# UNITED STATES OF AMERICA DEPARTMENT OF THE TREASURY COMPTROLLER OF THE CURRENCY

In the Matter of:	
Cherokee Bank, N.A.	,
Canton, Georgia	,

#### CONSENT ORDER

The Comptroller of the Currency of the United States of America ("Comptroller"), through his National Bank Examiner, has supervisory authority over Cherokee Bank, N.A., Canton, Georgia ("Bank").

The Bank, by and through its duly elected and acting Board of Directors ("Board"), has executed a "Stipulation and Consent to the Issuance of a Consent Order," dated April 29, 2009, that is accepted by the Comptroller. By this Stipulation and Consent, which is incorporated by reference, the Bank has consented to the issuance of this Consent Order ("Order") by the Comptroller.

Pursuant to the authority vested in it by the Federal Deposit Insurance Act, as amended, 12 U.S.C. § 1818, the Comptroller hereby orders that:

#### ARTICLE I

#### COMPLIANCE COMMITTEE

(1) Within fifteen (15) days, the Board shall appoint a Compliance Committee of at least three (3) directors, the majority of which shall be composed of persons who are not an employee or controlling shareholder of the Bank or any of its affiliates (as the term "affiliate" is defined in 12 U.S.C. § 371c(b)(1)), or a family member of any such person. Upon appointment, the names of the members of the Compliance Committee and, in the event of a change of the

membership, the name of any new member shall be submitted in writing to the Assistant Deputy Comptroller. The Compliance Committee shall be responsible for monitoring and coordinating the Bank's adherence to the provisions of this Order.

- (2) The Compliance Committee shall meet at least monthly.
- (3) Within forty-five (45) days and within forty-five (45) days after the last date of each calendar quarter thereafter, the Compliance Committee shall submit a written progress report to the Board setting forth in detail:
  - (a) a description of the action needed to achieve full compliance with eachArticle of this Order;
  - (b) actions taken to comply with each Article of this Order; and
  - (c) the results and status of those actions.
- (4) The Board shall forward a copy of the Compliance Committee's report, with any additional comments by the Board, to the Assistant Deputy Comptroller within ten (10) days of receiving such report.
- (5) The Board shall ensure that the Bank has processes and personnel to ensure implementation of and adherence to this Article.

# **ARTICLE II**

### CAPITAL PLAN AND HIGHER MINIMUMS

- (1) The Bank shall achieve by August 31, 2009, and thereafter maintain the following capital levels (as defined in 12 C.F.R. Part 3):
  - (a) Total Risk-Based capital at least equal to twelve percent (12%) of risk-weighted assets;
  - (b) Tier 1 capital at least equal to eight percent (8%) of adjusted total assets.

- (2) The requirement in this Order to meet and maintain a specific capital level means that the Bank may not be deemed to be "well capitalized" for purposes of 12 U.S.C. § 18310 and 12 C.F.R. Part 6 pursuant to 12 C.F.R. § 6.4(b)(1)(iv).
- (3) Within sixty (60) days, the Board shall review, revise, and thereafter ensure Bank adherence to its three-year capital program. The program shall include:
  - (a) specific plans for the maintenance of adequate capital that may in no event be less than the requirements of paragraph (1);
  - (b) projections for growth and capital requirements based upon a detailed analysis of the Bank's assets, liabilities, earnings, fixed assets, and off-balance sheet activities;
  - (c) projections of the sources and timing of additional capital to meet theBank's current and future needs;
  - (d) the primary source(s) from which the Bank will strengthen its capital structure to meet the Bank's needs;
  - (e) contingency plans that identify alternative methods should the primary source(s) under (d) above not be available; and
  - (f) a dividend policy that permits the declaration of a dividend only:
    - (i) when the Bank is in compliance with its approved capital program;
    - (ii) when the Bank is in compliance with 12 U.S.C. §§ 56 and 60; and
    - (iii) with the prior written determination of no supervisory objection by the Assistant Deputy Comptroller. Upon receiving a determination of no supervisory objection, the Bank shall implement and adhere to the dividend policy.

