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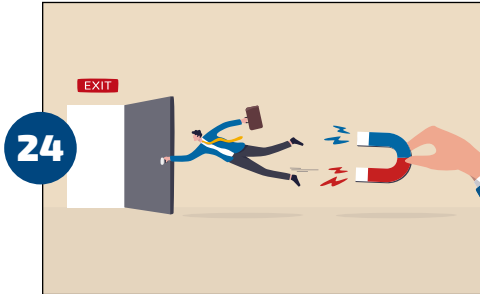
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Photo: Donn Jones, Donn Jones Photography



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**COLIN BARRETT**  
President/CEO,  
Tennessee Bankers  
Association

### THREE THINGS TO DO THIS MONTH

#### 1.

Call/email your Congressional delegation and make your voice heard on the credit union abuse. Amy Heaslet, Stacey Langford and I can provide you the information you need.

#### 2.

Make sure your state legislators are aware of how your bank supports the community and their constituents.

#### 3.

Share your examples of credit union overreach with the TBA staff so we can share this with our state and Congressional delegation.

# Credit union acquisition trend makes its way to Tennessee

**On Wednesday, August 11, a shockwave went through the Tennessee banking industry when Orion Federal Credit Union announced it would acquire Financial Federal Bank in Memphis.** And while unfortunately these deals have been on the rise around the country in recent years, this was the first one in Tennessee. Financial Federal, a strong, well respected Memphis bank with approximately \$750 million in assets and a focus on commercial real estate lending, will be one of the largest acquisitions of its kind in the country.

Orion Federal Credit Union began as a small credit union whose mission was to serve teachers in Memphis. However, it was able to use its tax advantaged status and weak regulatory oversight to grow to a position where it can acquire a \$750 million bank. With this proposed bank acquisition, they have openly abandoned their desire to serve people of modest means, stating in their press release that this will allow them to grow their commercial real estate portfolio.

Once this acquisition is completed, Orion will be nearing a \$2 billion financial institution. But the question is not what they will become, but what they will no longer be.

Orion will not be well capitalized. Barring an additional capital raise, their GAAP capital to assets would appear to be around 6% after the acquisition—a number that would have banking regulators knocking down your door. But the National Credit Union Administration acts more as a cheerleader than a regulator - greedily turning a blind eye to safety and soundness while encouraging credit unions to stray from their original mission.

Because of Orion's tax-exempt status, removing Financial Federal from the tax roll will result in a loss of approximately of \$15 million in local, state, and federal tax revenue over the next decade.

In addition to the tax impact on the com-

munity, this will lessen access to credit for the poorest in Memphis. Unlike Memphis and all Tennessee banks, credit unions have no regulatory requirement to adhere to the Community Reinvestment Act. Financial Federal provided \$31 million in community development loans from April 2013 to June 2018. Orion will have no incentive to maintain that level of community support.

Bank acquisitions by credit unions have fueled passionate discussions by the TBA board over recent years. There is debate about whether these acquisitions should be prohibited in statute, even if they already are. And there is discussion around what can be done at the state and local level to reign in credit unions.

But whatever we do on the state level will continue to pale in comparison to the work that needs to be done in Congress. Whether it is credit unions buying banks, expanding their business lending or opening their membership to anyone who can fog a mirror, the part I find most frustrating is the blind eye turned by members of Congress.

As I shared recently with our delegation, we are reaching an inflection point in the debate about credit unions. This isn't just about losing loans due to unfair competition. It is about losing the community banking model. The one that has made Tennessee the greatest state in the nation. The one that doesn't just look to cherry pick the wealthiest customers, but the one that knows we all succeed when everyone in the community succeeds.

If you care about the future of banking, I encourage you to call your Congressman and Senators today. Make your voices heard. This has been a long, hard fought battle for years, but the stakes have never been higher. 🇺🇸

*-Colin*

# TBA Online

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



**tennessee-bankers-association**

June 23, 2021

Smile! 😊 📷

It's family photo time for honoree David Barnes' group. #TBALBE



## VISIT TNBANKERS.ORG

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



## TBA WEBINARS

Register for these webinars and more at [TNBankers.org/calendar](https://TNBankers.org/calendar)

### Conducting In-House Evaluations: Guidance, Rules & Technological Tools

September 28

The use of in-house evaluations continues to become more prevalent among banks. Recently adopted agency rules have increased appraisal exemption threshold levels for real estate transactions, providing for an increased volume of credits whereby an in-house evaluation may be used for collateral valuation. This webinar will focus on the development of a comprehensive real estate evaluation, including procedures surrounding the use of analytical methods or technological tools such as Automated Valuation Models (AVMs) and Tax Assessment Valuations (TAVs).

### Understanding TRID Tolerance Cures

September 30

TRID requirements are detailed and complex, which is quite clear from the various tolerance rules, restrictions, and calculations. This webinar will review mortgage lenders' obligation to comply with the various TRID tolerance levels. Examples will be used to demonstrate the proper calculation of the 10% cumulative tolerance category and the associated good faith analysis. It will also analyze the increased difficulty presented by situations where multiple Loan Estimates have been issued or where a Closing Disclosure or corrected Closing Disclosure has been used to reset tolerance levels.



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

## STAY UP-TO-DATE

Stay up-to-date through *This Week* and our legislative update calls during session. TBA also invites member banks' in-house counsel to join our Bank Lawyers Committee. Contact Amy Heaslet to learn more at [ahaslet@TNBankers.org](mailto:ahaslet@TNBankers.org).

# Directors key in bank success

**Just as TBA has to come to rely on the sound advice of its board of directors to navigate difficult and important issues ranging from how to address industry challenges to addressing the Association's strategic direction, banks rely on their directors for the same.** During my time at TBA, I have witnessed how the role of and the expectations for a bank's directors have evolved.

In fact, the strength of a bank's directors can "make or break" the bank's success in every area. Strong directors open the doors for new business opportunities, oversee your corporate governance, and ensure that you have the resources needed for the bank's long-term success.

It is for these reasons why the TBA's Independent board of directors hosts the *Bank Directors Retreat* along with the Tennessee Department of Financial Institutions each year in Nashville. The Independent board was organized in 1973 to focus on the needs and concerns of Tennessee community banks. This happened during the time of debate around interstate branching and a desire to make sure that the needs of small, community banks would always have a prominent voice within the TBA.

Fast forward 49 years later and the Tennessee banking industry has evolved into a strong mix of banks of all sizes serving their communities, with the Independent board still focused on the success of community banks. Using the vast knowledge of those serving on the board, its scope has grown, and it now oversees the *Community Banking Conference*, *The Southeastern School of Banking*, fintech initiatives and the *Bank Directors Retreat*.

This year's *Bank Directors Retreat* will be held October 28-29 at the Westin Nashville. This program is built to dive into a number of specific issues that are essential for bank directors today. These include learning the traits of a strong bank board, strategies for additional capital, cybersecurity, maintaining your independence and other topics that a bank board needs to be aware of in today's changing landscape.

Additionally, as part of our partnership with TDFI, you will get an opportunity to visit with Commissioner Greg Gonzales on state regulatory initiatives as well as his current view of Washington.

Immediately preceding this program, from October 27-28 will be the *Community Banking Conference*. With in-depth programming covering payments, real estate, changes in branch strategies, engaging employees, managing efficiency ratios and more, this is another great opportunity to engage your bank's leadership.

I encourage you to continue to invest in your bank by bringing your directors to Nashville next month for the *Bank Directors Retreat* and *Community Banking Conference*. The educational and networking opportunities will help them build towards the long-term success of your bank. 🇺🇸

JOIN US  
FOR THESE GREAT  
BACK-TO-BACK EVENTS!



# COMMUNITY BANKING CONFERENCE

Presented by the Independent Division of the TBA  
October 27 & 28, 2021

# BANK DIRECTORS RETREAT

In Conjunction with TDFI  
October 28 & 29, 2021



**The Westin, Nashville**  
**Register at [TNBankers.org](http://TNBankers.org)**





# TBA INDUCTS EIGHT LEADERS IN BANKING EXCELLENCE INTO THE 2021 CLASS

**Eight Tennessee bankers were honored by the TBA at the Leaders in Banking Excellence ceremony on August 13, 2021.** Commemorative plaques highlighting the careers of each of the honorees were unveiled at the TBA's headquarters building in Nashville. The 2021 inductees are among a distinguished group representing Tennessee bankers past and present who have excelled in the areas of banking, community service, and civic involvement.

The ceremony featured remarks by TBA Chairman Allen McClary, chairman and CEO, UBank, TDFI Commissioner Greg Gonzales, and each of the honorees. The 2021 honorees were David Barnes (Bank of Frankewing), William D. Dudney (Citizens Bank), Dale Fair (Bank of Tennessee), R. Molitor Ford, Jr. (Commercial Bank and Trust Company), Ken Jones (First State Bank of the Southeast), David Verble (Cit-

izens National Bank), Dennis Walker (Citizens Community Bank), and Eddie Wiles (First Community Bank).

TBA member banks can submit nominations for the honor. The TBA board of directors reviews and approves the applications.

"One of the main missions of the Tennessee Bankers Association is to recognize our members for being involved in making our industry better and in making their communities better places to work and live," said Colin Barrett, TBA president and CEO. "The Leaders in Banking Excellence recognizes those who have made a difference, and we hope it will be an inspiration to other bankers across the state."

For more information about *Leaders in Banking Excellence*, please visit [TNBankers.org](http://TNBankers.org).



**DAVID W. BARNES**  
*Bank of Frankewing  
Frankewing*

David W. Barnes, known for his dedication, hard work, and natural leadership, was essential in guiding the growth and employee development at the Bank of Frankewing. Since joining the bank in 1981, the Boonshill, Tenn. native rose to the ranks of president, director, and secretary of the board. During his tenure, he helped facilitate asset growth from \$8.5 million to more than \$360 million by embracing change toward future opportunities and focusing on customer relationships. Barnes was always civic-minded, beginning with earning the Eagle Scout rank in the Boy Scouts of America. He also served as the Frankewing Lions Club treasurer and life member, led the Boonshill School's PTA, and assisted Boonshill Cumberland Presbyterian Church as an elder and treasurer.



**WILLIAM D. DUDNEY**  
*Citizens Bank  
Kingsport*

After nearly two decades with First Tennessee Bank beginning in 1977, William Dudney joined Elizabethton's Citizens Bank, earning the title of president, vice chairman and chief credit officer. He played an invaluable role in the bank's expansion, the creation of its investment division, and merger with two other banks. As an active member of the Tennessee Bankers Association, Dudney served as Young Bankers Division director (1985), Credit Committee chairman (2000), Independent Bankers Division president (2006), and TBA board member (2009-2012). He is a past president of the Downtown Kingsport Association and the Kingsport Chamber of Commerce. Dudney received the Kingsport Chamber Lifetime Member Award and Leadership Kingsport's Distinguished Leadership Award.



**RAYMOND DALE FAIR**  
*Bank of Tennessee and Carter County Bank  
Elizabethton*

Dale Fair, an Elizabethton native, is the quintessential model for a community banking leader. Upon graduating college and serving as a high school educator and football coach, Fair returned to his hometown in 1981 to join Citizens Bank. After two decades with the bank, public service called, and he became the county mayor of Carter County. In July 2012, Fair returned to the banking industry as Carter County Bank and Mountain Community Bank president. In 2013, Carter County Bank merged with its sister bank, Bank of Tennessee, where Fair was later named president and CEO of the combined banks. Among his numerous civic engagements, Fair served as president of the Elizabethton Carter County Chamber of Commerce and the local Kiwanis Club.



**R. MOLITOR FORD, JR.**  
*Commercial Bank & Trust Co.  
Memphis*

In 1988, Mott Ford started his banking career at National Bank of Commerce. From there, he joined Commercial Bank and Trust Company in 1995 as the Memphis community president. Transferring to the Paris market in 1997, he accepted the position of vice chairman and in 1998 was promoted to the role of chief executive officer and later chairman. Ford leads the \$900 million institution with banking operations in Memphis, Paris, Union City, and Jackson. He championed participation with the Tennessee Bankers Association, serving as chairman of the Board of Directors, Independent Bankers Division, and the Government Relations Committee. Ford's civic and community duties include serving on the Memphis Branch of the St Louis Federal Reserve and several Memphis nonprofit boards.



**KENNETH V. JONES**  
*First State Bank of the Southeast  
Tazewell*

For more than four decades, Kenneth V. Jones was a staple in the East Tennessee and Southeast Kentucky banking community. The Sneedville, Tenn., native has held a number of leadership positions at First State Bank of the Southeast, Citizens Bank, and Home Federal Bank Corporation. Jones, an advocate of the banking industry, shared his knowledge with the Tennessee Bankers Association as the chairman of the Independent Bankers Division. Jones has led a number of civic organizations, including the Bell County Chamber of Commerce, Bell County Industrial Foundation, Claiborne County Chamber of Commerce, Claiborne County Economic Partnership, and Pineville Community Health Center.



**DAVID C. VERBLE**  
*Citizens National Bank  
Sevierville*

After serving as an assistant national bank examiner with the Office of the Comptroller of the Currency, David Verble joined the bank in 1979 as vice president. After holding the titles of senior vice president and cashier, and executive vice president and senior loan officer, Verble was named the bank's president in 1999 and then CEO in 2005. A staunch supporter of the Tennessee Bankers Association, Verble served as chairman of the board of directors and the Government Relations Committee. He also gave back to his community by serving on numerous boards, including Sevier County Economic Development, Sevierville Chamber of Commerce, and the Mountain Tough Recovery Team, which supported those affected by the Smoky Mountain wildfires in November 2016.



**DENNIS M. WALKER**  
*Citizens Community Bank  
Winchester*

With a career spanning 50-plus years—all in his hometown—Dennis Walker is synonymous with community banking in Winchester. Walker began his banking career in 1970 with First National Bank of Franklin County, where he later became a member of the board of directors and served as bank president. After an acquisition in 1991, he set out to establish Citizens Community Bank. Under his leadership, the bank was profitable in its first year and was recognized as the nation's top performing de novo. Walker retired as president and CEO in December 2018 but remained active as chairman of the board. A staunch supporter of his community, he has chaired numerous endeavors, including the Franklin County Resource Development Board, Franklin County Adult Rehabilitation Center, and more.

