commercial portfolio manager; **Kelly Holmes**, **Samer**

Rafidi, and **Mary Beth Thomas** as senior vice presidents, commercial relationship managers; **Jay Roney** as senior vice president, commercial and middle market relationship manager; **Brandon Rowe** as vice president, commercial portfolio manager rounds out the **Middle Tennessee** team. **Amy Pangelinan** is assuming the role of **East Tennessee** market president with **Jeff Campbell**, senior vice president, commercial portfolio manager senior; **Roberto Crichlow** and **Luke Chill**, as senior vice presidents, commercial relationship managers; **Hunter Duggan**, as vice president, relationship manager; **Carla Mounger**, senior vice president, commercial relationship manager; **Stephanie McCall** as vice president, commercial loan assistant senior; **Tiffany Smith** and **Matt Webster** as senior vice presidents, commercial relationship managers, complete the East Tennessee team.

CELEBRATIONS



William "Bill" B. Marsh, former chairman, president and CEO of **First Commerce Bank, Lewisburg**, has retired after serving 50 years in the banking industry. A University of Tennessee alumnus and a graduate of the School of Banking at Vanderbilt University and the Mid-South School of Banking at the University of Memphis, Marsh's tenure includes leadership roles at Peoples and Union Bank and later at First Commerce Bank, which he helped to organize in 2002. Since 2018, he has worked on a part-time basis and will continue to serve as the chairman of the board of directors. He also served as chairman of the Tennessee Bankers Association. "I want to thank my wonderful co-workers, all my customers, our shareholders, and most of all my family for the support that they have given me over the years," said Marsh. "This support has helped make my career so rewarding."



People on the Move *continued*



Nancy Corder, formerly with **Pulaski's First National Bank, Fayetteville** office, has retired after serving 33 years.



Jim Ayers of **FirstBank, Nashville**, was inducted into the Nashville Entrepreneur Center Entrepreneurs' Hall of Fame and honored for his work in the banking industry, as well as his commitment to community involvement, supporting education and healthcare initiatives. In 1984, alongside a business partner, Ayers acquired the **Farmers State Bank, Scotts Hill, Tenn.**, which marked the inception of what eventually became **FirstBank**. With strategic acquisitions and a steadfast commitment to personalized service, FirstBank's assets grew from a modest \$14 million to \$13 billion, becoming Tennessee's third-largest bank. Ayers' commitment to community involvement and social responsibility is evident through the establishment of The Ayers Foundation, providing scholarships and educational support, and his significant contributions to healthcare initiatives, including the Jim Ayers Institute for Precancer Detection and Diagnosis.



Jeff Lewis, former market president of **FirstBank's Lexington East Church Street** office has retired after 36-plus years of service.

Melissa Butler, former employee of **FirstBank, Nashville**, has retired after serving 43-plus years.



Pat Thompson, senior vice president, HR, of **Paragon Bank, Memphis**, was honored with a Memphis Business Journal HR Impact Award.



The Trust Company of Tennessee, Knoxville Sam Springer has earned the Certified Exit Planner (CEP™) designation from the Business Enterprise Institute. Springer assists owners of privately held businesses plan for succession.



Debra "Debbie" Bellew, formerly with **Volunteer Federal Savings Bank, Madisonville**, has retired after serving 11 years.



Bank Notes



CBBC Bank, Maryville, celebrated their Golden Anniversary with festivities, including a luncheon for registered guests, memorabilia display, giveaways, and a donation to Pellissippi State Foundation for student scholarships.



In honor of the 50th Anniversary of **CBBC Bank, Maryville**, a joint Mayor's Proclamation (City of Alcoa and Blount County) was announced September 19, 2023. Celebrating the honor were Mike Hearon, president and CEO, CBBC Bank board members, mayors and city officials of City of Alcoa and Blount County, including commissioners



To recognize **CBBC Bank's** 50th Anniversary, a joint House of Representatives Proclamation was read September 18, 2023, at the Main Office on Broadway. Joining the event were CBBC Bank board members, Art Swann, state senator (Blount and Sevier Counties) Mike Hearon, bank president and CEO, and Lowell Russell, state representative, 21st District.



