

# New England Chapter

## Winter 2013 Newsletter

[www.RMANewEngland.org](http://www.RMANewEngland.org)

### *From the President – New England Chapter*

Dear Santa,

We have been very good this year. Could you please fill the following wishes for us next year?

- Tell everyone that it's OK to borrow money, and that we have money to lend;
- Raise the interest rates, if only by a couple of basis points;
- Stop all new regulations, or changes to regulations, for just one year;
- Give all of our customers the ability to make their payments on-time, and;
- Remind people that even bankers need to be loved.

I hope all of your holiday wishes do come true! But, if they don't, I want you to be prepared to face the challenges ahead of us. As much as I don't want to believe it, in 2013 it looks like rates will continue to be low, growth will continue to be in the single-digits, and we will have to fight even harder to remain compliant. It's more than one person can handle alone!

But, the solution you have been looking for is closer than you think. Imagine a place where you can talk to people who are walking down the same dark streets that you are, where tools are provided to solve even the most complex problems, and where guidance is provided to keep you on the right path. Sound too good to be true? It's not. I'm talking about the Risk Management Association (RMA) and more specifically its New

England Chapter with hundreds of members throughout the State of Massachusetts and beyond, working in a wide range of banking roles at organizations large and small.

The RMA, which is celebrating its 100<sup>th</sup> anniversary next year, is a not-for-profit, non-lobbying, member-driven professional association serving the financial services industry. Its sole purpose is to advance the use of sound risk principles in the financial services industry. RMA has pledged to provide our members with opportunities in their local communities for education, training, and networking throughout all stages of their financial services career.

The New England Chapter of RMA is responsible for coordinating and facilitating locally based roundtables, seminars and webinars. We also continue to offer our Commercial Credit for Lenders / Analysts (usually in September of every year) and our much acclaimed Loan Office Resident Seminar (LORS) (usually in April of every year) for banking professionals who want to further their credit and lending knowledge. Our Enterprise Risk Management, Young Professionals and Women-in-Banking affinity groups also host targeted educational and networking events. To find more information, visit our website at [www.rmanewengland.org](http://www.rmanewengland.org).

We all know that many hands make any job easier. You can send a letter to Santa this year or get involved (or both) and let's see what we can accomplish together in 2013. 🌨️

Mike Gallagher, President, RMA New England

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## Meet our Board Member – Michael Gallagher, President (2012–2013)



Officer, Compliance Officer, CFO, and Controller.

Mr. Gallagher has served as a Board Member and Board Officer for eight Non-Profit Organizations from

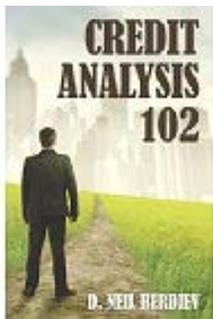
For the past 10 years, Mike Gallagher has worked at Enterprise Bank in Lowell, MA and currently serves as the SVP Risk Management Director. He has worked in banking for the past 19 years, and prior to that worked in public accounting for 15 years. Previously, Mr. Gallagher has held positions as an Internal Auditor, Security

Massachusetts and New Hampshire over the past decade. He has presented on numerous occasions to non-profit groups on strategic planning, board governance, identity theft, information security and security matters.

Mr. Gallagher received his undergraduate from Merrimack College, his MBA from Suffolk University, and graduated from the Advanced Management Program of Harvard Business School. He is a licensed Certified Public Accountant in both Massachusetts and New Hampshire and is a licensed Justice of the Peace.

In his spare time, Mr. Gallagher spends time with his wife and two boys and actively competes in triathlons and marathons. He currently resides in Derry, NH.

## Raffle of a couple of copies of Credit Analyst 102 Exclusively for our Associate members



This book was created for financial services professionals who seek to excel at their trade and become outstanding performers in their fields. The ability to crunch numbers is the first and very essential skill that a credit or financial analyst learns. Yet, this skill is only a small fraction of your success story. This book synthesizes timeless knowledge within the five key qualities that are not taught or discussed in organizations. Why? Businesses and managers do not have the skills, patience, and motivation to continuously educate their less tenured colleagues on matters that are hard to quantify.

This is where this book is intended to make a difference. It was written based on the author's and many other individuals' decades of business experiences that can only

be described as learning from your own bumps and bruises. The goal is to provide you with the expertise that will make your learning more effective and you, personally, more successful than you would be on your own. While a source of qualitative information, this book should not be confused with motivational or other similar books. This book is for individuals who aspire to be at the top of their field and want to benefit from the advice that is rarely shared. The rest is up to you and you only in putting this knowledge into practice.