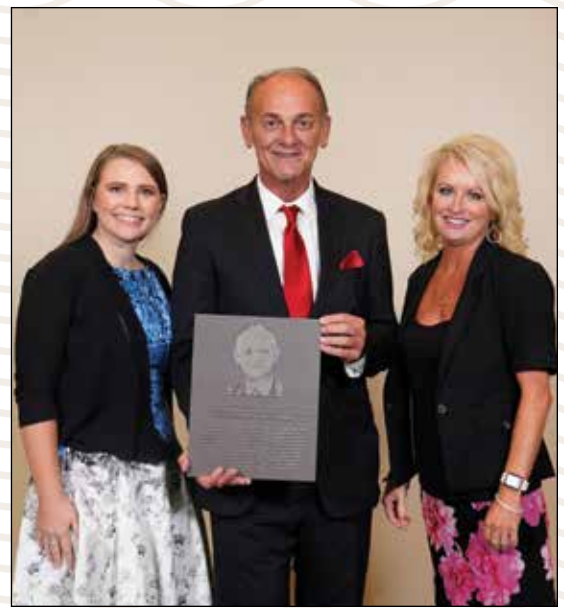


**EDDIE WILES**  
*First Commerce Bank  
Lewisburg*

Lewisburg-native Eddie Wiles' banking career began in 1982 when he joined Peoples and Union Bank as a loan officer. He rose up the ranks, eventually being named senior vice president to his hometown institution. Then in 2002, Wiles was essential in organizing and establishing First Commerce Bank. After starting his tenure there as executive vice president and chief operating officer, he served as the bank's president and CEO where he was known for compassion for his customers and staff. The civic and community service organizations he has served over the years include the Lewisburg Lions Club, the Lewisburg Industrial board of directors, and president of the Marshall County Chamber of Commerce.



Visit [TNBankers.org](https://TNBankers.org)  
for more photos









# Membership Meetings made seven stops across the state

## THANK YOU SPONSORS



**This August, TBA Chairman Allen McClary, chairman and CEO, UBank, and the Tennessee Bankers Association team, traveled across the state for seven Membership Meetings.** More than 400 TBA members and associate members attended and heard about Association state and federal advocacy priorities, celebrated the industry unity that was reinforced during the last 18 months, and looked ahead to ways the Association can build upon its current financial strength.


Amy Heaslet, executive vice president and General Counsel, discussed key state issues facing the industry, including the challenges brought by the influx of funds into public depositors from the American Rescue Plan due to the antiquated and constrictive rules surrounding pledging of eligible collateral. She also discussed the ongoing efforts by a coalition of Tennessee retailers to prohibit interchange fees from being charged on the sales tax portion of card transactions. Heaslet urged bankers to act by contacting their state lawmakers to discuss the negative impact this loss in interchange fee income would have on banks, the purpose and good use those fees are put towards in protecting the consumer against fraud and servicing those card accounts, and the benefits to retailers by accepting cards.

TBA president and CEO Colin Barrett pre-

sented a future view of the federal landscape for banking under President Biden's Administration and offered a recap of all the industry accomplished in executing the Paycheck Protection Program during the pandemic. Barrett highlighted the outreach and engagement of the Association to aid in the PPP's deployment, and lauded the industry for the \$13 billion in PPP loans that were made in Tennessee.

Barrett thanked bankers for the ongoing participation and commitment to developing their talent through TBA's education programming. He also praised Financial Products and Services Inc. for the strength of the agency and the growth they've seen from navigating these critical times with their clients. Barrett urged any Tennessee bank outside of the 87 that are current FPSI clients to invite the team in to review the bank's policies and see where we can be of assistance, and to refer their team to non bank customers that may benefit from expert advice on their group health insurance plans.

Attendees also had the opportunity to hear from some of the Congressmen representing that luncheon's location. We appreciate Congressmen Scott DesJarlais, Jim Cooper, David Kustoff and Tim Burchett for joining us.

Thank you for joining us in our travels across the state and for your tremendous support of the Association. 









FRANKLIN  
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# Using data to drive insurance awareness



**ANDREA HEGER**  
Senior Vice President  
of Client Success,  
Franklin Madison

## MORE ABOUT FRANKLIN MADISON

To learn more about how Franklin Madison can help your bank generate non-interest income, increase customer loyalty, and provide financial security to your customers, please visit [franklin-madison.com](http://franklin-madison.com).

### **In times of recession and challenge, consumers have often sought stability and flocked to products like insurance.**

During the unprecedented times of the past year, that was no different. Franklin Madison wanted to know more about these behaviors, so we took a deep dive into the effects of the pandemic on the purchase of life insurance.

At Franklin Madison, we've long supported our bank clients in their efforts to positively impact their customers. In fact, one of our core company values of providing financial well-being underscores how critical insurance is to their overall financial health. It adds the protection piece of their financial plan that ensures that in times of need, they have the additional funds to help guard their assets and pay key expenses without depleting their savings.

Over the last year, we've seen consumer behavior validate this premise with purchasing and researching life insurance policies happening at an all-time high rate. For example, Google searches of life insurance policies were up 15-30% across 2020 and most of the topline insurance companies cited a 15% jump in life insurance policy sales.

Franklin Madison saw increased purchases of life insurance but also another key interesting piece of data: our current consumers displayed historically high retention rates, meaning consumers were paying for and keeping their policies at higher rates than ever before.

In February, we conducted a consumer research study surveying over 4,500 consumers across the country on their thoughts on life insurance and why they were or were not purchasing it from their financial institution.


The results were fascinating:

1. The first substantial result was that the data confirmed the industry trends stated above, such as high retention and purchase rates.
2. The second shocking discovery was that while traditionally boomers and Gen Xers had gone to their employers and insurance companies to purchase life insurance, the case for younger generations, the results revealed that millennials and Gen X groups were Google searching life insurance at an all-time high rate and were more educated on life insurance than many of their older family members.
3. The third result was that most consumers did not know their bank offered life insurance, but they said they would go to them if they were aware and educated. This resulted in many bank clients asking us how to better educate their customers on insurance options and more specifically use data to target the segments of customers that need or are searching for life insurance.

So, the next big question is now that the industry trends and consumer demand are aligned – what can we do about it?

We are currently working with a financial institution partner to add insurance elements to their overall Financial Health Score. And it is very exciting that we are seeing early results that consumers with insurance do have a stronger overall financial health profile. With this type of data, insurance becomes a key piece of the entire consumer financial health picture.

It is evident that using the power of data in very simple and effective ways can help develop consumer segments and opportunities

to build high level education and product programs for those consumers based on their segmentation profile. Through social media and online channels, we can use data to organize awareness campaigns to help consumers gain insightful knowledge about insurance and work towards the overall goal of improving financial well-being. 



# Financial security.

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# The high cost of good talent and the value of retention



**DAVID SHOEMAKER\***  
CPA/PFS, CFP®  
Consultant,  
NFP Executive Benefits



**KEN DERKS\***  
Consultant,  
NFP Executive Benefits

*Strategically designed compensation programs can help banks avoid the lost revenue and increased expenses associated with losing and replacing key employees.*

## How would your bank fare if your top-performing lenders left tomorrow?

A bank succeeds because of its employees who grow the bank and keep it safe. The departure of these employees can impose massive costs to a bank in lost relationships and the effort to find new personnel. Has management at your bank adequately assessed the financial cost and risk of losing its key employees? What would be the financial impact to the bottom line and shareholder value if a key employee is not retained?

The direct cost of replacing a high-performing employee is up to 213% of the annual salary associated with the position, according to research by the Society for Human Resource Management. Total costs can rise to as much as 400% when considering indirect expenses. Direct costs include screening, interviewing, acquisition cost, onboarding and training, while indirect costs include lost productivity, short-staffing, coverage cost and reduced morale.

The following are hypothetical examples that help illustrate both the costs and risks associated with replacing a key employee at a bank:

### Example 1

A lender in their early 40s who maintains a \$40 million loan portfolio with a 4% margin joins a competitor bank. The estimated earnings on the lender's portfolio were \$1.6 million. If 30% of the portfolio moves to the competing bank, that would create an annual impact of \$480,000. The bank stands to lose \$1.4 million in three years. Assuming this lender generates

\$10 million in new loans annually, that adds another \$400,000 in additional lost income. Losing this one lender results in lost annual revenue of almost \$900,000.

Now imagine the bank has seven lenders with similar portfolios and margins. If the entire team left, the lost revenue potential could be over \$6 million annually.

### Example 2

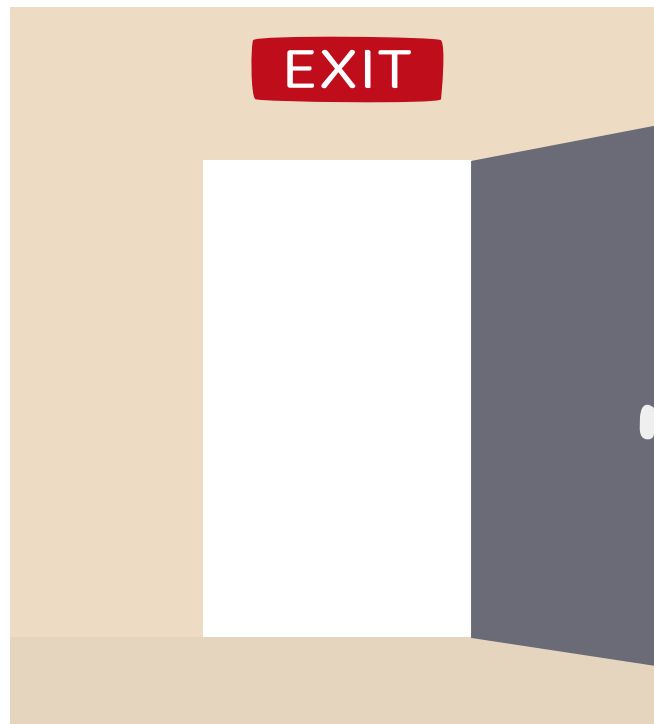
A bank loses its compliance officer. In addition to the direct financial costs of replacing

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\*Ken Derks and David Shoemaker are registered representatives with Kestra Investment Services, LLC.

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the officer, this could cause both short- and long-term regulatory and financial risks and challenges. If the officer had a salary of \$90,000, the cost to replace them is between \$191,700 and \$360,000, using the 213% and 400% of base salary replacement cost assumptions. There could also be additional costs associated with potential outsourcing the compliance services until the bank can hire a new compliance officer.

Fortunately, in both of these examples, management preemptively responded by strategically designing compensation programs to retain the officers. Quantifying the lost revenue and costs to replace the employees demonstrated the substantial risks to the bank, and convinced executives of the inadequacies of the compensation plan in place.

It is critical that banks design and implement competitive compensation plans that provide meaningful benefits. Some compensation committees believe a salary and an annual performance bonus are adequate to retain key employees. But based on our experience, banks with higher retention rates offer two to four types of compensation plans, in addition to salary and bonus. Examples include employee stock ownership plans, stock options, restrictive stock, phantom stock, profit sharing, salary continuation plans and deferred compensation plans. These plans provide for payments either at retirement or while employed, or a combination of pre- and post-retirement payments. Banks can strategically design and customize

these plans in ways that incentivize strong performance but fit the demographics and needs of the key personnel. There is no one-size-fits-all plan.

Additionally, nonqualified executive benefit programs such as supplemental executive retirement plans (SERPs) and deferred compensation plans (DCPs) can help your key employees accumulate supplemental funds for retirement. Their flexibility allows them to be used alongside other forms of compensation to enhance your bank's overall executive benefit program by offering additional incentives and incorporating special features intended to retain top performers who may not be focused on retirement. For example, a deferred compensation plan with payments timed to when the officer's children are college age can be highly valued by an officer fitting that demographic.

The significant potential financial impact when your bank loses key employees quantifies and underlines the value and importance of retention, so it is paramount that executives meaningfully and competitively compensate these employees. Banks without a strong corporate culture and a competitive compensation plan in place are at a higher risk of losing key employees and may have an emerging potential retention problem. 🚩

*This article was originally published on BankDirector.com.*





# Artificial intelligence won't replace you—but it will make you smarter



**MICHAEL BERMAN**  
CEO,  
NContracts

**Does the phrase “AI in risk and compliance management” conjure up images of robots taking over the world or worse yet, replacing you at work?**

From the Terminator to Hal in 2001: A Space Odyssey (and a spate of other films like Blade Runner and The Matrix), countless films have imagined a world where artificial intelligence has become so advanced that it becomes a threat to mankind’s very existence.

The good news is that the AI that Hollywood has imagined up is just that—imaginary. Comparing the AI capabilities of The Terminator to what AI can do today is like comparing the work of Indiana Jones with real-life archeologists. It’s all fantasy.

The reality is that AI isn’t going to replace you, but it will make you smarter.

## AI & Risk Management

There are things that humans are really good at. There are things that artificial intelligence is really good at. These are not necessarily the same things.

Computers are amazing when it comes to crunching massive amounts of data. They are able to find patterns and trends that a human with finite time is unlikely to find. But computers don’t win at everything.

Humans are superior when it comes to interpreting data to understand the why behind the trends. Even a 5-year-old can make connections that a machine can’t.

The future of banking will require some combination of humans and machines working together. A smart machine can only get you so far, but a smart machine working in tandem with a smart human becomes smarter than either of them working alone.

Consider AI in risk management. A machine might be able to tell you that it is 80 percent confident in a credit score. A human risk manager may decide it’s only comfortable using the AI assessment when the confidence score is 92 percent or more. If the score is between 50 percent and 92 percent it will go to a human for review. Scores below 50 percent will be denied.

In this scenario, the slam dunk decisions will be made by a machine, freeing up employees to focus on decisions that require greater analysis and understanding. Both the machine and the human are deployed in a way that makes the most of their innate talents.

## The Future of AI in Risk Management

AI is poised to play a greater role in banking in the future. Here are just a few examples of where AI could have a measurable impact on FIs, getting work done faster and more efficiently than ever before.

### Complaint management

Complaint management involves a lot of legwork for staff. Complaints come in across a variety of channels, including calls, emails, tweets and Yelp reviews. Each of these complaints needs to be reviewed and the FI must determine what regulations, rules, or laws apply to each complaint. An FI is then required to respond to the complaint.

AI should make quick work of complaint management in the future. AI will be able to use the rules your FI provides to identify and assess complaints and grow more sophisticated as it gets more data. It will be able to cross reference policies and procedures in milliseconds, letting humans know what complaints require what types of action.

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### **Understanding if policies and procedures comply with regulation**

AI is already used in call centers to answer basic questions. As AI becomes increasingly adept at understanding questions, it could help us understand if a policy meets both the spirit and letter of a regulation.

### **Better risk and credit decisions**

Alternative data, including information gleaned from social networking and comparing peer behavior, is already in use today. These are only going to grow more sophisticated as different troves of data are connected. This newly combined data can be used to train AIs and improve their algorithms.

### **Preparing for the AI of the Future**

As AI becomes more advanced and offers more opportunities, financial institutions should be thinking about how AI can help their operations and what they should be doing to prepare. That includes:

### **Assessing the risks and benefits of AI**

FIs can choose not to embrace AI and keep doing things the way they are. Avoiding AI removes the risk of new and evolving technologies. Keeping the status quo may end up putting your FI at a competitive disadvantage if it allows other providers to offer products and services cheaper and quicker. Being an early adopter may be a

market differentiator. The only way to understand the risk and opportunities of AI is with a careful risk assessment.