Pictured in **Clarksville** is **F&M Bank's** first Banking on Govs, APSU students, Lesly Moreno and Piper Conditt, after completing their first year of The Southeastern School of Banking.



FirstBank, celebrated its newest location (233 E. Emory Road, Ste. 109, **Knoxville-Powell**) with a ribbon cutting and grand opening this fall.

Mountain Commerce Bancorp Inc.,



Bank Notes *continued*



Johnson City, has opened the **West Knoxville Financial Center** (9950 Kingston Pike), which replaces the Cedar Bluff location.

First Financial Corp., the holding company for **First Financial Bank N.A.**, based in **Terre Haute, Ind.** has agreed to acquire **Dayton, Tenn.-based SimplyBank**. The transaction is valued at \$73.4 million and expected to close in the second quarter of 2024. SimplyBank will merge into FirstFinancial Bank upon completion of the transaction, and with the merger, First Financial will have combined assets of approximately \$5.5 billion.

Paragon Bank, Memphis, celebrated the official grand opening of its new



Oxford, Mississippi banking center with a ribbon-cutting special event for its customers and friends on October 24. Paragon's new office building is located off a roundabout at 2401 South Lamar Boulevard.

Powell Valley National Bank, Jonesville, Virginia, with an office in **Kingsport,**



Tennessee is celebrating 135 years in business.



Community Building

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.



Patriot Bank, Millington, gave \$1,000 toward the construction of Memphis Fisher House and in honor of Veterans Day, bank executives presented an additional \$5,000. The donations will benefit families of Veterans and members of the military providing a free home away from home while loved ones receive medical care through the VA Memphis Health Care System.

Regions Bank, Nashville, has committed \$20 million investment in affordable housing across Middle Tennessee. The bank has partnered with Pathway Lending to provide the money to affordable apartment developers through Pathway's Tennessee Affordable Multifamily Housing Loan Fund.



Pictured are L-R: Tony Gregory, CEO of **Volunteer State Bank, Portland**, Tori Duncan, Lindsey Hammons and Bill Seals, senior vice president of VSB as they present a check of \$2,500 to associates of the Leukemia & Lymphoma Society to help fund research and treatment for blood cancers. In addition, the bank aligned an awareness campaign with its Halloween festivities and collaborated with the nonprofit.



Pictured are representatives from **Wilson Bank & Trust, Lebanon**, presenting a \$25,706 check to representatives of Sherry's Hope to support the 2023 Sherry's 5k Run/Walk.



Volunteer State Bank, Portland, partnered with Gallatin City Government in creating a monument to honor the unmarked graves of 500 African American residents in the Gallatin City Cemetery. The bank gifted \$15,000 to Gallatin that funded a ground-penetrating radar service to help locate and mark these historical gravesites. Remaining funds were then designated for a monument designed to provide a space for people to pay their respects and acknowledge the significant role that these individuals played in the history of the Gallatin community.

Employment Opportunities

TBA offers two ways to find and post job opportunities in the banking industry across the state.



The TBA Job Bank is free for TBA member banks to post positions online. You can submit your job openings to Penny Powlas at ppowlas@tnbankers.org, and jobs can be viewed at TNBankers.org/job-bank, as well as in each issue of the Tennessee Banker magazine on this page.

BankTalentHQ

BankTalentHQ partners with TBA and other state bankers associations. It allows Tennessee banks to reach a nation-wide audience by posting job openings for your institutions, with the ability to purchase a single 30-day post or a discounted posting package to fill multiple vacancies. Visit BankTalentHQ.com to post your jobs or find employment opportunities.