- (4) Upon completion of the revisions to the Bank's capital program, a copy of the program shall be submitted to the Assistant Deputy Comptroller for prior determination of no supervisory objection. Upon receiving a determination of no supervisory objection from the Assistant Deputy Comptroller, the Bank shall implement and adhere to the capital program. The Board shall review and update the Bank's capital program on an annual basis, or more frequently if necessary. Copies of the reviews and updates shall be submitted to the Assistant Deputy Comptroller.
- (5) If the OCC determines, in its sole judgment, that the Bank has failed to submit an acceptable capital program as required by paragraph (3) of this Article, or fails to implement or adhere to a capital program for which the OCC has taken no supervisory objection pursuant to paragraph (4) of this Article, then within ninety (90) days of receiving written notice from the OCC of such fact, the Bank shall develop and shall submit to the OCC for its review and prior determination of no supervisory objection a capital contingency plan, which shall detail the Board's proposal to sell or merge the Bank, or liquidate the Bank under 12 U.S.C. § 181. After the OCC has advised the Bank that it does not take supervisory objection to the capital contingency plan, the Board shall immediately implement, and shall thereafter ensure adherence to, the terms of the contingency plan. Failure to submit a timely, acceptable contingency plan may be deemed a violation of this Order, in the exercise of the OCC's sole discretion.
- (6) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to this Article.

#### ARTICLE III

# COMMERCIAL REAL ESTATE CONCENTRATION RISK MANAGEMENT

- (1) Within ninety (90) days, the Board shall review, revise, and thereafter ensure Bank adherence to its written commercial real estate ("CRE") concentration risk management program, which must be consistent with OCC Bulletin 2006-46. The program shall include, but not necessarily be limited to, the following:
  - (a) Ongoing risk assessments to identify potential CRE concentrations in the portfolio, including exposures to similar or interrelated groups or borrowers;
  - (b) Board and management oversight of CRE concentrations, to include:
    - (i) policy guidelines and an overall CRE lending strategy, including actions required when the Bank approaches the limits of its CRE guidelines;
    - (ii) procedures and controls to effectively adhere to and monitor compliance with the Bank's lending policies and strategies;
    - (iii) regular review of information and reports that identify, analyze, and quantify the nature and level of risk presented by CRE; and
    - (iv) periodic review and approval of CRE risk exposure limits;
  - (c) Portfolio management, to include internal lending guidelines and concentration limits that control the Bank's overall risk exposure to CRE, and a contingency plan to reduce or mitigate concentrations in the event of adverse market conditions;

- (d) Management information systems, to provide sufficient timely information to management to identify, measure, monitor, and manage CRE concentration risk;
- (e) Periodic market analysis, to provide management and the Board with information to assess whether its CRE lending strategy and policies continue to be appropriate in light of changes in CRE market conditions;
- (f) Credit underwriting standards for CRE, to include:
  - (i) maximum loan amount by type of property;
  - (ii) loan terms;
  - (iii) pricing structures;
  - (iv) collateral valuation;
  - (v) loan-to-value limits by property type;
  - (vi) requirements for feasibility studies and sensitivity analysis or stress testing;
  - (vii) minimum requirements for initial investment and maintenance of hard equity by the borrower; and
  - (viii) standards for borrower net worth, property cash flow, and debt service coverage for the property;
- (g) Portfolio stress testing and sensitivity analysis of CRE concentrations; and
- (h) Credit risk review of CRE, to include an effective, accurate, and timely risk-rating system.
- (2) The Board shall forward a copy of any analysis performed on existing or potential CRE concentrations to the Assistant Deputy Comptroller immediately following the review.

(3) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to the program developed pursuant to this Article.

#### ARTICLE IV

# **CRITICIZED ASSETS**

- (1) The Bank shall take immediate and continuing action to protect its interest in those assets criticized in the ROE, in any subsequent Report of Examination, by internal or external loan review, or in any list provided to management by the National Bank Examiners during any examination.
- (2) Within ninety (90) days, the Board shall review, revise, and thereafter ensure Bank adherence to its written program designed to eliminate the basis of criticism of assets criticized in the ROE, in any subsequent Report of Examination, by any internal or external loan review, or in any list provided to management by the National Bank Examiners during any examination as "doubtful," "substandard," or "special mention." This program shall require the Bank to consider for each criticized asset, at a minimum:
  - (a) an identification of the expected sources of repayment;
  - (b) the appraised value of supporting collateral and the position of the Bank's lien on such collateral where applicable;
  - (c) an analysis of current and satisfactory credit information, including cash flow analysis where loans are to be repaid from operations; and
  - (d) the proposed action to eliminate the basis of criticism and the time frame for its accomplishment.