### **Finding partners and vendors able to provide these services**

Most financial institutions don't have the resources to build their own AI. They are going to want to find companies capable of doing these things for them. Vendor due diligence and vendor management rules will apply.

### **Find new ways to connect data**

Google makes its AI technologies freely available, but there's one thing it jealously guards and won't share: its data. Data is the fuel that makes AI learn and evolve. Your FI could purchase the most expensive, sophisticated AI available, but if you don't have relevant data it will provide a very limited value.

Much of the data at today's FIs is siloed and segregated. Now is the time to start thinking about how your FI could centrally store and connect data from disparate departments for future AIs to analyze. There are insights to be gleaned if data can be connected.

Don't write off artificial intelligence as a sci-fi movie plot point. AI is real and an increasingly valuable business tool, especially when it comes to risk and compliance management. 🚀

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COMPLIANCE ALLIANCE

# The OCC reconsiders going it alone on CRA



**CHRIS W. BELL, JD**  
Sr. Hotline Advisor  
and Associate  
General Counsel,  
Compliance Alliance

**To modernize the agency’s regulations under the Community Reinvestment Act, the Office of the Comptroller of the Currency published a final rule (June 2020 rule) in the Federal Register on June 5, 2020.** Previous to this modernization, the OCC had chosen to partner with the other federal regulators to pursue a shared CRA framework for all covered financial institutions. The June 2020 rule was designed to: expand and make clearer “qualifying activities,” including bank lending and investing; revise the delineation of “assessment areas”; provide more “consistent and objective” methods for assessing CRA performance; and mandate “timely and transparent” reporting. On July 20, 2021, the OCC announced it will propose to rescind the agency’s May 2020 final rule overhauling the CRA, signaling the OCC’s intention to collaborate with the Federal Reserve Board and the Federal Deposit Insurance Corporation on a separate joint rulemaking.

The announcement follows the completion of a review undertaken by acting Comptroller Michael Hsu. Comptroller Hsu stated that although “the OCC deserves credit for taking action to modernize the CRA,” the adoption of the final rule was “a false start” in attempting to overhaul the regulation. According to Comptroller Hsu, the OCC intends to work with the Fed and the FDIC to develop a joint Notice of Proposed Rulemaking and build on an Advance Notice of Proposed Rulemaking issued by the Fed last September. The federal agencies issued an interagency statement noting that they have “broad authority and responsibility for implementing the CRA” and that “[j]oint agency action will best achieve a consistent, modernized framework across all banks to help meet the credit needs of the communities in which they do busi-

ness, including low- and moderate-income neighborhoods.”

The OCC explained that the additional time it will take to reconsider the June 2020 rule will enable banks to more flexibly deploy their resources for COVID-19 pandemic-related purposes, allow the OCC to consider additional input from stakeholders, provide the OCC with more time to assess issues and questions that have been raised with regard to the rule’s implications, and enable the OCC to reevaluate the necessary data and take further regulatory action, as needed.

## What’s Changing?

While this reconsideration is ongoing, the OCC will not object to the suspension of the development of systems for, or other implementation of, provisions with a compliance date of January 1, 2023, or January 1, 2024, under the 2020 rule. At this time, the OCC also does not plan to finalize the December 4, 2020, proposed rule that requested comment on an approach to determine the CRA evaluation measure benchmarks, retail lending distribution test thresholds, and community development minimums under the June 2020 rule. In addition, the OCC is discontinuing the CRA information collection pursuant to the Paperwork Reduction Act notice published in the Federal Register in December 2020. While this reconsideration is ongoing, the OCC will not implement or rely on the evaluation criteria in the June 2020 rule pertaining to: quantification of qualifying activities (12 CFR 25.07 and 25.08); assessment areas (12 CFR 25.09); general performance standards (12 CFR 25.10 through 25.13); data collection (12 CFR 25.21); recordkeeping (12 CFR 25.25); and reporting (12 CFR 25.26).

## What’s Not Changing?

Please note that the OCC has not merely

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voided its June 2020 rule. It is important to remember that parts of the June 2020 rule are currently in effect. The OCC will continue to implement the provisions of the June 2020 rule that had a compliance date of October 1, 2020. The OCC interpreted and explained these provisions in OCC Bulletin 2020-99.

These implementation efforts include

issuance of OCC Bulletin 2021-5 providing bank type determinations, lists of distressed and underserved areas, and the median hourly compensation value for community development service activities; deployment of the CRA Qualifying Activities Confirmation Request process for banks and other stakeholders to request confirmation whether an activity meets the qualifying criteria under the June 2020 rule; and provision of training on provisions of the June 2020 rule with the October 1, 2020, compliance date in a series of webinars for examiners and bankers.

The right partner can help you navigate the ever-changing regulatory landscape.

Bankers Alliance and our teams of companies are here to help with your CRA needs. Compliance Alliance will continue to bring our members up-to-date information and training regarding the CRA modernization efforts and the tools that your financial institution needs to stay in compliance and fulfill your CRA requirements. Review Alliance can audit your systems to make sure that you are gathering, tracking, and reporting the information you need. 🇺🇸

## Monitoring a trouble spot for your institution?

Find out how community banks are using the Virtual Compliance Officer service to connect their banks with experienced compliance officers who are ready to help - however they're needed.

Discover how Review Alliance's VCO program makes a difference by calling our team at (833) 683-0701 or reach out to [info@bankersalliance.org](mailto:info@bankersalliance.org)



Holding Company of Compliance Alliance  
and Review Alliance



# The Southeastern School of Banking

*40 graduate from intensive school dedicated to developing analytical skills and management techniques*

***The Southeastern School of Banking (TSSB), held for the seventh year at Belmont University, conducted another strong session in July.***

The first- and second-year sessions met concurrently July 18-23, with 49 students enrolled in the first-year class and 40 graduating as the class of 2021 at the end of their second year.

TSSB is an intensive, intermediate-level banking school dedicated to developing the analytical skills and management techniques of higher-ranking staff or junior- to mid-management bankers.

“The banking industry continues to change at a rapid rate, both from technology and ever-changing regulations that banks must navigate,” said Colin Barrett, president of the Tennessee Bankers Association. “Our Southeastern School of Banking provides the kind of high-level training that our graduates can take back to their banks, helping not only themselves but also others who they manage or work with.”

Bankers attending the school received 80 hours of classroom instruction in two sessions over two years. In addition to traditional banking classes, students participate in The Stanford Bank Management Game, a computer bank-simulation model that reflects current banking trends, including capital adequacy, cost of funds, valuation of equity, fee income and increased lending risk. The bank-simulation program provides students a real-world bank management experience.

**HONORS AND SCHOLARSHIP RECIPIENTS**

Each year, the school recognizes graduates ranking in the top 10 percent of their class. Honors this year went to:


- **Michael DeFere**, U.S. Bank, N.A., Murfreesboro
- **Geoffrey Livingston**, Cumberland Bank & Trust, Div. of First Federal Bank, Clarksville
- **Tyler Mitchell**, First National Bank of Tennessee, Cookeville
- **Marietta Thompson**, First Farmers and Commercial Bank, Pikeville

Class rankings are based on student performance in several areas—final exams for years I and II, an exam on the Stanford Bank Management Game, four home study problems, bank projects, SIM performance, and faculty evaluations.

In addition to TSSB’s honors recognition, each year outstanding students are selected based on multiple criteria as the recipient of a scholarship covering first-year tuition at the Graduate School of Banking at LSU. This year’s scholarship recipients are **Jacob McClary** of UBank in Jellico and **Marietta Thompson** of First Farmers and Commercial Bank in Pikeville. Recipients are selected based on school performance, instructor evaluations, and committee interviews.

**2022 TSSB ENROLLMENT**

Invest in the future of your bank and enroll qualified candidates in *The Southeastern School of Banking*.

The 2022 concurrent year I and year II sessions are scheduled for July 17-22. If you would like more information on TSSB or any of TBA’s Southeastern Schools, please visit [TNBankers.org](http://TNBankers.org) or contact Monique White, via email at [mwhite@TNBankers.org](mailto:mwhite@TNBankers.org), or by phone at 615-244-4871. 



2021 TSSB year two students

## 2021 TSSB GRADUATES

- BETH BLAZER**, Newport Federal Bank, Newport
- KIMELA BRACKINS**, Citizens National Bank, Sevierville
- COURTNEY BROOKS**, Citizens Bank, Hartsville
- JOHN CASTEEL**, Wayne County Bank, Waynesboro
- LINDSAY CHAPPELL**, Bank of Dickson, Dickson
- WENDY COADY**, West Tennessee Bank, a Div of Decatur County Bank, Jackson
- SHANE DAVIS**, The First National Bank of Manchester, Manchester
- \*MICHAEL DeFERE*, U.S. Bank, N.A., Murfreesboro
- STEPHANIE GAYLER**, Traditions First Bank, Dickson
- THOMAS GUNTER**, Newport Federal Bank, Newport
- CHRISTIE HAMMONS**, First National Bank of Tennessee, Livingston
- JOHNNY HAND**, Citizens Community Bank, Winchester
- TIMMY HARPER**, Citizens Bank, Hartsville
- STACI HARRIS**, The Hardin County Bank, Savannah
- LINSEY HUGUELEY**, Carroll Bank and Trust, Huntingdon
- ADAM HYDE**, Tennessee Department of Financial Institutions, Nashville
- ROD JAMES**, Commercial Bank & Trust Co, Paris
- SHANNON LANE**, Newport Federal Bank, Newport
- \*GEOFFREY LIVINGSTON*, Cumberland Bank & Trust, Div. of First Federal Bank, Clarksville
- MORGAN LOTT**, Apex Bank, Camden
- \*\*JACOB MCCLARY*, UBank, Jellico
- JENNIFER MCDANIEL**, Peoples Bank of East Tennessee, Madisonville
- \*TYLER MITCHELL*, First National Bank of Tennessee, Cookeville
- BRANDON MOORE**, Commercial Bank, Morristown
- NIKKI MORAN**, First National Bank of Tennessee, Cookeville
- JOHN MYERS**, Commercial Bank & Trust Co, Jackson
- JUSTIN RAWLS**, Carroll Bank and Trust, Paris

- BRANDON REAGAN**, Union Bank & Trust Company, Livingston
- JOSEPH REEVES**, Wilson Bank & Trust, Cookeville
- KAREN ROHLING**, CapStar Bank, Nashville
- SHERRY SEEVERS**, Centennial Bank, Trezevant
- JACOB SLOAN**, Southern Bank of Tennessee, Mount Juliet
- SARA SPIVA**, Volunteer Federal Savings Bank, Madisonville
- KRISTIN STEDMAN**, Pinnacle Bank, Franklin
- TESHUAH TERRY**, The First National Bank of Oneida, Oneida
- \* \*\*MARIETTA THOMPSON*, First Farmers and Commercial Bank, Pikeville
- TYLER THORNE**, The Hardin County Bank, Savannah
- JONAS TURPIN**, Peoples Bank of East Tennessee, Madisonville
- DONNIE WALTON**, Commercial Bank & Trust Co, Union City
- MEREDITH WOODLEE**, Security Federal Savings Bank of McMinnville, McMinnville

*\*Denotes Honor Graduate*  
*\*\*Denotes Graduate School of Banking at LSU Scholarship Recipient*

## 2021 TSSB YEAR TWO STUDENT PROFILE

<b>EDUCATION</b> <i>(Highest Level Achieved)</i>	<b>YEARS OF BANK EXPERIENCE</b>
High School . . . . . 1	Less than 1 Year . . . . . 2
Some College . . . . . 7	1 to 5 Years . . . . . 17
Associate Degree . . . . . 1	6 to 10 Years . . . . . 8
Bachelors . . . . . 24	11 to 20 Years . . . . . 10
Graduate . . . . . 6	20+ Years . . . . . 2



2021 TSSB year one students







  
Visit [TNBankers.org](http://TNBankers.org)  
for more photos



# Q&A with Terry Eastwood



*Chairman, Independent Bankers Division, Tennessee Bankers Association  
Executive Vice President  
First Farmers and Commercial Bank, Pikeville, Tenn.*

Terry Eastwood began his banking career in 1982. He currently serves as executive vice president of First Farmers and Commercial Bank, a \$190 million asset-sized bank headquartered in Pikeville, Tenn., with branches in Dunlap and Crossville. Eastwood is a graduate of the University of Tennessee and the University of Georgia School of Executive Development. Eastwood is currently serving as the chairman of the TBA Independent Division Board of Directors.

The Independent Bankers Division Board of Directors is responsible for designing the program for TBA's *Community Banking Conference*, which was formerly branded as the *Independent Bankers Convention*. The focus of the conference, scheduled for October 27 & 28 in Nashville, is to provide tools and information necessary to preserve the strong future of independently owned community banks in Tennessee. The *Community Banking Conference* will be held directly prior to the *Bank Directors Retreat*, October 28 & 29, to optimize bank leaders' time away from the office. The Independent Board of Directors additionally serves as the Board of Trustees for *The Southeastern School of Banking*, the premier two-year general banking school for bankers in Tennessee and the midsouth.



Terry Eastwood on the left with his First Farmers and Commercial Bank team breaking ground on the bank's Dayton branch in April.

**First Farmers and Commercial Bank is headquartered in Pikeville, Tenn., which has a population around 1,600. What role does the TBA's Independent Division play in preserving the community banking model so that a town that size can continue to be home to a banking headquarters?**

The Independent Division helps keep small community bankers up-to-date on key issues so we can always be informed of topics that impact our business model. I have always enjoyed the opportunity to hear what others are doing in their organizations. Our Independent Division gives community bankers this opportunity. By keeping me informed in these areas, I am better equipped to serve my communities.

**What is the greatest challenge that you anticipate for a community bank like yours in five or 10 years that is not a significant issue today?**

I think many of the same issues we are faced with today, we will be facing in five years. Some of the challenges we will face are competing against credit unions, finding and keeping great people who want to be a part of our community bank model, and who will be our customer five, 10 years from now. Every time I see a small business that has sold to a large conglomerate, I realize I may have lost business. The large corporations are not going to use the services of a small community bank. I believe the move away from fossil fuels will impact the small businesses in the coming years. For instance, the small convenience store operator, the individual who operates a small farm, small equipment operator—these are my customers who will struggle with this type of transition.

**In planning and preparing for the Bank Directors Retreat this fall, what would you say is the most important factor for a bank director to succeed in their role?**

I think it is critical that directors stay up-to-date on current regulatory issues, the political landscape and strategic planning. Our *Bank Directors Retreat* helps directors with this information. We all know a better-informed director will enhance bank performance.

