

Presented Jointly By

Virginia Bankers Association & Virginia Association of Community Banks

VIRGINIA BANKERS
ASSOCIATION



2019
**Virginia
Bank Directors'
Symposium**

Southwest – April 10, 2019

**The Inn at Virginia Tech
Blacksburg**

Central – April 11, 2019

**The Westin
Richmond**

2019 Virginia Bank Directors' Symposium



Being a community bank board member is both a challenging and rewarding experience. Community bank board members face many duties to their institution, stockholders and depositors. To meet these duties and keep ahead of challenges, directors must be in the know.

The 2019 Virginia Bank Directors' Symposium is designed to examine and share key issues that are high on the radar for both regulators and bank executives. Join us as we gather industry experts and share key observations and insights on both internal and external factors influencing today's community banks.

Symposium Agenda

8:30 am

Continental Breakfast and Registration

9:00 - 9:05 am

Welcome

9:05 - 9:55 am

Economic Update

Chris Low, FTN Financial

This session will provide an assessment of the trends driving the economy and its impact on community banking from a local, state and nation-wide perspective.

9:55 - 10:45 am

Why Banks Must Approach Cyber Risk as an Enterprise Risk

Sean Doherty, TSC Advantage

Banks today need to view cyber risk through an enterprise risk framework and not jump immediately to technology solutions to address cybersecurity. That thinking ignores the bigger issues of risk to the enterprise – it's not an IT issue, it's an organizational viability issue. This session will review how the executive team should conduct an objective assessment of the bank's vulnerabilities and risks and then prioritize spending to Prevent, Detect, Correct and Respond.

11:00 - 11:50 am

Creating Value: Identifying the Key Variables that Truly Drive the Value of your Bank

Christopher Olsen, Olsen Palmer, LLC

Without question, maximizing long-term shareholder value is - and should be - a central tenet of every bank's strategic planning, whether through long-term organic initiatives, through M&A, or through some combination of both. That said, less attention is paid to how 'value' is actually defined and measured and, by extension, to what key variables have the most profound effect on driving a bank's value. This session will de-construct a bank's value drivers, highlight certain characteristics shared by highly-valued banks, and, ultimately, reveal the key variables that are most closely correlated with the value of a bank.

11:50 - 12:50 pm **Lunch**

12:50 - 1:40 pm

Community Bank Culture – From the Top Down
Kimberly Snyder & Gill Hundley, KBS Results

In today's environment, it is not uncommon to see media reports focused on an incident impacting a company's reputation implying a cultural weakness with the question "What did the board know?" A bank's culture reflects the shared values, practices and beliefs of its board, management and employees. In banking, the board's role in culture is often referred to as "tone at the top". Culture aligns mission, vision and values throughout the organization. The board is responsible for oversight of strategy, company performance and risk management, including culture risk. In this session, attendees will be provided with insights regarding the assessment of an institution's culture through a review of its mission, vision and values to determine whether culture encourages behaviors essential to executing the bank's strategy.

1:40 - 2:30 pm

Legal Panel

Moderator: DeMarion P. Johnston, VBA

Douglas W. Densmore | *Cowan Perry, PC*

Jacob A. Lutz | *Troutman Sanders*

Scott Richter | *Williams Mullen*

Joseph (Jay) E. Spruill, III | *Woods Rogers PLC*

2:30 - 3:20 pm

The Amazon Prime Effect

Ran Langen, StrategyCorps - Blacksburg
Dave Defazio, StrategyCorps - Richmond

Subscription services are quickly becoming the dominate strategy of today's best retailers and have caused a monumental shift in the way people buy. More than 50% of all American households now subscribe to Amazon Prime, and more than 200 million people subscribe to this and other retail services such as Netflix, Spotify, Dollar Shave Club, Costco and AAA. Bank marketers have a duty to understand these trends and drive their financial institution beyond just transactions to connect better with the lifestyles of today's modern consumers.