If you would like your name entered into the raffle, please email your name and email address to our Chapter Administrator, Julie Conroy, at [Julie@rmanewengland.org](mailto:Julie@rmanewengland.org). Note that you must be an RMA Associate member to enter this raffle. Board members and officers of the RMA / RMA New England Chapter are, of course, excluded.

## RMA New England launches our first Scholarship Fund

The New England Chapter of RMA is pleased to offer a one-time, non-renewable \$500 scholarship to be awarded on or before May 17, 2012. The scholarship will go to an individual based upon academic record, leadership, personal statement, and school and community activities.

Applicant must be a dependent of an RMA New England Chapter Member and be a graduating High School Senior.

Applicant must have a minimum high school GPA of 3.5 or equivalent (if an alternative rating system, detailed explanation of parity to a 4.0 system must be provided by the applicant's school).

Applicant must be applying as a full time, first year and first time enrollee in an accredited undergraduate program at a college or university. The degree program must be business related (i.e. Accounting, Finance, Economics, Business Administration, etc...).

We look forward to your feedback and hope to make this program a regular occurrence in the future!  
To learn more and/or enter, please visit [www.rmanewengland.org](http://www.rmanewengland.org).

## A brief recap of a couple of events from last year

### Senior Executive Community Bank Roundtable

In September 2012, we held the RMA CT / Western MA Senior Executive Community Bank Roundtable at Carbone's Restaurant in Hartford, CT.

We had an interactive discussion of issues facing area community banks. This is the 5th year we held these events. They are being held in Hartford, CT, with meetings taking

place twice per year, in the fall and the spring. This is an invitation only event for senior executives of member banks. Representatives of the following 12 institutions were in attendance: BDC Capital, Chelsea Groton Savings Bank, Chicopee Savings Bank, Dime Bank, Eastern Federal Bank, Hampden Bank, Liberty Bank, Litchfield Bancorp, Milford Bank, Naugatuck Savings Bank, Rockville Bank, and Thomaston Savings Bank.

### A few pics from the 2012 RMA Annual Conference

Stay tuned for this and many other conferences taking place in 2013 – a great opportunity to collect with the fellow minds in your field and learn best practices and trends.



Fellow risk managers... dressed for success!!



Regulatory panel – Mike Gallagher and Kama Giedra from the RMA New England Board are completely lost in the audience!



Kama Giedra of the RMA New England Board is happy it is all over!!!

## A brief recap of a couple of events from last year, con't

### A CEO Series Event with Christopher Oddleifson, President & Chief Executive Officer of Rockland Trust



Christopher Oddleifson is the President and Chief Executive Officer of Rockland Trust Company and its parent, Independent Bank Corp. Rockland Trust, a full service commercial and retail bank, serves approximately 200,000 customers with nearly 1,000 employees. Rockland Trust has \$5.1 billion in assets, \$2.0 billion in assets under management and 85 retail branches and other offices located throughout Southeastern Massachusetts.

Active in industry and community affairs, Mr. Oddleifson is the Chairman of the Massachusetts Housing Partnership, Chairman of the United Way of Greater Plymouth County Campaign, and the Immediate Past Chairman of the South Shore Hospital Health and Educational Foundation. Mr. Oddleifson also serves as a Director of the South Shore Hospital, a Trustee of Cape Cod Community College-serving as its Chairman during 2010 until 2012, a member of the Boston Federal Reserve Bank Community Development Institution Advisory Council and a member of the Executive Committee of the Old Colony Council's Boy Scouts of America. He has also served on the Board of Directors of the Massachusetts Bankers Association and as its Chairman during 2009-2010.

Previously, Mr. Oddleifson was the former President of First Union Home Equity Bank, a national banking subsidiary of First Union Corporation (now Wells Fargo), and the Executive Vice President, responsible for Consumer Banking, for Signet Bank in Richmond, VA. He has also worked as a management consultant for Booz, Allen and Hamilton.

Mr. Oddleifson holds a Bachelor's Degree in Mechanical Engineering from Cornell University and a Master's Degree in Business Administration from the Wharton School at the University of Pennsylvania.