**As a member of the Board of Trustees for the Southeastern School of Banking you spent some time with the students during their week of school in July. What do you think students who are early in their careers should be most excited about ahead of them?**

I think they should be excited to be learning the many areas of banking. Building that foundation can open many opportunities for career growth. I advise them to stay involved in TBA and they will be rewarded with many great contacts for the future. 📺



The Independent Bankers Division serves as the Board of Trustees for the TBA's Southeastern School of Banking. As chairman, Eastwood addressed the students and faculty for the 2021 school in July.



Eastwood (gray jacket) with Mark Kline, Tommy Bates, Sen. Ken Yager, and Mike Swain at the 2020 TBA Legislative Reception in Nashville.

# How NOT to sell your community bank!



CLISTON V. "DOC" BODINE, III  
Managing Director,  
Gerrish Smith Tuck, PC

## HEAR MORE AT TBA'S COMMUNITY BANKING CONFERENCE

Cliston V. "Doc" Bodine of Gerrish Smith Tuck—law firm and consulting firm based out of Memphis, Tenn., that assists community banks—will speak at TBA's *Community Banking Conference*, held Oct. 27 & 28 at The Westin in Nashville. Register now at [TNBankers.org](http://TNBankers.org).

**One of the more common questions we hear from community bankers is how can they ensure their community bank continues to operate as an independent, locally-owned, and locally-managed institution serving the communities they know and love so well.** While a lot of current discussion in the industry focuses on mergers and acquisitions and industry consolidation, the reality is that many more community banks are looking to ensure their independence. Below are a few of the approaches and strategies community banks can utilize to ensure their bank is not sold.

### ENHANCE SHAREHOLDER VALUE

It should come as no surprise, but providing your shareholders with a solid return on investment by achieving strong earnings, cash flow (in the form of dividends or distributions) and share liquidity (an opportunity to sell stock at a fair price when desired) will generally result in your shareholders wanting to maintain their investment and supporting your community bank operating as an independent institution.

### SUCCESSION PLANNING

One of the largest threats facing community banks at this time is succession as to its Board of Directors, executive management, and ownership. Too many community banks end up selling because their directors and executive officers reach retirement and they have not taken steps to ensure the next generation is ready to lead the institution into the future. Proper succession planning requires a great amount of time and energy to identify, attract,

retain and train the next generation to take-over. Nevertheless, when properly carried out, this planning can be one of the most important keys to ensuring your community bank does not need to find an acquiror.

### CHANGE WITH THE TIMES

It was not long ago that many community bank boards were asking if they really needed to make mobile banking available to their customers. They genuinely had no expectation of their customers desiring to handle their banking through a phone or tablet. As more than one director commented, "that phone can provide fresh popcorn!" Time has shown that more and more customers are conducting their banking business remotely—a transition that has been significantly expedited by difficult circumstances stemming from COVID-19. Technology once thought to be the potential downfall of community banks has now proven to be more of an equalizer. Proper implementation and utilization of technology can allow community banks to better communicate with customers and expand their reach to customers and markets that may previously been beyond their footprint. Maintaining independence will require community banks to be knowledgeable regarding available technology and determining where and how best to utilize the bank's available resources to meet the needs of its customers in a world that is constantly becoming more and more reliant on technology.

### CORPORATE GOVERNING PROCEDURES

Ensuring that your corporate governing procedures (generally your Charter and

Bylaws) are structured to protect your institution from a hostile takeover can protect your institution from inadvertently losing its independence. This could include provisions related to a staggered election of directors, requiring a supermajority approval for certain acquisition transactions, or simply requiring non-management director nominations to meet certain requirements, such as living in the bank's community or conducting business with the bank. Whatever the specific provisions, the intent is to protect long-term independence proactively rather than wait until an unsolicited offer is presented and react from there.

#### IGNORE THE NAYSAYERS

The negative prognosticators have been predicting the downfall of community banks for over 30 years. Hard working community bankers have been proving them wrong year after year by working hard, being efficient, forming strong relationships in their markets and providing high quality service and bank-

ing products. There is no reason to let these continued predictions that the sky is falling dampen our spirits and impact our decisions. Continue to make the best decisions for your communities, your customers, your shareholders, and your employees, and community banks will continue to thrive and prove those naysayers wrong, just as they have done for decades.

By implementing the above approaches and strategies, a community bank can provide its shareholders with a solid return, satisfy the needs of its customers and communities, maintain a strong, efficient institution, and avoid situations in which its shareholders will determine selling the bank is the best available option. 🇺🇸



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**Bank Director**  
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# Can a hybrid work model's cyber risk be tamed?



**JACK MILLIGAN**  
Editor-at-Large,  
Bank Director

## 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](mailto:awages@bankdirector.com).

**Many U.S. banks are beginning to repatriate their employees to the office after some 16 months of working at home during the Covid-19 pandemic.**

Some, like JPMorgan Chase & Co., have demanded that their staff return to the office full time even though many of them may prefer the flexibility that working from home affords. A recent McKinsey & Co. survey found that 52% of respondents wanted a flexible work model post-pandemic, but that doesn't impress JPMorgan's Jamie Dimon. "Oh, yes, people don't like commuting, but so what?" the CEO of the country's largest bank said at The Wall Street Journal's CEO Council in May, according to a recent article in the paper. "It's got to work for the clients. It's not about whether it works for me, and I have to compete."

Other banks, like \$19.6 billion Atlantic Union Bankshares Corp. in Richmond, Va., are adopting a hybrid work model where employees will rotate between their homes and the office. "We have taken a pretty progressive view there is no going back to normal," says CEO John Asbury. "Whatever this new normal is will absolutely include a hybrid work environment." Asbury says the bank has surveyed its employees and "they have spoken clearly that they expect and desire some degree of flexibility. They do not want to go back into the office five days a week [and] if we are heavy-handed, we risk losing good people."

However, a hybrid work model does create unique cybersecurity issues that banks have to address. From a cyber risk perspective, the safest arrangement is to have everyone working in the office on a company-issued desktop or laptop computers in a closed network. In a hybrid work environment, employees are using laptops that they carry back and forth

between the office and home. And at home, they may be using Wi-Fi connections that are less secure than what they have at the office.

"If you think of a typical brick and mortar [environment], the network and computer systems are walled off," says David McKnight, a principal at the consulting firm Crowe LLP. "No one can gain access to it unless they're physically there." In a hybrid work environment, McKnight says, "There are additional footholds on to my network that I don't necessarily have full visibility into, whether that's my employee's home office, or the hotel they're at or their lake house. That introduces different dynamics, connectivity-wise."

Still, there are ways of making hybrid arrangements more secure. Full disk encryption protects the content of a laptop's hard drive if it is stolen. Virtual private networks—or VPNs—can provide a secure environment when an employee is working from a remote location. Multi-factor identification, where employees must provide two or more pieces of authentication when signing on to a system, makes it harder for hackers to break-in to the network. And new cloud-based platforms can enhance security if configured properly.

Many smaller banks struggled to adapt when the pandemic essentially shut the U.S. economy down in the spring of last year, and many banks sent their employees to work from home. Some banks didn't even have enough laptops to equip all of their workers and had to scramble to procure them, or ask employees to use their own if they had them.

Atlantic Union was fortunate from two perspectives. First, it had already completed a transition throughout the company from desktop computers to laptops, so most of its employees already had them when the pandemic struck. And the bank considers the laptop to be a "higher risk perimeter device,"

according to Ron Buchanan, the bank's chief information security officer. "What that means is you're putting it in a high-risk environment, and you just expect that it's going to be on a compromised network [and] it's going to be attacked."

The bank has a VPN that only company-issued laptops can access, and this gives it the same level of control and visibility regardless of where an employee was working.

Other security measures include full disk encryption, multi-factor authentication and administrator-level access, which prevents employees from installing unauthorized software and also makes it more difficult for hackers to break into a laptop.

Although cyber risk can never be completely eliminated, it is possible to create a secure environment as banks like Atlantic Union did. But they have to make the investment in upgrading their technology and cybersecurity skill sets. "The tools are there, and the abilities are there," says Buchanan. 🇺🇸

*This article was originally published on BankDirector.com.*



With banks adopting hybrid work models, it's important to have your cybersecurity in place.

# PREPARE. EDUCATE. DEVELOP.

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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# Tough decisions made easier—the do's and don'ts of estate planning



**AMY B. BOULWARE,**  
LAP MSW,  
Care Manager, Elder Law  
and Special Needs,  
Chambliss, Bahner  
& Stophel, P.C.

## HEAR MORE AT TBA'S TRUST AND WEALTH MANAGEMENT CONFERENCE

Amy B. Boulware of Chambliss, Bahner & Stophel, P.C. will speak at TBA's *Trust and Wealth Management Conference*, held Oct. 14 & 15 at the TBA Barrett Training Center in Nashville. Register now at [TNBankers.org](https://TNBankers.org).

**I will never forget the day my mom called me and said she had something very important to discuss.** She and I spoke daily, but this request seemed different, almost ominous. When I arrived at my parent's home, she told me that she wanted to change her power of attorney documents. My parents had been married for 48 years, and in her current documents, she had named my father as both her financial and medical agent. Why would she want to change that now? Well, she was battling her third round of cancer, and she was afraid that this time she might not beat it. She told me that my dad was too emotional and she was afraid that he would not follow her wishes if she were unable to speak for herself.

Anyone who knows my dad would agree that he is indeed emotional and that he loved my mom with all of his heart and would probably do everything to keep her alive. However, she had made her wishes known in her advance directive, which included not doing everything to keep her alive. She was very clear that if she was unable to function in what she considered an acceptable way, she did not want to have any aggressive treatment. We spoke with my dad to tell him about her decision and then went to see their attorney to change her documents.

Even though I work as a geriatric and special needs social worker and have seen many people rely on their power of attorney to make decisions for them, I never really thought there would be a time when my mom was unable to speak for herself. Un-

fortunately, that day came when her cancer spread to her brain, and she was unable to communicate with us in a coherent way. The doctors presented us with continued treatment options that even they said would have little chance to allow her to live the quality of life she wanted. My mom knew my dad, and in the circumstance of treatment or end of life care, she knew that he would have chosen treatment. Instead, she chose me to make her health care decisions. Really though, I didn't have to make the tough decision because she had given us the gift of advance planning.

In the work that I do with our elder law and special needs team, I have learned that there are definitely things that can be planned for so loved ones are not facing a crisis with no preparation. Benjamin Franklin once said, "By failing to prepare, you are preparing to fail." Like the moment the tornado hits is not the time to think that you should have re-evaluated your homeowners insurance, a medical or family crisis is not the time to think about the fact that you never got around to completing or updating your estate plan. Below are some common mistakes seen within our practice that I encourage everyone to think about.

### NOT HAVING AN ESTATE PLAN AT ALL

I often tell people that there are two things I can tell them for sure: either they are going to die young or they are going to die as an elderly person. This is a fact. Nobody escapes death. In our society, we are so fearful of death and aging that we often don't want to even talk about it, but not talking about it





As trust managers, it is important to make sure your clients are up to date with their estate plan. Boulware provides some helpful do's and don'ts of estate planning that will help your client and family be prepared.

PHOTO: SHUTTERSTOCK

doesn't mean it won't happen. In a proper estate plan, you will decide how your personal and financial affairs are handled in the event something happens to you, no matter when it happens.

**NOT UPDATING YOUR ESTATE PLAN**

I recently met with a client who said her estate plan included instructions on caring for her minor children. Her children are now 29 and 32, which means that updating her plan is well overdue.

**NOT CHOOSING THE RIGHT PERSON TO BE YOUR POWER OF ATTORNEY OR EXECUTOR**

Many people automatically chose their spouse or oldest child to be their agent, but the fact that they are close family members is not necessarily the right reason to choose them. It is very important to select an individual or professional who is capable of understanding the duties of these jobs and is willing to execute them the way you wish.

**NOT UPDATING BENEFICIARY DESIGNATIONS TO REFLECT THE NEW ESTATE PLAN**

If you have done new estate planning that includes trust work, updating the beneficiary designation to reflect those changes is crucial.

We have recently seen adult children with disabilities who are receiving public benefits who also receive investment account balances through a beneficiary designation. This one action made this child ineligible for Social Security benefits, medical insurance, and subsidized housing. Had the parent changed the beneficiary designation to a special needs trust, it could have been avoided altogether.

**NOT TALKING TO THE PERSON YOU APPOINTED AS THE AGENT OF YOUR WISHES**

Many people feel uncomfortable discussing their estate plan, medical wishes, and finances with others. If you trust the person enough to have named them to act on your behalf, you should be able to have this conversation. Your estate planning team should be able to facilitate this type of conversation. Our team assists with this on a daily basis. Open communication is the key to a good plan.

**NOT PROPERLY PLANNING FOR ELDER CARE**

As an elder law team, we often discuss long-term care costs, what Medicare does and does not cover, veteran's benefits, and hospice care. Many people are misinformed about the complexity of navigating elder care.

# Tennessee a top jurisdiction for estate planners



**DEREK CHURCH**  
President & COO,  
Pendleton Square  
Trust Company, LLC

## MORE FROM THE AUTHOR

Derek Church is president & COO of Pendleton Square Trust Company, LLC, a Tennessee state-chartered independent trust company. Church is also the current chairman of the TBA's Trust Committee. He can be reached at [dchurch@pendleton-squaretrust.com](mailto:dchurch@pendleton-squaretrust.com).

TBA's Trust and Wealth Management Conference will take place in Nashville at the TBA Barrett Training Center on Oct. 14 & 15. Register now at [TNBankers.org/trust](http://TNBankers.org/trust).

**Tennessee's reputation as a trust friendly jurisdiction is getting out.** With the complete elimination of the Hall income tax at the end of 2020 and with annual trust code updates signed into law by Governor Bill Lee on May 12, 2021, the state of Tennessee continues to gain notice as a top jurisdiction for estate planners. More and more, estate planning attorneys and advisors across the country, and even overseas, are looking to jurisdictions such as Tennessee as a situs for maintaining wealth. This is good news for our state.

Families and their advisors often choose a jurisdiction to situs "or locate" family wealth based on a few significant factors, including:

1. A trust code that allows for flexibility, longevity, asset protection and privacy.
2. A stable and expert judiciary to interpret and enforce trust laws.
3. Thoughtful and proactive executive and legislative branches of government interested in business-friendly regulation and economic development.
4. A deep and robust ecosystem of professional advisors to effectuate estate plans.
5. A diversified economy and low tax environment.

Tennessee hits the mark in all these categories.

Our trust code continues to be highly ranked in national surveys that are often focused on dynasty trusts—360 years in Tennessee—asset protection and taxation.

In addition, it is quickly becoming a destination for directed trust structures, where a corporate trustee handles the administrative functions of the trust while the family's investment advisor manages the trust assets. Tennessee's trust laws are flexible enough to accommodate such structures without court involvement, using tools in the trust code such as decanting, a non-judicial settlement agreement or a non-judicial modification.