- (3) Upon completion of the revisions to the Bank's written program, a copy of the program shall promptly be submitted to the Assistance Deputy Comptroller. Any subsequent modifications or additions to the program shall be forwarded to the Assistant Deputy Comptroller within thirty (30) days of such modification or addition.
- (4) The Board, or a designated committee, shall conduct a review, on at least a quarterly basis, to determine:
  - (a) the status of each criticized asset or criticized portion thereof that equals or exceeds five hundred thousand dollars (\$500,000);
  - (b) management's adherence to the program adopted pursuant to this Article;
  - (c) the status and effectiveness of the written program; and
  - (d) the need to revise the program or take alternative action.
- (5) A copy of each review, including status updates for each criticized asset or criticized portion thereof that equals or exceeds five hundred thousand dollars (\$500,000), shall be forwarded to the Assistant Deputy Comptroller quarterly. The status updates shall follow a format similar to Appendix A, attached hereto.
- (6) The Bank may extend credit, directly or indirectly, including renewals, extensions or capitalization of accrued interest, to a borrower whose loans or other extensions of credit are criticized in the ROE, in any subsequent Report of Examination, in any internal or external loan review, or in any list provided to management by the National Bank Examiners during any examination and whose aggregate loans or other extensions exceed five hundred thousand dollars (\$500,000) only if each of the following conditions is met:
  - (a) the Board or designated committee finds that the extension of additional credit is necessary to promote the best interests of the Bank and that prior

- to renewing, extending or capitalizing any additional credit, a majority of the full Board or designated committee approves the credit extension and records, in writing, why such extension is necessary to promote the best interests of the Bank; and
- (b) a comparison to the documentation produced in accordance with the written program adopted pursuant to this Article shows that the Board's formal plan to collect or strengthen the criticized asset will not be compromised.
- (7) A copy of the approval of the Board or of the designated committee shall be maintained in the file of the affected borrower.
- (8) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to the program developed pursuant to this Article.

#### ARTICLE V

#### LOAN PORTFOLIO MANAGEMENT

- (1) Within ninety (90) days, the Board shall review, revise, and thereafter ensure Bank adherence to a written program to improve the Bank's loan portfolio management. The program shall include, but not be limited to:
  - (a) procedures to ensure satisfactory and perfected collateral documentation;
  - (b) procedures to ensure that extensions of credit are granted, by renewal or otherwise, to any borrower only after obtaining and analyzing current and satisfactory credit information;
  - (c) procedures to ensure conformance with loan approval requirements;

- (d) a system to track and analyze exceptions;
- (e) procedures to ensure periodic post-funding analysis;
- (f) procedures to ensure compliance with supervisory loan to value guidelines in accordance with 12 CFR Part 34; and
- (g) a performance appraisal process, including performance appraisals, job descriptions, and incentive programs for loan officers, which adequately consider their performance relative to policy compliance, documentation standards, accuracy in credit grading, and other loan administration matters.
- (2) Upon completion of the revisions to the Bank's written program, a copy of the program shall be forwarded to the Assistant Deputy Comptroller.
- (3) Within ninety (90) days, the Board shall review, revise, and thereafter ensure Bank adherence to systems that provide for effective monitoring of:
  - (a) early problem loan identification to assure the timely identification and rating of loans and leases based on lending officer submissions;
  - (b) statistical records that will serve as a basis for identifying sources of problem loans and leases by industry, size, collateral, division, group, indirect dealer, and individual lending officer;
  - (c) previously charged-off assets and their recovery potential;
  - (d) compliance with the Bank's lending policies and laws, rules, and regulations pertaining to the Bank's lending function;
  - (e) adequacy of credit and collateral documentation; and
  - (f) concentrations of credit.