In November 2012, the RMA New England Chapter Young Professionals Group held its 8<sup>th</sup> Annual CEO / Executive Series event. The idea behind the event is to bring together junior to mid-career banking professionals and give them an opportunity to learn from the most accomplished in our field. Attendees have an opportunity to learn about the speakers' education, career paths, their organizations, industry trends, stories of successes as well as failures or lessons learned. These are truly unique opportunities to interact with C-level executives in a fairly informal setting when they talk about themselves, the industry, their organizations, and answer questions to help the attendees learn how to excel in what they do. Our past events featured the CEO's and Presidents of Boston Private Bank, Citizens Bank, Eastern Bank, Cambridge Trust, Wainwright Bank, Danversbank and Brookline Bank.

#### Acknowledgements:

The RMA New England Chapter would like to thank Mr. Oddleifson for being so generous with his time and for an engaging and honest discussion with our members.

The RMA New England Chapter would also like to thank our generous hosts at Sherin and Lodgen for providing for the 2nd year a row very comfortable accommodations to have a successful CEO Series event.

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Mr. Oddleifson opened with an admission that he became a banker by accident. He studied to be a mechanical engineer, and his dream was to work in the field of alternative energy. He took an internship at a hydroelectric plant and subsequently spent a couple of years at a manufacturing shop in upstate NY. In 1981 Mr. Oddleifson joined a company that was a jewel of Westinghouse. The business was a ubiquitous "cash cow" but unfortunately with no investment into the future of the company and its technology since about 1940s and 1950s. As a result, the company eventually fell behind its competition from Japan, which prioritized its ongoing technological investment, and was rendered obsolete by 1985. *Thus, Mr. Oddleifson's first advice is to not focus on just one thing in your career; be versatile!*

After completing his graduate studies, Mr. Offleifson joined Booz, Allen and Hamilton in Atlanta, GA. He worked in banking, healthcare, and retail consulting. After his first child was born, he made a decision to leave consulting that included extensive travel in favor of spending more time with his family. This is when he joined Signet Bank in Richmond, VA in 1997 as an Executive Vice President of Consumer Banking. Two months into the job, the bank was sold for more than 3.5 times its book value to First Union Corporation in Charlotte, NC. From 1998 to 2002, Mr. Oddleifson was President of First Union



## A brief recap of a couple of events from last year, con't

Home Equity Bank, a national banking subsidiary of First Union Corporation. *As he was looking back on his career progress and lessons learned, his lesson number two is to have a vision and to follow it. Ignore temptations to deviate, including when it comes to credit.*

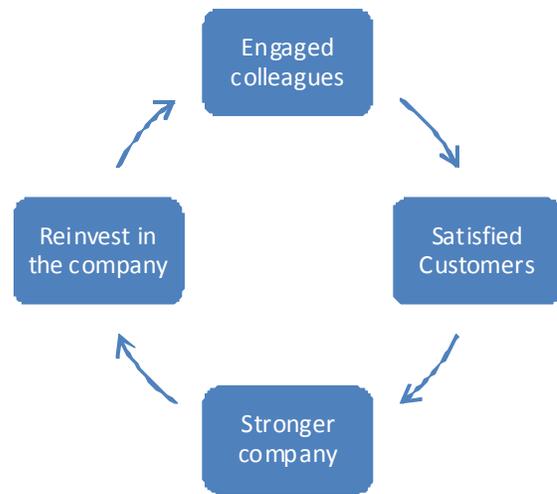
Mr. Oddleifson continued talking about his career when he was merged out of the job in a mortgage business merger with Wachovia. This is when he began thinking about making a move to New England. He indicated that he loved region, although he grew up in upstate NY and for many years lived in Myrtle Beach. As he had his mind and heart set on New England, his recruiters were talking about opportunities all around the country but New England. People used to tell them that had an impossible idea of becoming a CEO or COO of a New England bank with \$2-\$6B in assets because he was an “outsider”. Yet, it was “New England or bust” for our speaker. It seemed as if the stars were aligned, and Mr. Oddleifson became the CEO of Rockland Trust, against all odds. He even recalls how a reporter from a regional newspaper called to welcome him to New England. Mr. Oddleifson then talked about Rockland Trust, about the plans of doubling the institution in 10 years, earnings growth, and that the bank is considered to be one of the best performing banks in the country.

During the Q&A session, our presenter talked about the differences of being in banking business anywhere else in the country versus doing business in New England. Specific to MA, there is high cost of living. There are also 362 jurisdictions (townships) vying for independence and doing business somewhat differently.