3:20 pm **Adjourn**

Symposium Presenters

Dave Defazio (*Richmond Program*)

Strategy Corps

A partner at StrategyCorps, Dave leads and manages the community financial institution sales team where he is actively involved in building our top performing checking, marketing and training solutions. Using his previous hands-on and executive retail banking experience at a billion-dollar asset bank, he is instrumental in the user experience of the websites and mobile apps that deliver our consumer checking solutions and the analytics tools that provide empirical clarity to checking financial performance upon which to customize our checking solutions to clients. An active and sought out presenter at banking conferences, Dave received his B.A. in economics and mathematics from Ohio Wesleyan University.

Sean Doherty

TSC Advantage

Sean Doherty is a recognized leader in enterprise cyber risk mitigation, protection of sensitive data, and supply chain security. He honed his expertise serving as a US military and intelligence officer where he served in various assignments managing operations supporting national security missions overseas. In 2006, he founded TSC Advantage, an enterprise risk and cybersecurity consulting firm that supports federal agencies and advises critical infrastructure, global insurance underwriters, and Fortune 500 companies. Sean's front-line experience in thinking like the adversary and his command of strategic risk management are at the core of his company's award-winning approach to securing the enterprise.

Mary P. "Gill" Hundley

KBS Results

Gill is a proven hands-on leader with an extensive and diverse banking background. She assists KBS clients with strategic planning; merger and acquisition planning, support, and integration; enterprise risk management assessments and program implementation; succession planning, and process improvements. Gill holds the ICBA's Certified Regulatory Compliance Manager designation as well as the Certified Regulatory Vendor Program Management designation.

Legal Panel Featuring



DeMarion Johnston
VBA



Doug Densmore
Cowan Perry



Jake Lutz
Troutman Sanders



Scott Richter
Williams Mullen



Jay Spruill
Woods Rogers

Ray Langen (*Blacksburg Program*)

Strategy Corp

Ray Langen is Regional Director for StrategyCorps and works with financial institutions across the Great Lakes region to design, build and implement retail checking products and strategies to more effectively compete in the new subscription economy. Ray began his career as Director of Marketing for a community bank in central Illinois, is a graduate of the Illinois Bankers School and served on the Bank Marketing Board for the Illinois Bankers Association.

Chris Low

FTN Financial

Chris has more than 30 years' experience tracking US and global economies, financial markets, central banks, and fiscal policy, as well as six years' experience as a money manager, giving him a unique ability to distill economic events into information useful to investors. Chris writes daily economic and market updates, weekly economic commentaries, and regular economic forecasts. He is a frequent and popular speaker at national conferences and forums.

Christopher Olsen

Olsen Palmer, LLC

Christopher Olsen is the Managing Partner and co-founder of Olsen Palmer LLC, a nationally-recognized independent investment banking firm that exclusively advises financial institutions across the spectrum of mergers & acquisitions. Christopher has advised on almost 100 M&A transactions representing almost \$10 billion in aggregate transaction value. Prior to founding Olsen Palmer, Christopher managed a regional practice for a boutique investment banking firm. He has also worked on Wall Street in the Financial Institutions Group within the investment banking division of Morgan Stanley. He began his career in banking, as a teller first for NorWest Bank and then for a 3-branch community bank.

Kimberly Snyder

KBS Results

Kimberly Snyder's extensive background in finance and diverse talents in strategic planning, operations, technology, project management, human resource management and leadership will prove valuable to companies of all sizes and in multiple industries. She has a proven track-record as a positive change agent with the innate ability to gain "buy-in" across diverse populations through an inclusive management style. Prior to starting KBS Results LLC in mid-2015, Kimberly served for ten years as Chief Financial Officer of Valley Financial Corporation / Valley Bank, a \$900 million publicly traded bank in Roanoke, Virginia, where she was instrumental in the success of the Bank which led to the recent acquisition by BNC Bancorp at a 173% premium to tangible book value.