JOB BANK POSITION WANTED

2309-2 LPO OPPORTUNITY, JACKSON, TN

Experienced duo seeking a community focused bank to open a loan production office in the heart of the fastest growing city the country, (U.S. Census Bureau), and with the soon-to-be operating manufacturers of Blue Oval City (Ford), SK Battery, Georgia-Pacific, and more. Existing and expanding industries can also be found at <https://tinyurl.com/2nedz9fd>. The plan includes opening a full-service branch within two to three years. We are experienced in management, Real Estate, Consumer, CRE & C&I lending, and maintain well established local community ties and involvement. Please send your confidential responses to ppowlas@tnbankers.org or TBA 211 Athens Way, Suite 101 Nashville, TN 37228-4871. You will receive a rapid and confidential reply.

JOB BANK POSITIONS AVAILABLE

2402-6 VP TRUST OFFICER – CLIENT ADMINISTRATION

TCV Trust & Wealth Management
To apply, please send your resume to Katherine Earle, our Human Resources Consultant, at HR Business Solutions – katherine@hrbsolutions.com. Note TCV in the subject line.

2402-5 ACCOUNTANT

Studio Bank
Qualified candidates may send resumes to careers@studiobank.com or apply directly online at <https://www.studiobank.com/careers/>.

2402-4 BRANCH MANAGER/COMMERCIAL LENDER

The Peoples Bank
Qualified candidates may send resumes and salary requests to:
PO Box 246
Henderson, TN 38340 or
santhony@thepeoplesbankoftn.com

2402-3 TREASURY MANAGEMENT

SouthEast Bank
Qualified candidates may apply here <https://www.paycomonline.net/v4/ats/web.php/jobs/ViewJobDetails?job=155766&-clientkey=FAF4CC9CE64AE0FFC7E-5A8748EA026D0>.

2402-2 CHIEF CREDIT OFFICER

Tower Community Bank
Resumes may be submitted to: PatriotHR@downhomebank.com

2402-1 MARKET EXECUTIVE/LOAN OFFICER

Patriot Bank
Resumes may be submitted to: PatriotHR@downhomebank.com

2401-12 ACCOUNTANT

Community Bank
Qualified candidates may send resumes to humanresources@community-bank.net.

2401-11 PAYROLL CLERK

Community Bank
Qualified candidates may send resumes to humanresources@community-bank.net.

2401-9 CUSTOMER SERVICE REP – BEARDEN BRANCH, KNOXVILLE

SouthEast Bank
Qualified candidates may apply here <https://www.paycomonline.net/v4/ats/web.php/jobs/ViewJobDetails?job=149703&-clientkey=FAF4CC9CE64AE0FFC7E-5A8748EA026D0>

2401-7 POST-CLOSING COMPLIANCE SPECIALIST

SouthEast Bank
Qualified candidates may apply here <https://www.paycomonline.net/v4/ats/web.php/jobs/ViewJobDetails?job=152365&-clientkey=FAF4CC9CE64AE0FFC7E-5A8748EA026D0>

2401-6 LOAN SERVICING SPECIALIST

SouthEast Bank
Qualified candidates may apply here <https://www.paycomonline.net/v4/ats/web.php/jobs/ViewJobDetails?job=154198&-clientkey=FAF4CC9CE64AE0FFC7E-5A8748EA026D0>

2401-5 SR. CREDIT ANALYST

SouthEast Bank
Qualified candidates may apply here <https://www.paycomonline.net/v4/ats/web.php/jobs/ViewJobDetails?job=154598&-clientkey=FAF4CC9CE64AE0FFC7E-5A8748EA026D0>

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.

Featured Events

**APRIL
15-17**

YOUNG BANKERS DIVISION LEADERSHIP CONVENTION

The Graduate Hotel, Nashville

Early Registration Deadline: April 1

TBA Member/Associate Member Early Registration - \$445

TBA Contact: Matt Radford, mradford@TNBankers.org

This convention, sponsored by the Young Bankers Division, offers educational sessions focused on banking industry trends, leadership development skills, peer-to-peer learning, a variety of opportunities for networking, and the election of Young Bankers Division officers and directors. The Young Bankers Division works to engage, connect, and empower young banking professionals from across the state to shape and lead the future of the state's financial industry.