On the question of whether it is better to be a generalist or a specialist, Mr. Oddleifson recommended becoming the best in the field over say a 5-year period; for example, becoming a highly regarded credit analyst in your company and your market. He mentioned an example of 2 distinct GE tracks – technical and managerial. After you become the top performer in your field, you may want to consider a lateral move to continue being a technician or you may consider a managerial track or something else altogether. Some organizations have corporate cultures that allows that. The speaker further pointed out that it is highly important as part of your growth and development to push yourself beyond your comfort zone. *Ultimately, if you do not know where you are going, you will end up somewhere else. Have a vision!*

Mr. Oddleifson is a proponent of having multiple “advisors”. You may take advantage of an entire or only

some portions of advice offered to you – the choice is yours. He gave an example of his first boss at Signet. This individual was an example of gathering different perspectives but then making his own decisions. *Thus, the lesson learned here is that nobody gets to where he or she is going by himself or herself.* As he continued, Mr. Oddleifson gave an example of the conference room we were all in. In a manner reflecting his engineering background he described what an engineer would see in this room, looking at a set of blueprints with various mechanical and electric systems and speaking in abstract constructs. He gave an example of a simple reinventing loop as it applies to Rockland Trust.



It is very important to have employees who are happy to come to work because that energy reinforces itself. His flagship philosophy is respecting each other as colleagues that creates that special work environment few companies enjoy. As a testament to these beliefs, Mr. Oddleifson pointed out that Rockland Trust received 95% employee satisfaction rating. The company has also been recognized by J.D. Power and Associates as the highest ranked bank in its 2012 U.S. Retail Banking Satisfaction Study among all New England banks. Rockland Trust earned a total score of 811 on a 1,000 point scale, a 22 point increase from last year's performance.

As the Q&A part of this event continued, Mr. Oddleifson talked about the theory and power of a small wins. *Do not think that you can get something right away. Rather, accomplish inch by inch, consistently and persistently.*

A question was asked on the lack of training and the generational turnover; experienced bankers will be retiring in the next decade or so, yet the younger generations are not trained and experienced enough to take over. Mr. Oddleifson's view is that the turnover may not happen just

## A brief recap of a couple of events from last year, con't

yet because people are not retiring. Increasing number of tenured bankers are working longer and longer due to the overall condition of financial markets, lackluster performance of retirement accounts and not having enough nest eggs accumulated to retire. Opportunities for younger generations come through growth and people moving up. This means that in the interim the younger generations will need to figure the training dilemma and the most appropriate career pathing, given the challenge. One way to solve the problem is by making yourself as valuable as possible to your teams and your banks. On the question on how he measures that value of human capital, Mr. Oddleifson gave an example of three individuals at his bank having been recruited to high profile bank with a solid reputation. He views it as a compliment to the quality of workforce they have built at Rockland Trust. The task at hand for his and other institutions is to ensure that high quality employees to do not make the move and choose to stay even when they are called upon by ten different banks.

One question was asked about specific job opportunities within banking – credit analyst and potentially a management track as the next step. Mr. Oddleifson's stance is that everything would collapse without credit analysts. For up and coming credit analysts, the focus should be on the vision for their careers, training, development, and what they really want to do in the long term. When you get an invitation to talk about a management job as part of your career progression, you have to know that a big part of any manager's success is the ability to deal with people's feelings and issues outside of work that people are focused on. If you get a question on whether you are

interested in a management job, try to learn more and do not jump onto the first available opportunity. Start a conversation but be careful to understand what the job entails, what vision management has for this role, and whether it is something you truly want to do.

Mr. Oddleifson wrapped up the discussion with touching on the power of stories. Vision means nothing without those stories; it is just lots of words on a page. Visions come to life through stories. In an example, Mr. Oddleifson highlighted the importance of catching small check fraud and the focus on minimizing them. Through proper focus and... yes... stories, the company has been able to prevent a large, \$1MM wire fraud. Stories and visions they support are 80% past and 20% future.

Mr. Oddleifson's final advice was on picking a potential company for which you may be interested working. Everything starts with a conversation. Find out who is where. How is that organization doing? Start with analyzing the very top.

In your current role, have an expectation that your boss and your organization will have the following honest conversation with you: Where you are. How you are doing. What you are aspiring to do. Where you want to go. 🇺🇸

*From RMA New England:* You may be interested in reading the April 2008 RMA Journal article titled *Make Smart Moves to Advance Your Banking Career* that provides valuable advice on creating a strategy for your career development.