Tennessee's system of government facilitates growth in the trust industry, and its judiciary is well-respected and independent. It has a long tradition of chancery courts and well-established probate courts, resulting in well-researched and reasoned decisions in areas such as trusts and estates. Executive administrations and legislatures over the past two decades have been very supportive, promoting a friendly regulatory environment and helping pass legislation advocated by the industry. All this in a state that is financially secure, continually receiving AAA bond ratings from all three major credit rating agencies.


There is also a wide network of professional advisors across the state who are available to service the wealth that is located here. Law firms and investment firms attract talent from the state's many universities as well as out-of-state talent drawn to Tennessee by its relatively low cost of living, low taxes (including no personal or trust income tax), rich culture and history, central geographic location and favorable climate.

While Tennessee currently has the traits of



a great situs for family wealth, the TBA's Trust Committee is doing its part to ensure the trust code component remains competitive. Each year, the Trust Committee meets to review the state's trust laws and propose changes. This Committee is made of representatives from Tennessee's trust companies and banks as well as private practice estate planning lawyers. Its proposals have consistently found legislative success, most recently in May. That legislation made several improvements to the trust code, including to the asset protection trust and decanting statutes, by adding a registration option for domestic and international trusts, confirming the use of electronic signatures in trust-related documents, and others. The Committee has already met to discuss legislation for 2022 and offered several good ideas.

The state's unique characteristics and efforts by the TBA have clearly had success in drawing new trust business to the state, especially over the last decade. In 2010, there were just

nine state-chartered trust companies managing about \$12 billion in assets. As of June 2020, the number grew to 16 trust companies managing over \$55 billion in assets. These companies, and their partners in the banking, legal and investment communities, are more and more serving not just clients in Tennessee and the Southeast, but also the rest of the country and even globally. The trust industry and its efforts to improve and market our state are clearly having a positive impact on the Tennessee economy that cannot be overstated. 

# Order Your 2022 Bank Holiday Closing Signs

**The Tennessee Bankers Association produces professional holiday closing signs for the standard holidays observed by the Federal Reserve. The signs are 5" x 7" in size and adhere to any glass or wood surface without leaving residue upon removal. The cost of each 2022 Holiday Closing Sign set is \$35 for TBA Members, plus shipping and handling and sales tax.**

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TBA: 615-244-4871  
Direct: 615-313-0211**





# People on the Move

Have information from your bank about promotions or branch news?  
Send it to Lila Griffin at [lgriffin@TNBankers.org](mailto:lgriffin@TNBankers.org).

## PROMOTIONS

**Adams and Reese, LLP, Nashville**, has named **Taylor Caleb** as an associate with the intersection of business and government team.



CALEB

**Alexander Thompson Arnold PLLC, Milan**, has promoted **Leah Bona**, CPA, to partner.



BONA



MELTON

REAGAN

SALYER

**American Bank & Trust of the Cumberlandlands, Livingston**, has welcomed **Megan Melton**, **Brylee Reagan** as customer service representatives; **Andrew Salyer** as a CSR in **Cookeville**.

**Baker, Donelson, Bearman, Caldwell, & Berkowitz, P.C., Memphis**, has named **Bruce McMullen** as managing shareholder.



MCMULLEN

**Baker Donelson Bearman Caldwell & Berkowitz, P.C.** has named **N. Courtney Hollins** as shareholder in the **Nashville** office.



HOLLINS

**BankTennessee, Collierville**, has named **Joe Kelly** as vice president and commercial lender.



KELLY

**Bank of Bartlett, Bartlett**, has named **Teresa Taylor** as vice president, commercial lending relationship officer.



TAYLOR

**Bank of Tennessee, Kingsport**, has named **Britt Wood** as president of wealth management to support the bank's expansion into the **Knoxville** and **Nashville** markets.



WOOD

**BKD, Nashville**, has named **Brooke Simpson** as an international tax partner in the firm's National Tax Services division.



SIMPSON

**Bradley Arant Boult Cummings LLP, Nashville**, has promoted **Lauren Jacques** to managing partner.



JACQUES

**Butler Snow LLP, Memphis**, has named **Marguerite McGowan Stringer** and **Jennifer A. Svilar** as attorneys, and both are with the commercial litigation group.



BARKSDALE

YOSHIKAWA

**Butler Snow LLP, Nashville** office, has named **Alyssa Barksdale** as an attorney in the business services group, and **Jim Yoshikawa** as an attorney in the health care litigation group.

**CapStar Bank, Nashville**, has named **Christopher "Chris" G. Tietz** as chief credit policy officer and executive vice president of specialty banking and welcomed **Kevin L. Lambert** as chief credit officer, overseeing the firm's credit underwriting and portfolio management. The bank has named **Heather Anderson** as a mortgage loan officer for the Nashville market.



ANDERSON

**CB&S Bank, Russellville, Ala.** has promoted **Cornersville** branch sales manager **Heather Williams** to assistant vice president.



WILLIAMS



JESSEE

FORD

**Citizens Bank, Elizabethton**, has named **Kevin Jessee** as president, succeeding Larry Estepp, who retired in May. In addition, the bank has promoted **Sonya Ford** to commercial relationship manager.



BROOKS HIGH NELSON

**Crowe LLP, Franklin**, has promoted **Lisa Brooks** to partner in tax services; **James Bucky High** to partner in audit services; and **Caitlin Nelson** to principal in consulting services.

**Cumberland Trust and Investment Company, Nashville**, has promoted **Charlotte English** to vice president and director of special needs trust administration.



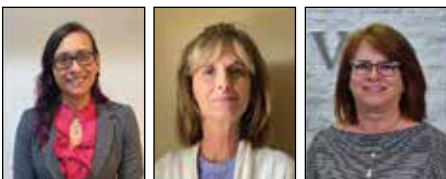
ENGLISH



CAGE CLEMONS MCCLEAVE



LOPEZ SAHNI WILLIAMS



KIM HUSKEY HOLLAND



WAGNER HINES MADDEN



MCCALL DUKE SMITH-WATT



BOYD WESTWRIGHT PASSIAS



PORTER HARRIS JACKSON



DAVIS GAUDREAU



VO TAYLOR

**Evolve Bank & Trust, Memphis**, has named **Candice Cage** as a legal assistant in the legal department; **Mary Clemons** and **Lois McCleave** as implementation managers; **Richard Lopez** as a card services coordinator; **Simran Sahni** and **Janese Williams** as account managers; **Julia Kim** as a card services analyst; **Ann Huskey** as an account support analyst; **Susan Holland** as business development coordinator in the payment processing solutions division; **Keaton Wagner** as a major account manager in the payment processing solutions division; **Crystal Hines** as training and quality assurance manager in the customer contact center; **Richard Madden** as customer solutions specialist in the customer contact center; **Melanie McCall** as a risk analyst in the compliance department; **Debbie Duke** as a receptionist at the corporate headquarters; **Toni Smith-Watt** as a mortgage servicing specialist; **Michael Boyd** as senior application specialist; **Joe Westwright** as an application specialist; **Teddy Passias** as a cloud engineer in the IT department; **Ilesha Porter** as an accounts payable specialist in the accounting and finance department; **Jackie Harris** and **Briana**

**Jackson** as corporate processor trainers in the corporate mortgage division; **Daria Davis** as a marketing specialist in the marketing department; **Janet Gaudreau** as a post closer and **Linda Vo** as a SBA loan closer in the SBA lending department; and **Madlyn Taylor** as personal banking supervisor at Shady Grove banking center.



RAAB LUCKETT HORTON



RAY SLATER



AULT GRIMES

**Evolve Bank & Trust, Memphis**, has welcomed **Brian Raab** as a loan coordinator in the SBA lending division; **Jay Luckett** as a credit analyst in the credit department; **Karley Horton** as marketing coordinator in the marketing department; **Hannah Ray** as a deposit operations analyst in bank operations; **David Slater** as a data and reporting analyst in the human resources department; **Christopher Ault** as a customer solutions specialist in the open banking division; and **Kenisha Grimes** as a customer care specialist in the customer care center;



# People on the Move *continued*



PECK CHOWNING EDWARDS



HADLEY HARGIS LEE



RUDOLPH ULRICH WATSON



JEZWINSKI HENDRICK MILAUSKAS



THOMAS ELEY ROULERSON



TRAINOR MILLER

**F&M Bank, Clarksville**, has named **John Peck** as executive vice president; **Tim Chowning**, **Brad Edwards**, **Melanie Hadley**, **Albert Hargis**, **Sally Lee**, **John Rudolph**, **Dawn Ulrich**, and **Bryan Watson** were promoted to senior vice presidents/lenders; **JoRene Jezwinski** to senior vice president/ISO/director

of bank operations, security, branch administration; **Carrie Hendrick** to vice president/assistant controller; **Ryan Milauskas** as vice president, commercial lender; **Mary Beth Thomas** to vice president/lender; **Sallie Eley** to assistant vice president/lender; **Cheri Roulerson** to assistant vice president/BSA; and **Brittany Trainor** to assistant vice president/accounting. **Kimberly Miller** was named as vice president/treasury solutions officer.



KING LABIB



TRIGG WILLIAMS

**Fifth Third Bank, Nashville**, has promoted **Dewayne King** to senior vice president, retail executive; responsible for 39 Tennessee financial centers. The bank has named **Peter Labib** and **Marquez Trigg** as consumer mortgage loan officers and **Scott Williams** as mortgage loan officer for the greater Nashville area.



GREENE DHAKAL

**Fifth Third Bank, Nashville**, has named **Jerry Greene** as senior vice president, market executive and commercial team lead in East Tennessee and **Jay Dhakal** as vice president, commercial relationship manager.

**The First Bank & Trust Company, Morristown**, has named **Kelly Vittatoe** as an assistant vice president and private banker.



VITTATOE

**FirstBank, Nashville**, has named personnel to three leadership positions: **Keith Rainwater**, CPA, as chief accounting officer; **Josh Weikers** as director of mortgage capital markets; and **Forrest Windham** as director of finance.



HOPGOOD ANDERSON GRIFFIN



PING THOMPSON

**First Citizens National Bank, Dyersburg**, has promoted several teammates: **Bradley Hopgood** to vice president and special assets; **Valerie Anderson** to assistant vice president and lead financial experience specialist; **Ronna Griffin** to assistant vice president/**Newbern** branch manager; **Becca Ping** to assistant vice president/**Atoka** branch manager; and **Mark Thompson** to assistant vice president and Middle Tennessee regional branch administrator.

**First Community Bank of East Tennessee, Rogersville**, has named **Michael Estes** as chief lending officer, senior vice president.



ESTES

**First Farmers and Merchants, Columbia,** has named **Cheyenne Brown** as manager of the downtown **Franklin** office.



BROWN



KELLER

CULBERT

**First Freedom Bank, Lebanon,** has promoted **Courtney Keller** to personal banker at the main office; **Amanda Culbert** to personal banker at the **Providence** office.

**First Freedom Bank, Lebanon,** has promoted **Holly Bruce** to financial services representative manager.



BRUCE

**First Horizon Bank, Memphis,** has named **David Reynolds** as the Tri-Cities market president to succeed Gerald Hallenbeck who has retired and transitioned to the role of chairman of FHB Tri-Cities advisory board. **Greg Perdue** was promoted to Kingsport market president.



REYNOLDS



B. DOYLE

R. DOYLE

MCDANIEL

**First Horizon Bank, Nashville** main office, has welcomed **Brittney Doyle** as the Nashville main office banking center manager; **Ron Doyle** as banking center manager at the **Thompson Lane** office; and **Christy McDaniel** as **Mount Juliet Providence** banking center manager.

**First Horizon Bank, Cleveland,** has named **Lisa Humphres** as vice president, private client relationship manager.



HUMPHRES

**First Horizon Bank, Memphis,** has named **Hunter Hill** as chief digital transformation officer.



HILL

**First Horizon Bank** has selected **Rick Ward** to lead the **Cookeville** market.



WARD



PAVAN

KOLMER



DUNCAN

DEMERS

**First Horizon Bank, Nashville,** has named **Mason Pavan** as **Smyrna** banking center manager; **Brian Kolmer** as banking center manager at **Metro Center**; **Shondra Duncan** as banking center manager at **Franklin Main**; and **Denice Demers** as banking center manager at **Brentwood Concord Hills** location.



MORSE



STICE



MCGEE



BROCK



GARRISON



BURRISS

**First National Bank of Middle Tennessee, McMinnville,** has promoted **John Morse** to executive vice president, **Nashville** city president; **Kimberly Stice** to vice president, loan officer; **Brandon McGee** to assistant vice president, network administrator; **Andrew Brock** to assistant vice president, loan officer; and **Ross Garrison** to assistant vice president, marketing officer. **Justin Burriss** was named as senior vice president, commercial lender at the **Murfreesboro-Gateway Boulevard** office.



CARLSON



GOODWIN

**First Vision Bank of Tennessee, Tullahoma,** has welcomed **Dave Carlson** as senior vice president and chief lending officer, who previously has served as a lender in community banks in Minnesota, North Dakota, and Wisconsin. The bank also welcomed **Brad Goodwin** as vice president at the **Manchester** office.

**First Volunteer Bank, Chattanooga,** has welcomed **Caleb Baker** as the **Shallowford Road** market leader.



BAKER



# People on the Move *continued*



AYERS PHILLIPS ENGLISH



RADEBAUGH CARR RESCH

**Fourth Capital, Nashville**, has welcomed **Tracy Ayers** as senior vice president, relationship manager; **Uykia Phillips** as vice president, deposit operations; **Michylene English** as a post close specialist in the loan operations; **Chris Radebaugh** as a portfolio manager in commercial banking, and added **Gabriela Carr** as a personal banker at the Green Hills office and **Dustin Resch** as an IT specialist.

**Heritage Bank & Trust, Columbia**, has named **Kevin Busbey** as senior vice president of operations.



BUSBY

**HomeTrust Bancshares, Inc., Asheville, N.C.**, has promoted **C. Hunter Westbrook** to president and chief executive officer of **HomeTrust Bank**, as well as chief operating officer effective September 1, 2021. **Dana L. Stonestreet** will continue to serve as chairman and CEO of the holding company and chairman of the bank.



WESTBROOK

**Legends Bank, Clarksville**, has welcomed **Steve Kemmer** as senior vice president of retail and business banking.



KEMMER

**Ncontracts, Brentwood**, has named **Rafael (Ralph) DeLeon** as senior vice president of industry engagement.



TRAN CULLEN SKAGERBERG

**Nelson Mullins Riley & Scarborough, LLP, Nashville**, has named **Kevin Tran** Of Counsel in the national banking and financial services group as well as the fintech team; **Thomas J. Cullen** and **Kate Skagerberg** were named as partners in the firm.