Defazio



Doherty



Hundley



Langen



Low



Olsen



Snyder

OFFERED IN TWO LOCATIONS

SOUTHWEST

April 10, 2019

**The Inn at Virginia Tech
Blacksburg**

CENTRAL

April 11, 2019

**The Westin
Richmond**

PRESENTED JOINTLY BY



ROOM RESERVATIONS

There are small blocks of rooms for each program offered

April 10 Symposium

The Inn at Virginia Tech
901 Prices Fork Road, Blacksburg, VA
24016

To make, modify or cancel reservations, visit [Joint Bank Directors' Symposium](#)

Or call **540.231.8000**

Room rate for April 9 is \$145 per night, single or double. **Reservation cut-off date is Friday, March 15, 2019**

April 11 Symposium

The Westin
6631 West Broad Street, Richmond, VA
23230

To make, modify or cancel reservations, visit [Westin Richmond.com](#)

Or call **804.282.8444**

Room rate for April 10 is \$189 per night, single or double. **Reservation cut-off date is Wednesday, March 20, 2019**

Please reference the Virginia Bank Directors' Symposium when making your reservations.

Don't delay! Reservations are available on a first-come, first served basis.

CANCELLATION POLICY

All cancellations will be charged a \$25 administrative fee. Cancellations received less than 72 business hours before the program will be charged a \$75 administrative fee plus any additional fees associated with the training. Contact Melissa McLeod at mmcleod@vabankers.org.

AMERICANS WITH DISABILITIES ACT

In order to accommodate registrants with special needs, we need to be notified of an attendee with any visual, hearing, or other impairment. Please contact the VBA at 804.643.7469 to alert them to your special needs; this includes dietary needs as well.

BANK DIRECTOR CONTINUING EDUCATION CREDITS



These programs are being endorsed by the **American Association of Bank Directors, (AABD)**. The Bank Director Symposium qualifies as a **5 (five) supplemental hour** course. Attending this course will help fulfill the requirements for a certificate of completion available to AABD Members.

Forms will be available at each location for attendees to complete for proof of attendance. Once completed, the forms will be collected at the meeting and forwarded to AABD for processing.

Symposium Registration - **BLACKSBURG** - April 10, 2019

Bank Name _____ Address _____
City, State, ZIP _____
Phone _____ Fax _____
Email for Confirmation Materials _____

Attendee Name

Badge Name

Email Address

Attendee Name	Badge Name	Email Address

ADA Requirements: *Please call VBA with any physical or dietary needs at 804.819.4731*

Program Fees:

(If your bank is not chartered in Virginia, but a member of your state ABA or ICBA association, register at the first set of prices below.)

_____ First Four (4) registration from the same bank @ \$295 each = \$ _____

_____ Each additional registration from the same bank @ \$270 each = \$ _____

NonMember Fees:

_____ First Four (4) registration from the same bank @ \$395 each = \$ _____

_____ Each additional registration from the same bank @ \$370 each = \$ _____

Choose Payment Option:

_____ Check Enclosed (Made payable to VBA)

_____ Please charge my: VISA MasterCard AMEX Discover

Card No. _____ Exp. Date _____ Sec. Code _____

Name on Card _____

Signature _____

Billing Address _____

City, State, ZIP _____

Fax registration forms for **EACH** program to **Melissa McLeod at the VBA at 804.495.8495**, or mail it to **VBA at 4490 Cox Road, Glen Allen, VA 23060**. Please call **VBA at 804.643.7469** or **VACB at 804.673.8250** with any questions.

Symposium Registration - **RICHMOND** - April 11, 2019

Bank Name _____ Address _____
City, State, ZIP _____
Phone _____ Fax _____
Email for Confirmation Materials _____

Attendee Name

Badge Name

Email Address

Attendee Name	Badge Name	Email Address

ADA Requirements: *Please call VBA with any physical or dietary needs at 804.819.4731*

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