## Local events organized by RMA New England

### Apartments 2013 and Beyond – Sustainable Growth or a New Bubble?

**Friday, February 8, 2013** (being rescheduled due to weather)

The Conference Center at Bentley University, Waltham, MA

*NOTE* that this event is now sold out *but* has been postponed due to the February 8-9 snow storm. We will be providing a brief recap in one of our next newsletter AND hope to see you at future events!

#### **Presenter / Moderator:**

Tim O'Donnell, Principal and Founding Partner, Fantini and Gorga

#### **Panelists:**

Barry Bluestone, Stearns Professor of Political Economy, Northeastern University and Director, Kitty and Michael Dukakis Center for Urban and Regional Policy

Steven Kaye, Senior Vice President and Partner, CBRE / New England

Damian A. Szary, Founding Member and Principal, Gate Residential, LLC

Mike Lee, Executive Vice President, Santander Real Estate Capital

Marlene Hoyt, Senior Vice President, Head of Construction Lending, Enterprise Bank

#### **Topics include:**

Which new projects will succeed, and which will fail? The developer's perspective, and the lender's view.

Will demographic shifts support demand for apartments – and rental rates – going forward?

How will the for-sale housing market affect demand for rentals?

Values and cap rates for multifamily properties: can current levels be sustained?

What criteria must an apartment project meet to attract capital – both equity and debt?

### Loan Officer Resident Seminar - LORS

April 21 – April 26, 2013

The Exeter Inn, Exeter, NH

**Register now for this event at <http://www.rmanewengland.org/pages/lors.html> .**

**For over 35 years, synonymous with quality bank training at reasonable cost.**

#### **Objective of the Seminar**

For over 35 years, LORS has served as a resource for RMA Banks throughout New England by providing Commercial Lending training to bank Credit Analysts and Junior Commercial Lending Officers.

The seminar teaches fundamental credit skills and practical lending techniques using daily seminars in conjunction with related case studies. The week concludes with the popular "Mock Loan Committee," where students apply what they have learned to a presentation in front of seasoned credit and lending professionals. Each instructor during the week is either an experienced lender or credit professional from an RMA member bank or a recognized expert in their field. Based on feedback from previous classes and in recognition of changing trends in the industry, the program is constantly updated to fit the needs of the next generation of commercial lenders.

Early enrollment is encouraged, as class sizes are limited to provide a better opportunity for one-on-one instruction and to share thoughts and opinions in a team building environment. For more information, contact Julie Conroy at 978-263-9003 or email at [Julie@rmanewengland.org](mailto:Julie@rmanewengland.org).

RMANE would like to support its members by offering discounts to banks that send multiple participants to LORS this spring. We recognize the value of this week-long credit training and encourage participation, despite budget constraints. Pay full tuition for the first student, and additional students will enjoy a 20% discount.

#### **Who Should Attend?**

The Loan Officer Resident Seminar is designed for credit analysts, junior commercial lending officers, or credit professionals who have the expectation of being in that position in the near future. Participants should have at least



## Local events organized by RMA New England, con't

one year of experience in commercial lending or commercial credit administration, and should have a basic understanding of commercial lending and financial statement analysis. This can also serve as a great intro/refresher for Business Development Officers looking to expand their skills to include Commercial Loans. The LORS program is an excellent continuation of RMA New England's Commercial Credit Analysis program offered in the Fall.

### The Curriculum

The LORS curriculum has been organized around daily focus topics: "The Current Banking Environment," "Fundamental Credit Analysis," "Loan Documentation," "Credit Structuring," "Cash Flow and Breakeven Analysis," "Due Diligence and Early Warnings", and "Loan Committee Presentations" among others.

### Location

The seminar is being held at the Exeter Inn, adjacent to the Phillips Exeter Academy in Exeter NH. The Exeter Inn is a lovely boutique hotel, welcoming in ambiance with luxurious and comfortable accommodations which provide the ideal setting for a New England educational seminar. [CLICK HERE](#) to learn more about the hotel and to view its amenities.