**Paragon Bank, Memphis**, has appointed **Patricia Thompson** as its new human resources manager.



THOMPSON



BRADFORD SMITH

**Patriot Bank, Millington**, named **Jessica Bradford** vice president and human resources director and **John F. Smith** as president and chief executive officer.

**Patriot Bank Mortgage, Millington**, named **Keith Barger** president and chief executive officer.



BARGER

**Peoples Bank & Trust Company, Manchester**, has welcomed a new loan officer, **Bert Chaffin**.



CHAFFIN



ALLEN GATLIN BREWER



BASTIN LINEBERRY



LYNCH YORK

**Peoples Bank of Clifton, Waynesboro, Hohenwald & Collinwood** has welcomed these staff members: **Renee Allen** and **Chelsey Gatlin, Clifton**; **Scarlet Brewer** and **Darby Bastin, Hohenwald**; **Mabry Lineberry, Jena Lynch**, and **Tyler York, Waynesboro** as well as **Kayton Hunt** and **Karlie Seltzer**.





SCRIMAGER FERRANTE

**Pinnacle Financial Partners, Memphis,** has named **Alan Scrimager** as senior lending officer at the main office; and **Stacy Ferrante** as office leader at the Oak Court office.



CRAVENS PRITCHETT

**Planters Bank Inc., Clarksville,** has promoted **Nicole Cravens** to assistant vice president and **Brianna Pritchett** to banking officer.

**PNC Bank, N.A., Nashville,** has named **Bill Moore** as field support specialist.



MOORE

**PNC Bank, N.A., Franklin,** has promoted **Abbey Moncada** to client and community relations specialist.



MONCADA

**Reliant Bank, Brentwood,** has promoted **Ali Jefferson** to senior vice president, chief accounting officer, and controller. **Zina Harris** was named vice president, learning and development manager. **Gretchen Hancock** was named as assistant vice president, commercial banker in the **Montgomery County** market.



HARRIS

**Republic Bank & Trust, Louisville, Ky.,** has named **Jeff Starke** as executive vice president/chief information officer.



STARKE

**RockPoint Bank, Chattanooga,** has welcomed **Stacie Phillips** as senior portfolio manager.



PHILLIPS



BALTHROP MASTIN

**RockPoint Bank, Chattanooga,** welcomed **Rich Balthrop** and **Tom Mastin** as senior vice presidents, relationship managers.

**ServisFirst Bank, Nashville** office has welcomed **Keiona Evans** as commercial banking client relationship associate.



EVANS

**Simmons Bank** has named **Paul Craig** as market president in **Nashville.**



CRAIG

**Simmons Bank, Pine Bluff, Ark.,** has named **Joe DiNicolantonio** as executive vice president and head of consumer and business banking.



DINICOLANTONIO

**Southern Bank of Tennessee, Mount Juliet,** has welcomed **Beth Schulze** as a commercial lender.



SCHULZE



PRICHARD BROWN



KECK DAFFIN

**Southern Heritage Bank, (branch of First Citizens National Bank) Cleveland,** has promoted **Megan Prichard** to vice president and lead credit analyst; **Larissa Brown** to assistant vice president and lender. The bank has welcomed **Owen Keck** as Northgate office portfolio manager and **Morgan Daffin** as a traveling CSA.

**Southern Heritage (Bank, branch of First Citizens National Bank), Cleveland,** has promoted **Nelson Williams** to Southwest regional president.



WILLIAMS

**Studio Bank, Nashville,** has named **Lorraine Miller** as chief financial officer, succeeding Greg Barron who retired July 2020, after serving the bank since its founding nearly three years ago.



MILLER

**Sumner Bank & Trust, Gallatin,** has welcomed **Susan Gaimari** as vice president, business development officer, commercial lender at **Hendersonville's Indian Lake** branch.



GAIMARI

**TriStar Bank, Dickson,** has named **Michael Franks** as Maury County president.



FRANKS



# People on the Move *continued*



CATES

GEASLAND



RANISATE

BONILLA

The Trust Company of Tennessee, Knoxville, has promoted **Lindsay Cates** to vice president of marketing; **Kelly Geasland** to IRA specialist; and named **Michael Ranisate** as retirement plan services operations specialist. The firm has added **Kendra Bonilla** as a client service associate.

The Trust Company of Tennessee, Knoxville, has named **William Probasco** as a client specialist in the firm's Chattanooga office.



PROBASCO

Waller Lansden Dortch & Davis, LLP, Nashville, has named **Steve Novak** as chief information officer.



NOVAK

Wilson Bank & Trust, Lebanon, has promoted **Taylor Walker** to manage the commercial lending team.



WALKER

## CELEBRATIONS



Bank of Lincoln County, Fayetteville, **Charles Gleghorn**, chairman, and Coach Louis Thompson are pictured with Dr. Bill Heath. All were inducted into the Lincoln County High School Hall of Fame Evening with the Stars. Gleghorn was inducted as a contributor; and Coach Thompson as a former educator.

**Melba Montgomery**, senior FSR at CapStar Bank's The Bank of Collinwood has celebrated 50 years as an employee.



MONTGOMERY



**Bill Bryant**, formerly with CapStar Bank and Bank of Waynesboro, has retired after serving 43 years in the banking industry.



**Debbie Renfroe**, formerly with Centennial Bank, Trezevant, has retired after 44 years with Centennial Bank and 49 total years in the banking industry.



**Sheila Doyle**, former employee of Centennial Bank, Trezevant, has retired after 13 years of service and 45 total years in banking. **Pam King**, former branch operations manager, has retired after 13 years with Centennial Bank and 22 years in the banking industry.



**Roxanne Prince**, former banking officer and lender with Citizens National Bank, Sevierville, has retired after 41 years in banking, nine of those were at CNB.



PRINCE



**Pat Powell**, former employee of the **Monteagle** office of **Citizens Tri-County Bank**, has retired after serving 18 years.



**Dennis Clark** and **Pat Buscher**, formerly with **Coffee County Bank, Manchester**, have retired.



**Janice Barnes** and **Kathy Eden**, formerly with **Commercial Bank, Harrogate**, have retired.



**Commercial Bank and Trust, Paris**, **Clint Davis** celebrates 22 years of service.

**Khandra Smalley**, senior vice president of marketing research at **F&M Bank, Clarksville**, was named the new chairman for the Clarksville Montgomery County Industrial Development Board for 2021-2022.



SMALLEY



HODGES

WHITTAKER

MINNICK



DIORIO

LAMBERTH

BARNES

Associates of **The Farmers Bank, Portland**, who have celebrated work anniversaries in 2021: **Mickie Hodges**, executive vice president/chief operation officer, 45 years; **Tommy Whittaker**, president/CEO, 45 years; **Carrie Minnick**, **White House** branch head teller, 35 years; **Melody Diorio**, vice president, **Springfield Tom Austin**, 30 years; **Becky Lamberth**, vice president, assistant HR officer, operations center, 20 years; and **Lori Barnes**, administrative lending assistant, **White House** branch office, 20 years.

**Lee Moss**, formerly with **FirstBank**, has retired after serving 48 years in the banking industry. Moss served as chairman of the **Tennessee Bankers Association**.



MOSS

**Kristol Sentell**, assistant vice president and public relations officer of **First Citizens National Bank, Dyersburg**, has completed the ABA Foundational Certificate in bank marketing.



SENTELL



**Judy Long**, president and chief operating officer of **First Citizens National Bank, Dyersburg**, celebrated a work anniversary of 47 years, while **Sharon Welch** and **Lee Stewart** of **Southern Heritage Bank**, branch of **FirstCNB, Cleveland**, celebrated 20 years and 23 years of service respectively.

**Kathy Alder**, former employee of **Sneedville** branch, **First Century Bank**, has retired after serving 17 years.



ALDER

**Dana Parkinson**, vice president, commercial loan officer at **First Community Bank of East Tennessee, Rogersville**, has graduated from Southwest Graduate School of Banking at SMU.



PARKINSON



# People on the Move *continued*



**First Freedom Bank's Ladell Medley**, vice president and **Cookeville-Algood** office manager, was presented with the *Senator Tommy Burks Award* in recognition of his commitment to community and education.



**Tina Thomas**, formerly with **First National Bank of Middle Tennessee, McMinnville**, has retired after 46 years of service.



CARVER TUTTLE MILLER

Several staff members from **Macon Bank and Trust Company, Lafayette**, have retired: **Bobby Carver**, former senior vice president/lender, after 44 years of service; **Janice Tuttle**, former assistant cashier, **Westmoreland** branch manager, after 40 years of service; and **Dianne Miller** after 19 years of service.



JACKSON DAVIS

**First Horizon Bank, Johnson City**, main office has two teammates who have celebrated work anniversaries: **Donna Jackson**, private client specialist, 25 years and **Robbie Davis**, banking center manager, 20 years.



**Rebecca Graves**, former senior vice president, deposit operations of **First National Bank of Pulaski, Pulaski**, has retired after serving the bank nearly 52 years. Her bank family celebrated her last day with an employee breakfast, many gifts, and visits from friends in the afternoon.



Pictured on the right is **Donnie Blair**, senior vice president of **Mountain Commerce Bank, Knoxville**, and 2021 recipient of the *Stuart E. Wood Jr. Memorial Award*, with Frank Wood, a member of the MCB board of directors and son of Stuart E. Wood Jr.

The award is presented by the board to a **Mountain Commerce Bank** employee who reflects the principles and standards exhibited by Wood, a former chairman of MCB's board of directors.

**Julia Haden**, former banking center manager of **First Horizon Bank Memphis Germantown** has retired after 42 years of service.



HADEN



SIMMONS

EVANS

Peoples Bank of Clifton, Waynesboro, Hohenwald & Collinwood has two longtime associates who celebrated work anniversaries: **Joyce Simmons**, operations/bookkeeping, 23 years and **Patsy Evans**, loan processor, 43 years of service.

**Donna Estes**, former employee of **TNBANK, Oak Ridge**, has retired after 13 years of service.



ESTES



COOK

BEARDEN

**Thomas Cook**, client specialist at **The Trust Company of Tennessee, Knoxville**, has earned the Internal Revenue Service enrolled agent status. **Ashley Bearden**, human resources coordinator, has earned certified professional status from the Society for Human Resource Management.



HAGGARD



RAY

**Sibyl Haggard**, former executive vice president, **Wayne County Bank, Waynesboro**, has retired after 55 years of service. **Penny Butler Ray** has retired after 38-plus years of service.

# Investors Title

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# Bank Notes

**Bone McAllester Norton PLLC** is joining Kansas City, Missouri-based law firm **Spencer Fane LLP**, effective October 1.



L-R: Steve LaPorte, Sam LaPorte, Joe LaPorte III, Andrew LaPorte

**Citizens Bank, Elizabethton**, has announced the retirement of **Sam LaPorte** from its board of directors and the election of his son, **Andrew LaPorte** to the board.



**Lineage Financial Network Inc., Franklin**, has a downtown Franklin branch, located at 120 5th Ave., and a branch in **West Tennessee, Citizens Bank & Trust, a Division of Lineage Bank, Atwood**.

**Citizens Bank of Lafayette, Lafayette**, holding company, **Citizens Bancorp INC.** became available for trade in June on the OTCQX® Best Market under the ticker symbol CBTN.

**First Community Bank of Tennessee, Shelbyville**, has added **Keith Canter**, CEO, **First Community Mortgage**, to its board of directors.



CANTER



**The First Bank & Trust Company, Lebanon, Va.**, has opened a new office and regional Tennessee headquarters in **Bristol, Tenn.**, led by senior vice president and Bristol city executive **David Crockett, Jr.**

**Terre Haute, Ind.-based First Financial Corp.**, the holding company of **First Financial Bank, N.A.**, is acquiring **Hawesville, Ky.-based Hancock Bancorp Inc.**, the holding company of **Hancock Bank and Trust Co.**, in a deal with an aggregate value of approximately \$31.4 million. Upon the expected closure in the fourth quarter, the combined company is anticipated to have roughly \$5 billion in assets with 89 branch offices across Indiana, Illinois, Kentucky, and Tennessee.



**First Horizon Corporation, Memphis**, was named the official bank of the high-profile downtown **Nashville** development, **Fifth + Broadway**. The bank will have digital signage throughout the property, as well as two onsite ATMs.

**FirstBank** has opened a new office and regional headquarters in **Bearden** located 5537 Kingston Pike, **Knoxville**.

**FirstBank, Nashville, and First Farmers and Merchants Bank, Columbia**, are two of 18 banks included in the inaugural national launch of **Bridge built by Citi**, a digital meeting platform to help small to medium-sized businesses connect with local and regional banks. The 18 banks include six minority depository firms, spanning 10 states across the Southeast and Rockies regions.



**FirstBank** celebrated an opening and a ribbon cutting at the **Nolensville** branch office located at 7216 Nolensville Road.

**Paragould, Ark.-based First Paragould Bankshares Inc.** agreed to acquire **Hartsville, Tenn.-based Cumberland Bancshares Inc.** and its unit, **Citizens Bank**. The transaction is expected to be completed in the fourth quarter. As of March 31, Citizens Bank had total assets of approximately \$290 million and **First National Bank**, a unit of First Paragould Bankshares, had total assets of about \$1.9 billion. First National Bank will enter Tennessee as a result of the deal. Todd Austin, president and CEO of Citizens Bank, will assume the role of market president at First National Bank following the completion of the deal.

**FNS Bancshares Inc., Tupelo, Miss.**, the parent company of **FNB Bank**, (collectively referred to as "FNS"), **Nolensville** has merged into **BancorpSouth Bank** effective May 2021. Upon completion of the transaction, FNS CEO Steve Rownd will serve as a **BancorpSouth** division president.

**First Volunteer Corporation and FBD Holding Company Inc. Chattanooga**, has agreed to acquire **FBD Holding Company, Inc.**, the holding company for **First Bank**, a community bank headquartered in **Dalton, Ga.**, with six banking locations. The transaction has been approved by the board of directors of both companies subject to shareholder and regulatory approvals. The transaction is expected to close in the fourth quarter of 2021.



(L to R) **Darren Lingle, Chet Alexander, Chip Crunk, David Bartholomew, Sandi Lanier, Dan Andrews, Gaylon Lawrence, Jr., Brian Heinrichs, Paul Jadwin, Melinda Pulliam, Chris McCall, David Sturdivant, Seth McGill, Mary Slater.**

Pictured are **Fourth Capital** officers and community supporters who gathered to celebrate the bank's one-year anniversary and the grand opening of their new headquarters in downtown **Nashville**.



**Homeland Community Bank, McMinnville**, has opened a branch in **Woodbury**, located on John Bragg Hwy.

**InsBank, Nashville**, celebrated their 20th anniversary with a **Vegas**-inspired celebration at the Brentwood office for customers and friends.