- (4) On a monthly basis, management will provide the Board with written reports including, at a minimum, the following information:
  - (a) the identification, type, rating, and amount of problem loans and leases;
  - (b) the identification and amount of delinquent loans and leases;
  - (c) credit and collateral documentation exceptions;
  - (d) the identification and status of credit related violations of law, rule or regulation;
  - (e) the identity of the loan officer who originated each loan reported in accordance with subparagraphs (a) through (d) of this Article and Paragraph;
  - (f) an analysis of concentrations of credit, significant economic factors, and general conditions and their impact on the credit quality of the Bank's loan and lease portfolios; and
  - (g) the identification of loans and leases not in conformance with the Bank's lending and leasing policies, and exceptions to the Bank's lending and leasing policies.
- (5) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to the program developed pursuant to this Article.

#### ARTICLE VI

#### LIQUIDITY

(1) The Board shall ensure the liquidity of the Bank is maintained at a level that is sufficient to sustain the Bank's current operations and to withstand any anticipated or

extraordinary demand against its funding base. Such actions may include, but are not necessarily limited to:

- (a) selling assets;
- (b) obtaining lines of credit from the Federal Reserve Bank;
- (c) obtaining lines of credit from correspondent banks;
- (d) recovering charged-off assets; and
- (e) injecting additional equity capital.
- (2) Within ninety (90) days, the Bank shall review, revise, and thereafter ensure Bank adherence to its plan to reduce the level of wholesale or credit-sensitive liabilities and revise the Bank's strategic plan in light of this requirement.
- (3) The Board shall continue to review the Bank's liquidity on a monthly basis. Such reviews shall consider:
  - a maturity schedule of certificates of deposit, including large uninsured deposits;
  - (b) the volatility of demand deposits including escrow deposits;
  - (c) the amount and type of loan commitments and standby letters of credit;
  - (d) an analysis of the continuing availability and volatility of present funding sources;
  - (e) an analysis of the impact of decreased cash flow from the Bank's loan portfolio resulting from delinquent and non-performing loans;
  - (f) an analysis of the impact of decreased cash flow from the sale of loans or loan participations; and
  - (g) geographic disbursement of and risk from brokered deposits.

- (4) The Board shall take appropriate action to maintain adequate sources of liquidity in relation to the Bank's needs. Monthly reports shall set forth liquidity requirements and sources. Copies of these reports shall be forwarded to the Assistant Deputy Comptroller in the Bank's report to the Assistant Deputy Comptroller.
- (5) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to the program developed pursuant to this Article.

#### ARTICLE VII

### STRATEGIC PLAN

- (1) Within ninety (90) days, the Board shall review, revise, and thereafter ensure Bank adherence to its written strategic plan for the Bank, which covers a three-year period. The strategic plan shall establish objectives for the Bank's overall risk profile, earnings performance, growth, balance sheet mix, off-balance sheet activities, liability structure, capital adequacy, reduction in the volume of nonperforming assets, product line development and market segments that the Bank intends to promote or develop, together with strategies to achieve those objectives and, at a minimum, include:
  - (a) a mission statement that forms the framework for the establishment of strategic goals and objectives;
  - (b) an assessment of the Bank's present and future operating environment;
  - (c) the development of strategic goals and objectives to be accomplished over the short and long term;

- (d) an identification of the Bank's present and future product lines (assets and liabilities) that will be utilized to accomplish the strategic goals and objectives established in (1)(c) of this Article;
- (e) an evaluation of the Bank's internal operations, staffing requirements, board and management information systems and policies and procedures for their adequacy and contribution to the accomplishment of the goals and objectives developed under (1)(c) of this Article;
- (f) a management employment and succession program to promote the retention and continuity of capable management;
- (g) product line development and market segments that the Bank intends to promote or develop;
- (h) an action plan to improve bank earnings and accomplish identified strategic goals and objectives, including individual responsibilities, accountability and specific timeframes;
- a financial forecast to include projections for major balance sheet and income statement accounts and desired financial ratios over the period covered by the strategic plan;
- (j) control systems to mitigate risks associated with planned new products,growth, or any proposed changes in the Bank's operating environment;
- (k) specific plans to establish responsibilities and accountability for the strategic planning process, new products, growth goals, or proposed changes in the Bank's operating environment; and