## RMA National training courses held in Boston

The RMA New England Chapter is cosponsoring the following open enrollment seminars to be held in Boston:

### Global Cash Flow: A Real Estate Portfolio Perspective (Boston, MA)

Course will be held on **February 13, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19286221/Default.aspx>

### Lending to Nonprofit Organizations (Boston, MA)

Course will be held on **February 27, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19286274/Default.aspx>

### Analyzing Business Tax Returns (Boston, MA)

Course will be held on **March 26, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19285406/Default.aspx>

### Analyzing Personal Financial Statements and Tax Returns (Boston, MA)

Course will be held on **March 8, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19285488/Default.aspx>

### Building Small Business Loan Relationships (Boston, MA)

Course will be held on **April 9-10, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19303327/Default.aspx>

### Analyzing Construction Contractors (Boston, MA)

Course will be held on **April 26, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19303354/Default.aspx>

### Detecting Problem Loans (Boston, MA)

Course will be held on **May 7, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19303369/Default.aspx>



## RMA National training courses held in Boston, con't

### **Problem Loan Workouts (Boston, MA)**

Course will be held on **May 8, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19303413/Default.aspx>

### **Business Writing for Bankers (Boston, MA)**

Course will be held on **June 12, 2013**.

Online registration link: <http://ebiz.rmahq.org/eBusPPRO/OnlineStore/ProductDetail/tabid/55/ProductId/19303454/Default.aspx>

## RMA National events

For listing of national events, training seminars, conferences and a lot more, please visit [www.rmahq.org](http://www.rmahq.org).

RMA was founded in 1914 to help commercial bankers make better lending decisions through the exchange of credit information. Today, RMA is the only association that specializes in promoting effective and prudent risk management practices for institutions of all sizes, across the entire financial services industry. Headquartered in Philadelphia, Pennsylvania, RMA has approximately 2,500 institutional members that include banks of all sizes as well as nonbank financial institutions. They are represented in the association by 16,000 risk management professionals who are chapter members in financial centers throughout North America, Europe, and Asia/Pacific.

Note: As a not-for-profit, professional association, RMA does not lobby on behalf of the industry.

## RMA Credit Risk Certification

**For more information, visit [www.RMAHQ.org](http://www.RMAHQ.org)**

In today's rapidly changing financial services industry, you need practical, day-to-day knowledge that will help you excel in your profession. You need the latest skills - skills that are current and complete. And you need the demonstrated ability to serve a diverse base of clients. Plus, you need all of your knowledge, skills, and abilities to be validated by a respected organization like RMA.

There are seven skill sets you need to build on when preparing for the RMA-CRC examination.

This is in addition to the knowledge acquired through the application of concepts as a hands-on lender, analyst, credit officer, or loan services officer.

1. Evaluate the client's industry, markets, and competitors.
2. Assess management's ability to formulate business and financial strategies and to execute them.
3. Complete accurate, ongoing, and timely financial assessments of the client and its other credit sponsors.
4. Assess strengths and quality of client/sponsor cash flow.
5. Evaluate collateral values and conduct periodic inspections of collateral.
6. Identify repayment sources and appropriately structure and document credit exposures for the intended purpose.
7. Learn to recognize problem loans and the actions needed.



## Meet the RMA New England Chapter Board

### Officers

President Mike Gallagher Enterprise Bank	Richard Labrecque Vice President Sovereign Bank	Secretary Katerina Papp Eastern Bank	Treasurer David O'Brien Rockland Trust
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### Directors

Dima Berdiev Marketing, Communications Boston Private Bank	Andrew Franklin Education Village Bank	Bonnie Sullivan MassDevelopment Women in Banking, Programming
Grey Bowden Audit, By-Laws, LORS	Kama Giedra LORS, Tick Tock	Tom Piemontese Century Bank
Carol Brennan Community Banking, Membership BDC Capital	Thomas Holbik Education, LORS Blue Hills Bank	Joanne Franco Community Banking National Programming Middlesex Federal Savings
Diana Carito Programming Salem Five Cents Savings Bank	Lisa Krywucki Fidelity Cooperative Bank	Megan Desso Education, Programming Banker's Bank Northeast
Paula Zaiken The Property & Casualty Initiative Women In Banking, Programming		Dale Makowski Eastern Bank

### Past President's Council:

Don Bedard (2010-12), Immediate Past President, LORS  
 Dennis Stratton (2009-10), Long Range Planning, LORS  
 Bruce Lemieux (2008-09), LORS  
 Andrew Mahoney, Strategic Planning Committee, Audit, Bylaws  
 Paul Butler (2002-03)  
 Robert Skurka (2000-2001) Strategic Planning Committee  
 Richard L. Archambault

Interested in getting involved in the RMA New England?

**We want to hear from you!**

We are a group of high energy banking professionals who put together educational, networking, panels and various other events and products. We work within our business community to bring value to our peers through a wide range of services.

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