**Mountain Valley Bank, Dunlap**, has broken ground for a new branch in **Jasper**.

**People's Bank and Trust Company of Pickett County, Byrdstown** and its sister bank in **Albany, Ky.** were combined July 15, 2021.



**Peoples Bank of East Tennessee, Madisonville**, has opened a new branch located at 835 South Congress Pkwy, **Athens**, led by **Tom Hayden**, executive vice president; **Todd Wilson**, vice president; **Lara Graves**, vice president; and **Jimmy McDonald**, vice president, branch manager.



**Pinnacle Financial Partners** has opened a new **Gallatin** office at 1534 Noah Lane in **Greensboro Village** led by **Wendy Henson-Elliott**, office leader and **Chris Rippey**, Sumner County area manager; financial advisors **Ashley Jirik, Matthew Rickett, Lauren Ward, Tracey Wiggins;** **Toni Simpson**, financial advisor assistant; **Pam Neighbours**, mortgage advisor.

**Pinnacle Financial Partners, Nashville**, was named the first "founding partner" of **Nashville Yards**, and will move its headquarters to the new downtown **Nashville** development.



**Brentwood-based Reliant Bancorp** was purchased by **United Community Banks Inc., Greenville, S.C.** in an all-stock deal valued at \$517 million. **Reliant** Chairman and CEO **DeVan Ard**, has announced that he will stay on with the bank as the **Tennessee** state president.



# Bank Notes *continued*

**New Orleans-based Liberty Bank and Trust Company** and its parent holding company, **Liberty Financial Services Inc. and Tri-State Bank of Memphis** have jointly announced their agreement whereby Tri-State Bank of Memphis will be acquired by Liberty Bank and Trust Company in an all-cash transaction. Both Liberty and Tri-State are Minority Depository Institutions as defined by the FDIC. Liberty Bank operates in nine states and with the proposed transaction, will enter the Memphis market and have approximately \$965 million in assets and offices in 12 cities on a pro forma basis. Subject to shareholder approval and customary regulatory approvals, the transaction is expected to close fourth quarter 2021.


**Simmons First National Corp., Pine Bluff, Ark.** has agreed to acquire **Collierville, Tenn.-based Landmark Community Bank** and **Memphis, Tenn.-based Triumph Bancshares Inc.** Simmons expects to close the proposed transactions during the fourth quarter. The proposed deals have been approved by the organizations' respective boards and are subject to the approval of Landmark's shareholders and Triumph's shareholders. Based on deposit market share, the deals will create the 9th largest bank in Tennessee. As of March 31, Simmons had about \$23.35 billion in total assets, Landmark had \$1.01 billion in total assets and Triumph Bancshares unit Triumph Bank had \$893.7 million in total assets.



**Simmons Bank, Nashville**, has opened a corporate office inside the Gulch Union building at 1222 Demonbreun Street. As part of the move, Simmons has relocated its West End branch to a first-floor retail location inside the 20-story building.



**Tennessee State Bank, Pigeon Forge**, has opened a new branch in **Sevierville**, located at 1824 Veteran's Boulevard.

**Rogersville-based Volunteer Bancorp Inc.**, and its unit, **Civis Bank**, has recapitalized and completed a \$47 million securities offering of common stock and issued as series of non-voting common stock. The firm has named **Chris Black** as CEO and a new board of directors led by Joe Maxwell. 



# 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.

## Bankers, TBA step up to support Waverly flood recovery efforts



TBA staff members Penny Powlas and Caroline Latham joined Ted Williams and the Dickson TriStar Bank team to help with cleanup efforts in Waverly. Pictured is homeowner Tom Baker.

In response to the tragic flooding in Waverly, Tenn., on August 21, 2021, bankers across Tennessee and the country have reached out asking how they can support the recovery efforts.

The **TBA** has sent \$10,000 to the First Baptist Church of Waverly [www.fbcwaverly.org](http://www.fbcwaverly.org)—a relief fund

suggested by Waverly resident **Brett Roberts**, CEO of **Bank of Perry County**.

On Sept. 8 and 9, TBA staff members joined the Dickson branch of TriStar Bank to help in cleanup efforts.

Our prayers continue to be with everyone in Humphreys County and those impacted by the flooding.

**Apex Bank, Camden**, has launched an online donation platform to collect and distribute monetary donations for the Humphreys County Flood Relief effort; offered the Waverly branch office's parking lot to serve meals together with the Red Cross; maintained and updated the Amazon Wishlist; and held an outdoor church service and breakfast at the Waverly Community Center presided by Marcus Vine, community president with bank staff, Adam Mullinax and Gary Greer. In addition, Apex Bank has donated \$2,500 toward the funeral expenses of each individual life lost in the Humphreys County flood.

**Bank of Perry County, Lobelville**, provided an enclosed trailer at **Bank of Lewis County** to take donations for those affected by the flood, including hygiene and necessary items.

**FirstBank, Nashville**, hosted a donation drive to support residents impacted by the flooding in Waverly and Humphreys County. Over two weeks FirstBank served 1,100 meals to flood victims and community volunteers.

**Regions Bank** and the **Regions Foundation** has provided grants totaling \$50,000 distributed through United Way of Humphreys County and The Community Foundation of Middle Tennessee to help people and businesses impacted by recent catastrophic flooding in Middle Tennessee.



Pictured is Greenville's High School band director Brooke Williams with 20 cases of water donated by **Apex Bank, Greenville**, for use in summer band camp.



**Apex Bank** participated in the First Responder's Kid's Day 2021, showcasing **Greene County** first responders, firefighters, and law enforcement vehicles and equipment as well as K-9 units for adults and children to enjoy.

**Bank of America, N.A.** has shared more than \$340,000 in support of 11 **Memphis** area nonprofits that focus on creating economic opportunities and upward mobility for individuals and families, including access to food, shelter, and health services, and educational and workforce development services.



# Community Building *continued*



Pictured is **CapStar's Jenny Haddock, Collinwood**, giving a donation for the Collinwood High School band banquet to band director Nick Berryman.



Pictured are **CapStar Bank** officials **Shane Davis, Brent Parsley** and **Angel Turner**, making a donation to Coffee County Central High School Coach Brandon McWhorter and the Lady Raider softball team to fund an equipment storage building for the high school softball team.

**CB&S Bank Inc.**, with their **Tennessee** branches, have partnered with the Kids-to-Love organization to participate in the More Than a Backpack fundraiser, providing backpacks filled with school supplies for the beginning of the school year.



**CBBC Bank, Maryville, Beth Pyle**, senior vice president, presented pizzas to Blount County's Union Grove Middle School, Mrs. Mary Jo Willocks' 6th grade homeroom class for raising the most money (\$652.05) for Pennies for Patients, which benefitted the Leukemia & Lymphoma Society.



**Commercial Bank, Harrogate**, partnered with Second Harvest to sponsor and hold food distribution events in Cocke and Union Counties.



**Decatur County Bank, Decaturville** employees volunteered at a local church to hand out food boxes from Second Harvest of Middle Tennessee.

**Evolve Bank & Trust, Memphis**, is one of the community partners to sponsor the return of On Stage at the Halloran Centre's Music Series with events scheduled throughout 2021.

**Evolve Bank & Trust, Memphis**, has partnered with United Way of the Mid-South "to Stuff the Bus" with school supplies for Shelby County Schools students.



**F&M Bank, Clarksville**, and the Nashville Predators have partnered for a multi-year naming rights agreement for the new event center in Montgomery County as F&M Bank Arena.

Head tellers from **The Farmers Bank, Portland**, spent a day volunteering at Robertson County School's Family Resource Center, filling supply orders for Robertson County teachers.



**The Northeast Tennessee Young Bankers** with young bankers from Southwest Virginia of **The First Bank and Trust Company, Johnson City,** volunteered their time to prepare The Paramount Center for the Arts, Bristol, Tenn. for reopening.



Pictured is Jamie Ward, **First Community Bank of East Tennessee,** loan officer and **Church Hill** branch manager, presenting a donation to Cassandra Palmer from Price Public Community Center & Swift Museum during the open house on June 19.



**First Farmers and Merchants, Columbia,** gave \$10,000 to the Boys & Girls Clubs of South-Central Tennessee.



**First Federal Bank, Dickson,** gave a "carload" of snacks and drinks to the Child Advocacy Center for the 23rd Judicial District.



**First Freedom Bank, Gainesboro,** sponsored the 2021 Jackson County 4-H Piggy Bank Competition and displayed the winners' models at the bank's Gainesboro office. Pictured is Teola Ragland, FFB personal banker (center) with winners Savannah Agee and Mallory Mayberry.



**First Freedom Bank, Lebanon,** sponsored the Lebanon Wilson County Chamber of Commerce's 12th Annual Open Bass Tournament, and proceeds from this event went toward scholarships in Wilson County. Pictured is **FFB's Phillip Vance,** vice president and relationship manager, with the winners.



**First Horizon Bank, Memphis,** selected 18 local arts organizations to receive grants through ArtsMemphis ArtsFirst, totaling \$450,000.

**FirstBank** mortgage bankers Bobby Matthews, Michael Abbott, Michael Wilson, Todd Wiggins, Michael Boatright, Lauri Hodges and Rick Lott have awarded \$10,000 in scholarships to **Nashville-**area families as part of FirstBank's 2020 Next Generation Mortgage Scholarship program.



**Fourth Capital, Nashville,** teammates volunteered at the Branch of Nashville, a local food bank in South Nashville. In addition, bank staff built "Welcome Home Kits" with supplies for veterans at a Franklin nonprofit.



**Savannah's The Hardin County Bank's** 14th Annual Cruz'n for a KIDS Cure 2021 event raised \$14,000 for St. Jude Children's Research Hospital.



# Community Building *continued*



**Legends Bank, Clarksville,** was recognized by the United Way of the Greater Clarksville Region and received the Ben C. Parks award for the best overall campaign, raising \$53,154.87.



**Patriot Bank and Patriot Bank Mortgage, Millington,** partnered with iHeart Media for the 7th annual Sista Strut held at the Liberty Bowl Stadium to raise awareness for breast cancer, specifically how it affects the African American community. Bank directors and employees welcomed over 1400 registered participants and hundreds of cars and vehicles during the drive-thru parade.



**Millennium Bank, Ooltewah,** donated school supplies and shoes for Hamilton County students in need.



**Peoples Bank of East Tennessee, Madisonville,** supported Monroe County Dispatchers and Tri-Community Volunteer Fire Department with donations to thank them for serving the local community.



**Paragon Bank, Memphis,** team members volunteered, performing spring-cleaning tasks at the local Dorothy Day House.



**Peoples Bank of East Tennessee, Madisonville,** teammates, Assistant Vice President Jonas Turpin and David Purkey from the mortgage division participated in the CASA Monroe golf tournament.



**Peoples Bank of East Tennessee, Madisonville,** continued their support of Isaiah 117House Monroe-McMinn County with a gift of \$3,495.50 collected from bank employees and customers plus a \$1,000 gift in honor of the winner of the Lemonade Stand Challenge.



**Pinnacle Bank, Nashville,** partnered with **Federal Home Loan Bank of Cincinnati** to award \$2.4 million in affordable housing grants to nonprofits in the greater Nashville area and Murfreesboro-Rutherford County.

**Pinnacle Financial Partners, Nashville,** has committed \$10 million to The Housing Fund to fund home loans to low-to-moderate-income individuals and families in Middle Tennessee.

**Nashville's Pinnacle Financial Partners and Citizens Savings Bank & Trust Co.** have partnered with Junior Achievement of Middle Tennessee to bring JA's programs to schools in North Nashville.



**SimplyBank, Dayton,** donated \$2,000 to help outfit Landon's Place, a new Twelfth Judicial District Children's Advocacy Center in Dayton.



**SimplyBank, Spring City,** has given a \$1,000 donation to friends and partners at Family Promise of Roane County.



Pictured are SHB assistant vice president, branch manager Paula Moore and SHB vice president, branch manager Michelle Davis with other bank employees.

**Southern Heritage Bank, Cleveland,** was a silver sponsor CASA of Bradley

and Polk Counties of 2021 Superhero 5K Run/Walk, an event to support CASA's mission and programs.



Pictured are **Sumner Bank & Trust, Gallatin,** associates Sasha R. Craighead, digital solutions director, and Meghan Birchett Meadors, branch manager of the Broadway office, who gave a presentation on paychecks and budgets to children participating in the Gallatin Presents Career Development & Urban Leadership Experience.



**Tower Community Bank, Nolensville,** sponsors the Nolensville Farmers Market held every Saturday morning.

**Sharon Pryse, CEO of The Trust Company of Tennessee, Knoxville,** has given a gift to Haslam College of Business of The University of Tennessee Knoxville to endow a directorship for the college's Master Investment Learning Center.



PRYSE



# Community Building *continued*

**U.S. Bank Foundation** has given the Nashville Business Incubation Center \$50,000 to support entrepreneurs and small businesses in the community. NBIC is one of 20 nonprofits nationwide to receive the grants.



**The Conference of State Bank Supervisors** has named **University of Tennessee at Martin** students as winners of the 2021 Community Bank Case Study Competition. This year's studies examined how local community banks navigated the COVID-19 pandemic and what they are doing to encourage greater diversity and inclusion.

**TriStar Bank, Dickson, Tenn.**, was the team's community bank partner. As first place winners, each student will receive a \$1,000 scholarship, and the team will be invited to present at the CSBS-Federal Reserve-FDIC sponsored Community Banking in the *21st Century Research and Policy Conference* and will have their work published in the *CSBS Journal of Community Bank Case Studies*.



**Wilson Bank & Trust, Lebanon**, provided dinner for LaVergne High School teachers and faculty during parent/teacher conferences. 🇺🇸



# 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](http://TNBankers.org). If you have questions about TBA's associate members, please contact Stacey Langford at [slangford@TNBankers.org](mailto:slangford@TNBankers.org).

## BANK EQUIPMENT/SUPPLIES

### BMA

2151 S 3600 W  
Salt Lake City, UT 84119-1121  
Phone: 801-887-0121

[www.bmabankingsystems.com](http://www.bmabankingsystems.com)

Contact Name: Kevin Stevenson

- [kevin.stevenson@bmabankingsystems.com](mailto:kevin.stevenson@bmabankingsystems.com)



Who is BMA? The financial industry and business world are constantly changing, and BMA is here to help you stay on top of the game. We provide completely customized software and technology to meet your company's unique needs. Below is a brief description of some of our services. Core Processing: BMA provides a software system called "BankRite Touch." The system includes, general ledger, teller, depository, lending, reporting, forms, reports, & more. IT Services: Our enhanced IT and network services to meet your needs. We can help in a variety of ways, including, networking, routers, associated network architectures, Microsoft infrastructure services, project management and more. De Novo Expertise: Starting a De Novo Financial Institution takes a lot of work and can be daunting if you don't know where to begin. Our team has provided individual and custom solutions for new financial institutions for more than three Decades. Financial Institution Solutions: With BMA we ensure you have a core system in place that will accommodate new changes or third-party integrations. We are here to help you succeed. Please visit our website at [bmabankingsystems.com](http://bmabankingsystems.com) to learn more.