- (l) systems to monitor the Bank's progress in meeting the plan's goals and objectives.
- (2) Upon completion of the revisions to the Bank's strategic plan, a copy of the plan shall be forwarded to the Assistant Deputy Comptroller for review and prior written determination of no supervisory objection. Upon receiving a determination of no supervisory objection from the Assistant Deputy Comptroller, the Bank shall implement and adhere to the strategic plan.
- (3) The Bank must give the Assistant Deputy Comptroller at least sixty (60) days advance, written notice of its intent to deviate significantly from the strategic plan.
  - (a) For purposes of this Article, changes that may constitute a significant deviation from the strategic plan include, but are not limited to, any significant deviations from marketing strategies, marketing partners, acquisition channels; underwriting practices and standards, account management strategies and test programs; collection strategies, partners or operations; fee structure, pricing, or fee application methods; accounting processes and practices; funding strategy; or any other changes in personnel, operations or external factors that may have a material impact on the Bank's operations or financial performance.
  - (b) Prior to making any changes that significantly deviate from the Bank's strategic plan, the Board shall perform an evaluation of the adequacy of the Bank's organizational structure, staffing, management information systems, internal controls and written policies and procedures to identify, measure, monitor, and control the risks associated with the product or

service. The evaluation shall include an assessment of the impact of such changes on the Bank's condition, including a profitability analysis.

(4) The Board shall ensure that the Bank has processes, personnel, and control systems to ensure implementation of and adherence to the program developed pursuant to this Article.

### ARTICLE VIII

#### **CLOSING**

- (1) Although the Board is by this Order required to submit certain proposed actions and programs for the review or prior written determination of no supervisory objection of the Assistant Deputy Comptroller, the Board has the ultimate responsibility for proper and sound management of the Bank.
- (2) It is expressly and clearly understood that if, at any time, the Comptroller deems it appropriate in fulfilling the responsibilities placed upon it by the several laws of the United States of America to undertake any action affecting the Bank, nothing in this Order shall in any way inhibit, estop, bar or otherwise prevent the Comptroller from so doing.
- (3) Any time limitations imposed by this Order shall begin to run from the effective date of this Order. Such time limitations may be extended in writing by the Assistant Deputy Comptroller for good cause upon written application by the Board.
- (4) The provisions of this Order are effective upon issuance of this Order by the Comptroller, through his authorized representative whose hand appears below, and shall remain effective and enforceable, except to the extent that, and until such time as, any provisions of this Order shall have been amended, suspended, waived, or terminated in writing by the Comptroller.

(5) In each instance in this Order in which the Board is required to ensure adherence

to, and undertake to perform certain obligations of the Bank, it is intended to mean that the

Board shall:

(a) authorize and adopt such actions on behalf of the Bank as may be

necessary for the Bank to perform its obligations and undertakings under

the terms of this Order;

(b) require the timely reporting by Bank management of such actions directed

by the Board to be taken under the terms of this Order;

(c) follow-up on any non-compliance with such actions in a timely and

appropriate manner; and

(d) require corrective action be taken in a timely manner of any non-

compliance with such actions.

(6) This Order is intended to be, and shall be construed to be, a final order issued

pursuant to 12 U.S.C. § 1818(b), and expressly does not form, and may not be construed to form,

a contract binding on the Comptroller or the United States.

(7) The terms of this Order, including this paragraph, are not subject to amendment or

modification by any extraneous expression, prior agreements or prior arrangements between the

parties, whether oral or written.

IT IS SO ORDERED, this 29th day of April, 2009.

signed

James F. DeVane, Jr.,

Assistant Deputy Comptroller

Atlanta Field Office

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# UNITED STATES OF AMERICA DEPARTMENT OF THE TREASURY COMPTROLLER OF THE CURRENCY

In the Matter of:	
Cherokee Bank, N.A.	
Canton, Georgia	

# STIPULATION AND CONSENT TO THE ISSUANCE OF A CONSENT ORDER

The Comptroller of the Currency of the United States of America ("Comptroller") intends to initiate cease and desist proceedings against Cherokee Bank, N.A., Canton, Georgia ("Bank") pursuant to 12 U.S.C. § 1818(b) through the issuance of a Consent Order dated April 29, 2009, for unsafe and unsound banking practices.