**APRIL
18-19**

SOUTHEAST INNOVATION SUMMIT

Embassy Suites by Hilton Nashville Downtown, Nashville

TBA Member/Associate Member Registration - \$495

TBA Contact: Monique White, mwhite@TNBankers.org

Discover the future of banking at the Southeast Innovation Summit, where we delve into the transformative role of technology in banking strategy. Join us for an event that brings together bank leaders and tech professionals eager to fuel growth and stay at the forefront of industry advancements. Last year's attendees experienced the transformative power of the Strategic Tech Summit. This year, the Southeast Innovation Summit promises even more. Don't miss this exceptional opportunity to empower your operation and join a community of successful banking leaders.



From bank to broadcast: Bankers amp up media skills



In a pioneering collaboration, the Tennessee Bankers Association joined forces with the American Bankers Association to launch the innovative “State Banking Advisor” program. Chosen as one of only six pilot state associations, the TBA played a crucial role in shaping the nationwide model for this new advisory system, aimed at enhancing public understanding of banking.

The program’s central goal was to establish a network of skilled spokespersons, adept at disseminating essential financial knowledge across the state. To hone their skills, selected participants embarked on a two-day intensive communications training at MediaCom’s studios in New York. The rigorous program involved intricate training sessions designed to polish their interview techniques and public speaking prowess.

Among those who partook in this transformative experience

were James A. Webb Jr. (Nashville CityBank), Jeffrey Dyer (First American National Bank, Knoxville), William S. Hunt III (Pioneer Bank, Chattanooga), Robert M. Gilliam (TBA), and Ray U. Tanner (Jackson National Bank).

The training process was meticulous and innovative. Using video recordings, MediaCom’s experts provided immediate feedback and analysis, allowing the TBA’s representatives to refine their communication skills in real time.

Post-training, these newly equipped spokespersons were not only well-versed in interview strategies but also thoroughly briefed on current financial topics. They were then ready to embark on media tours across various Tennessee cities, poised to bring a deeper understanding of banking to the citizens of the state. 📺

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Professional Development Calendar

● **Introduction to Banking**

March 27
TBA Barrett Training Center, Nashville

● **2023–2024 Senior Lenders and Chief Credit Officers Forums**

Session 3: April 2, 3, 4, 5
TBA Gilliam Board Room, Nashville

● **Tennessee Deposit Account Administration**

April 3
TBA Barrett Training Center, Nashville
April 11 **VIRTUAL**

● **BSA/AML Compliance School**

April 8–9
Franklin Marriott Cool Springs Franklin

● **Young Bankers Division Leadership Convention**

April 15–17
The Graduate Hotel, Nashville

● **Retail Banking Leadership Series**

April 18: Session 2 of 4
TBA Barrett Training Center, Nashville

● **Southeast Innovation Summit (formerly Strategic Tech Summit)**

April 18 & 19
Embassy Suites by Hilton Nashville
Downtown, Nashville

● **CEO Forums**

Session 2: April 23, 24, 25
TBA Gilliam Board Room, Nashville

● **Real Estate Valuation Compliance in Today's Market**

April 25
TBA Barrett Training Center, Nashville

● **2023–2024 Human Resources Forums**

Session 3: May 2
TBA Barrett Training Center, Nashville

● **Washington Conference**

May 6–8
Hyatt Regency, Washington, D.C.

● **The Southeastern School of Commercial LendingSM I & II**

May 13–17
TBA Barrett Training Center, Nashville

● **2023–2024 BSA Forums** **NEW!**

Session 3: May 22
TBA Barrett Training Center, Nashville



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Phillip Harrison | 615-577-4784
pharrison@banccard.com

Is your community bank thriving?

Meet Scott.

Scott works hand-in-hand with community banks in the Southeast to find ICBA member benefits that help them achieve their bank's goals.

When he's not exploring new ways to connect with bankers, he's spending time in the great outdoors, hiking, camping, and adventuring.

Let Scott help you explore all the many options ICBA has to offer your community bank.

Learn more at
icba.org/membership



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