## INFORMATION TECHNOLOGY

### Accume Partners

30 Montgomery St Ste 670  
Jersey City, NJ 07302-3835  
Phone: 615-465-0051

Toll-free: 888-696-1515

[www.accumepartners.com](http://www.accumepartners.com)

Contact Name: Don Baham

- [dbaham@accumepartners.com](mailto:dbaham@accumepartners.com)



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greater compliance oversight by organizations. Adequate risk management and effective implementation of strong corporate governance are more important than ever. Adherence to frequently changing regulations requires harmony between systems, business objectives, strategies, and internal controls. The implementation of successful risk management is much more than ticking compliance boxes. Done well, the process empowers a business, adding value and effectively balancing risk and reward. Accume Partners integrates internal audit, risk management, regulatory compliance, and cybersecurity to uniquely satisfy client requirements.

## LENDING

### Commercial Capital BIDCO

133 Holiday Ct Ste 207  
Franklin, TN 37067-1301  
Phone: 615-538-7814

[www.commercialcapitalbidco.com](http://www.commercialcapitalbidco.com)

Contact Name: Terry Luker - [terry@acstn.net](mailto:terry@acstn.net)

We are a Tennessee BIDCO that does short term bridge lending in coordination with our community bank partners.


## MARKETING

### Rivel Inc

57 Greens Farms Rd  
Westport CT, 06880- 6160  
Phone: 203-331-5118

[www.rivel.com/cxalign.php](http://www.rivel.com/cxalign.php)

Contact Name: Melissa Randi - [mrandi@rivel.com](mailto:mrandi@rivel.com)

The Rivel Prospect Benchmarks are the largest syndicated banking brand studies in the world. The survey program interviews hundreds of thousands of bank customers (Retail and Commercial) on how happy they are with their current bank, how likely they are to switch, what would make them switch, which banks they would consider switching to, and how best to reach them with a marketing message. The Rivel Customer Benchmarks covers hundreds of thousands of customers (Retail and Commercial) who rate the banking institutions they use on dozens of metrics including responsiveness, value for fees, staff training, mobile app ease of use, ATM quality, runaround, call center quality, etc. These reports are delivered twice per year and shows you how much market share is in play in your trade area and exactly how to capture it. 

# Employment Opportunities

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



**1.** 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](mailto:ppowlas@tnbankers.org), and jobs can be viewed at [TNBankers.org/job-bank](http://TNBankers.org/job-bank), as well as in each issue of the Tennessee Banker magazine on this page.



**2.** [BankCareers.org](http://BankCareers.org) is a service provided by TBA where banks can connect with university students interested in careers in banking. Banks post job opportunities and internships, and students from universities across Tennessee can apply from the website. Visit [BankCareers.org](http://BankCareers.org) to post positions, or reach out to Matt Radford at [mradford@tnbankers.org](mailto:mradford@tnbankers.org).



**3.** 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](http://BankTalentHQ.com) to post your jobs or find employment opportunities.

## **2109-5 SENIOR LOAN OFFICER/CDC MANAGER**

BrightBridge Capital is looking for a Senior Loan Officer/CDC Manager who can join their team of professionals in serving their growing client base. If this job seems like a good fit, please email your resume to [HR@diversifiedtrust.com](mailto:HR@diversifiedtrust.com).

## **2109-4 FIDUCIARY SERVICES ASSOCIATE**

Diversified Trust is seeking a Fiduciary Services Associate for its Nashville office. If this job seems like a good fit, please email your resume to [HR@diversifiedtrust.com](mailto:HR@diversifiedtrust.com).

## **2109-3 PORTFOLIO MANAGER**

Pathway Lending is seeking a Portfolio Manager. To apply please email your resume to [Rita.Elders@PathwayLending.org](mailto:Rita.Elders@PathwayLending.org). In the cover letter please note TBA Job Bank.

## **2109-2 DIGITAL CONTENT SPECIALIST I**

Pathway Lending is seeking a Digital Content Specialist I. To Apply: Send a Cover Letter and Resume to [Rita.Elders@PathwayLending.org](mailto:Rita.Elders@PathwayLending.org). In the cover letter please reference TBA job board.

## **2109-1 LOAN DOCUMENTATION COORDINATOR**

Pathway Lending is seeking a Loan Documentation Coordinator. To apply please email resume to [Rita.Elders@PathwayLending.org](mailto:Rita.Elders@PathwayLending.org), note TBA Job in the cover letter.

## **2108-17 CHIEF FINANCIAL OFFICER**

Apex Bank is seeking a Chief Financial Officer reporting directly the Bank's CEO and Board of Directors, to be located in Knoxville. Qualified candidates may send their resumes to [brad.hailey@apexbank.com](mailto:brad.hailey@apexbank.com).

## **2108-16 CONTROLLER**

Volunteer State Bank is seeking a qualified Controller. Qualified candidates may send their resumes to [dfreeland@volstatebank.com](mailto:dfreeland@volstatebank.com).

## **2108-15(M) CHIEF COMPLIANCE, BSA AND OFAC OFFICER**

First Farmers and Merchants Bank has an opening for the Chief Compliance, BSA and OFAC Officer. For a copy of the full job description or to express interest in this position, please submit a resume to [bob.matthews@myfirstfarmers.com](mailto:bob.matthews@myfirstfarmers.com).

## **2108-14 ACCOUNTING OFFICER**

Studio Bank is seeking a qualified Accounting Officer. For a copy of the full job description and more details on Essential Duties, Responsibilities, Competencies and Education for either position, please submit your resume at [www.studiobank.com/careers/](http://www.studiobank.com/careers/).

## **2108-13 CLIENT SERVICE SPECIALIST**

Studio Bank is seeking a qualified Client Service Specialist. For a copy of the full job description and more details on Essential Duties, Responsibilities, Competencies and Education for either position, please submit your resume at [www.studiobank.com/careers/](http://www.studiobank.com/careers/).

## **2108-12 IT SYSTEMS ADMINISTRATOR**

A Bank in the Nashville MSA is seeking a qualified IT Systems Administrator. Qualified candidates may send their resumes to [ppowlas@tnbankers.org](mailto:ppowlas@tnbankers.org).

## **2108-9 CREDIT ANALYST III**

Pathway Lending is seeking a Credit Analyst III for their Nashville office. Please email a thoughtful cover letter and resume to [Ashley.Verbert@PathwayLending.org](mailto:Ashley.Verbert@PathwayLending.org).

## **2108-8 REGIONAL BANK PRESIDENT**

A Tennessee Bank is seeking a qualified Regional Bank President to be located in Greenville, TN. Qualified candidates may send their resumes to [ppowlas@tnbankers.org](mailto:ppowlas@tnbankers.org).

## **2108-7 COMMERCIAL LOAN ASSISTANT**

Reliant Bank is seeking a qualified Commercial Loan Assistant for their main office in Brentwood. <https://www.paycomonline.net/v4/ats/web.php/jobs/>

## **2108-6 CREDIT ANALYST**

First Community Bank of East Tennessee is seeking to hire a Credit Analyst for their Kingsport location. Please forward resume and salary requirements to [careers@fcbanktn.com](mailto:careers@fcbanktn.com).


## **2108-5 CHIEF FINANCIAL OFFICER**

Coffee County Bank is seeking a dynamic individual to join their team as the Chief Financial Officer. Please send resumes to [ehargrove@coffeecobank.com](mailto:ehargrove@coffeecobank.com).

## **2108-4 COMPLIANCE SPECIALIST**

Coffee County Bank is seeking a qualified Compliance Specialist for their main office in Manchester. Qualified candidates may send their resumes to [ehargrove@coffeecobank.com](mailto:ehargrove@coffeecobank.com).

## **2108-3 BSA OFFICER**

Volunteer State Bank is seeking a qualified and experienced BSA Officer. To learn more, please contact Donna Freeland at [dfreeland@volstatebank.com](mailto:dfreeland@volstatebank.com). 

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



# Featured Events

OCTOBER  
14 & 15

## TRUST AND WEALTH MANAGEMENT CONFERENCE

**TBA Barrett Training Center, Nashville**

Early Registration Deadline: September 30

TBA Member/Associate Member Registration: \$345

TBA Contact: Penny Powlas, [ppowlas@TNBankers.org](mailto:ppowlas@TNBankers.org)

The *Trust & Wealth Management Conference* is the annual meeting for TBA members working in the trust area. Under the director of Trust Committee Chairman Derek Church, the program includes discussion on how to plan in a low interest rate environment, a trust caselaw update and other hot topics in trust litigation, and more.



OCTOBER  
21

## WOMEN IN BANKING CONFERENCE

**TBA Barrett Training Center, Nashville**

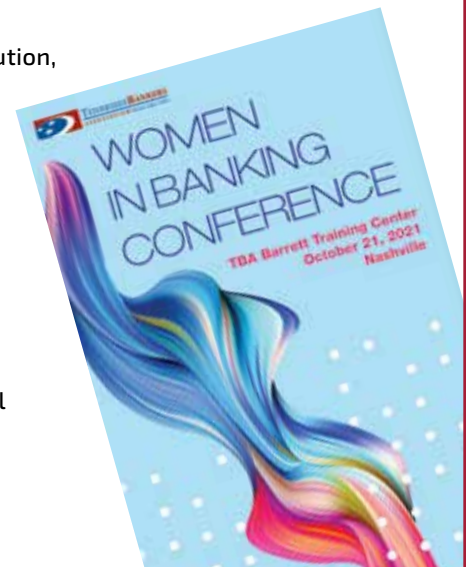
TBA Member/Associate Member Registration: \$300

Early Registration Deadline: October 7

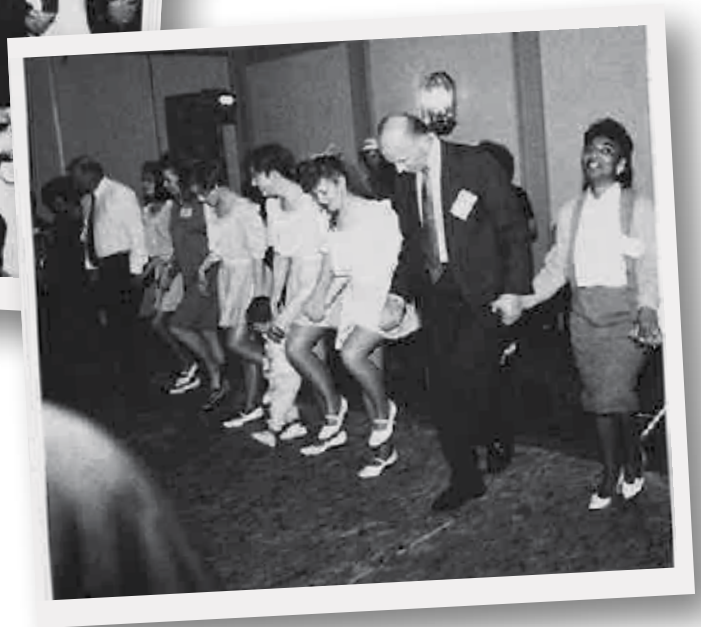
Team discounts are available. A discount of \$25 per person is available for multiple registrations from the same institution, after the initial registration.

TBA Contact: Shenna Frech, [sfrech@TNBankers.org](mailto:sfrech@TNBankers.org)

Join us for the annual *Women In Banking Conference*, devoted to the development of Tennessee women in bank leadership. Successful representatives from Tennessee's financial institutions and women from other affiliated professional groups will share their expertise, experience, and knowledge to help you become a future leader. You will have an opportunity to network with other professional women and discuss similar challenges and solutions. Make plans now to attend and discover inspiration and empowerment.



# Grab your wooden soled clogs —we're discussing trusts and estate planning



**During the TBA's Trust Division Annual Meeting, held 30 years ago in Gatlinburg, attendees took part in normal conference business—learning the latest in wealth management...electing new officers...clog dancing.**

To close out the evening banquet, the musical group Stairwell was joined by the Appalachian Mountain Cloggers and took the event by storm. By the end of the set, most attendees joined on the dance floor for a little do-si-do. 🎵

Originally published in *The Tennessee Banker* in December 1991.



# Professional Development Calendar

● **September 13–15, 20–23**

Young Bankers Division Leadership Luncheons  
Cookeville, Knoxville, Kingsport, Chattanooga, Nashville, Jackson, Memphis

● **September 21 & 22**

Compliance Conference  
Embassy Suites, Murfreesboro

● **September 21, 22, 23**

CEO Forums, Session 3 of 3  
TBA Gilliam Board Room, Nashville

● **September 28, 29, 30, October 1**

BSA/AML Compliance Management  
Kingsport, Knoxville, Nashville, Jackson

● **October 3–5**

CEO/Executive Management Conference  
Snake River Lodge, Jackson Hole, WY

● **October 5 & 6, 7 & 8**

Basic and Advanced IRA  
Knoxville, Nashville

● **October 14 & 15**

Trust & Wealth Management Conference  
TBA Barrett Training Center, Nashville

● **October 21**

Women in Banking Conference  
TBA Barrett Training Center, Nashville

● **October 26**

The Branch Management and Retail Banking Leadership Series,  
Session 4 of 4  
TBA Barrett Training Center, Nashville

● **October 27 & 28**

Community Banking Conference presented by the Independent Bankers Division  
The Westin Nashville, Nashville

● **October 28 & 29**

Bank Directors Retreat  
The Westin Nashville, Nashville

● **November 16**

2021-2022 Human Resources Forums,  
Session 1 of 3  
TBA Barrett Training Center, Nashville

● **November 19**

Retail Banking Officer Forum, Session 3 of 3  
TBA Gilliam Board Room, Nashville

● **November 18 & 19**

IT/Operations/Information Security Officer Forums, Session 3 of 3  
TBA Barrett Training Center, Nashville

● **December 1**

2021-2022 Senior Compliance Officer Forums, Session 1 of 4  
TBA Barrett Training Center, Nashville

**EDUCATION TRACKS**

- Compliance
- Commercial Lending
- Retail Banking/Consumer Lending
- Operations/IT/Human Resources
- Management/Executive
- General Banking

NOTE: All programs and dates listed are subject to change. Visit [www.TNBankers.org/calendar](http://www.TNBankers.org/calendar) for the most current information about TBA events.

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- Interest Rate Swaps
- Loan Participations
- Officer and Director Loans
- Capital Markets Division
  - Sales/ Training
  - Bond Accounting
  - Safekeeping

## Contact:

**Charles Morris**  
*President*

**Jonathan Simon**  
*Correspondent Lending Officer*

**Charles Kown**  
*Relationship Manager*

**Jeff Sands**  
*Correspondent Lending Officer*



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