The Bank, in the interest of compliance and cooperation, consents to the issuance of a Consent Order, dated April 29, 2009 ("Order");

In consideration of the above premises, the Comptroller, through his authorized representative, and the Bank, through its duly elected and acting Board of Directors, hereby stipulate and agree to the following:

#### ARTICLE I

#### Jurisdiction

- (1) The Bank is a national banking association chartered and examined by the Comptroller pursuant to the National Bank Act of 1864, as amended, 12 U.S.C. § 1 *et seq*.
- (2) The Comptroller is "the appropriate Federal banking agency" regarding the Bank pursuant to 12 U.S.C. §§ 1813(q) and 1818(b).
- (3) The Bank is an "insured depository institution" within the meaning of 12 U.S.C. § 1818(b)(1).

(4) This Order shall cause the Bank to be designated as in "troubled condition," as set forth in 12 C.F.R. § 5.51(c)(6), unless otherwise informed in writing by the Comptroller. In addition, this Order shall cause the Bank not to be designated as an "eligible bank" for purposes of 12 C.F.R. § 5.3(g), unless otherwise informed in writing by the Comptroller.

#### ARTICLE II

### Agreement

- (1) The Bank, without admitting or denying any wrongdoing, hereby consents and agrees to the issuance of the Order by the Comptroller.
- (2) The Bank further agrees that said Order shall be deemed an "order issued with the consent of the depository institution" as defined in 12 U.S.C. § 1818(h)(2), and consents and agrees that said Order shall become effective upon its issuance and shall be fully enforceable by the Comptroller under the provisions of 12 U.S.C. § 1818(i). Notwithstanding the absence of mutuality of obligation, or of consideration, or of a contract, the Comptroller may enforce any of the commitments or obligations herein undertaken by the Bank under his supervisory powers, including 12 U.S.C. § 1818(i), and not as a matter of contract law. The Bank expressly acknowledges that neither the Bank nor the Comptroller has any intention to enter into a contract.
- (3) The Bank also expressly acknowledges that no officer or employee of the Comptroller has statutory or other authority to bind the United States, the U.S. Treasury Department, the Comptroller, or any other federal bank regulatory agency or entity, or any officer or employee of any of those entities to a contract affecting the Comptroller's exercise of his supervisory responsibilities.

#### ARTICLE III

### Waivers

- (1) The Bank, by signing this Stipulation and Consent, hereby waives:
  - (a) the issuance of a Notice of Charges pursuant to 12 U.S.C. § 1818(b);
  - (b) any and all procedural rights available in connection with the issuance of the Order;
  - (c) all rights to a hearing and a final agency decision pursuant to 12 U.S.C. § 1818(i), 12 C.F.R. Part 19
  - (d) all rights to seek any type of administrative or judicial review of the Order; and
  - (e) any and all rights to challenge or contest the validity of the Order.

# ARTICLE IV

# Other Action

(1) The Bank agrees that the provisions of this Stipulation and Consent shall not inhibit, estop, bar, or otherwise prevent the Comptroller from taking any other action affecting the Bank if, at any time, it deems it appropriate to do so to fulfill the responsibilities placed upon it by the several laws of the United States of America.

IN TESTIMONY WHEREOF, the undersigned, authorized by the Comptroller as his representative, has hereunto set his hand on behalf of the Comptroller.

Atlanta Field Office

signed	
James F. DeVane, Jr.,	Date
Assistant Deputy Comptroller	

# IN TESTIMONY WHEREOF, the undersigned, as the duly elected and acting Board of Directors of the Bank, have hereunto set their hands on behalf of the Bank.

Signed	4/29/2009
Dennis W. Burnette	Date
Signed	5/01/2009
William L. Early	Date
Signed	4/29/2009
Albert L. Evans, Jr.	Date
Signed	4-29-2009
J. Calvin Hill, Jr.	Date
Signed	4-29-2009
Roger M. Johnson	Date
Signed	4-29-2009
J. David Keller	Date
Signed	4-29-2009
John S. Moreau	Date
Signed	4-29-2009
Wanda P. Roach	Date
Signed	4-29-2009
A. R. (Rick) Roberts, III	Date
Signed	4-29-2009
Donald F. Stevens	Date
Signed	4-29-2009
Edwin I. Swords, III	Date