

EXECUTIVE POSITION PROFILE

President/Chief Executive Officer



This search is being conducted by:

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I. Position Description

Scope of Position

The **President/Chief Executive Officer (President/CEO)** of the Pennsylvania Association of Community Bankers will focus on developing an overall engagement strategy with the community banking industry and its constituents in the state of Pennsylvania. The President/CEO supervises all staff and office functions including raising the visibility of this \$1.3 million organization, increasing value for members and representing the Association with the state and federal legislators and with regulatory bodies. The President/CEO acts as the spokesperson for the association before government, industry and the public in accordance with established association policy. This position reports to the PACB Executive Committee and the PACB Board of Directors.

Experience and Qualifications

- Bachelor's Degree
- At least five years of senior leadership experience; trade group leadership experience is preferred.
- A collaborative leadership style which models an innate sense of ethics and high standards.
- A management style which demonstrates integrity, respect for all and a willingness to take definitive action to advance the goals of the organization.
- A strong strategic thinking ability, as well as the skill to translate strategy into action to address and support members' needs.
- An extraordinary and persuasive communicator.
- A passion for the work of PACB and the ability to grasp the issues impacting the membership.
- Familiarity with advocacy and the political/legislative process would be helpful.



Key Responsibilities

- **Association Management:** The President/CEO will provide leadership that ensures clear direction for the staff while focusing on ensuring that member needs are exceeded.
- **Membership:** The President/CEO interacts regularly with the association membership and will be responsible for developing an engagement strategy to increase membership, education and other revenue streams.
- **Government:** The President/CEO interacts regularly with government officials and will coordinate and carry out the strategy related to the association's legislative and regulatory activities.
- **Public:** The President/CEO is the chief spokesperson for the association before the public and the media and will communicate with the Board of Directors regarding any such contacts.
- **Association Staff:** The President/CEO shall be responsible for the recruitment, retention and development of all association staff.



Personal & Professional Qualities

The successful candidate will possess a range of personality traits, work habits, and communication and social skills necessary to work effectively within the association environment. This person will have both personal and professional integrity, strong communication skills, and a professional appearance and presentation. In addition, the qualified candidate will have a strong desire to succeed.

The candidate will have a combination of the following:

- **Leadership:** Ability to build a sense of shared purpose and commitment in others.
- **Strategic Thinking:** An ability to grow an organization.
- **Relationship building:** Networks outside and inside the organization and builds positive strategic relationships with key individuals and groups.
- **Integrity & compliance:** Can be relied upon to act ethically and to adhere to the PACB mission and core values.
- **Member focus:** A commitment to customer satisfaction, including anticipating needs, providing appropriate education, and developing solutions.

- **Creativity:** Ability to address problems and challenges, moving beyond the standard methods and solutions, and keeping PACB ahead of the curve.
- **Recruitment & retention:** Attracts, selects, and retains talented staff.
- **Coaching & developing others:** Guides others in performing effectively and provides others with development opportunities.
- **Financial Skills:** Manages PACB's financial performance and understands key financial indicators.
- **Continuous learning:** Takes initiative in learning and implementing new concepts, technologies, and methods.
- **Presentation skills:** Communicates effectively with staff, peers, Board, government officials and industry organizations.

Measures of Success

After one year as the President/CEO, the following will be evidenced:

- A smooth transition of leadership.
- Demonstrates a complete understanding of the association and the community banking industry.
- The President/CEO has established strong rapport with the PACB Board, staff and members, and communicates regularly and effectively.
- Has reviewed the roles of the staff to understand skill sets, delegate work appropriately, and identify development opportunities.
- The President/CEO has developed effective and beneficial relationships with the appropriate legislative committees, regulatory agencies and the ICBA.
- Has developed a plan to ensure industry engagement in the association that drives strong fiscal performance.

II. Organization Review

About PACB

The Pennsylvania Association of Community Bankers (PACB) exclusively represents the interests of the more than 14,000 members of the community banking industry and the community banks chartered in the Commonwealth. Its mission is focused; to preserve, promote and protect the community banking industry and the men and women who work to make the financial dreams of their communities and neighbors become realities.

Regardless of size or geographic region, PACB members share a resilient commitment to investing time, personnel and financial resources into every facet of their local communities. They positively impact personal and business futures utilizing honed financial service skills, encompassed by extraordinary human compassion.

PACB believes that the community banking industry is uniquely equipped to make a difference to every “Main Street” community in the Commonwealth. Laser-focus on keeping their communities and neighbors top-of-mind, community banks continue to invest in the Commonwealth one small business... new home... college loan, and economic development project at a time.

PACB Mission Statement

To promote the ideals of community banking by addressing the educational, legislative and networking needs of our members.

PACB Goals

To promote principles of community banking, that is, the local management and reinvestment of deposits back into the community.

To represent the interests of the members while assisting them in serving their shareholders, customers and employees.

To empower community bankers to serve today.
To prepare the next generation to serve tomorrow.



PACB Education/Training

PACB is the only partner of Pennsylvania's independent community banks providing genuine career path training and support for all levels of employees - young professionals, middle management, and C-level. The peer networks and networking opportunities foster creative thought as well as support the professional growth.

PACB's education and training programs are a significant value for members. Classroom sessions are designed to provide timely, relevant and thought-provoking curriculum, as well as networking opportunities delivered by industry experts in a relaxed, interactive learning environment.

PACB Annual Convention

The flagship event for PACB Members is its Annual Convention. This program is packed with high-quality educational sessions presented by nationally-known speakers. It also incorporates a trade show highlighting products and services designed to improve the performance and service of PA's Community Banking industry – all encompassed in a unique, fraternal and family-oriented networking experience.

Legislative and Regulatory Affairs

The financial services industry is broad and very diverse, and no segment of the industry is more important than the community banks. Responsiveness, flexibility and creativity are the hallmarks that allow community banks to so ably serve the families and businesses on Main Streets across Pennsylvania. We finance family dreams and are the economic engine that drives small business. PACB is the only trade association in Pennsylvania that advocates exclusively for the community banking industry.

While many issues like debit card interchange restrictions pit all financial institutions and consumers against the big retailers, other issues – like how a bank is assessed for FDIC insurance – pit large banks against community banks. In Harrisburg and Washington, PACB is the front line of defense protecting Pennsylvania's community banking industry.

2018 – 2019 Directors & Officers

The Pennsylvania Association of Community Bankers is governed by a uniquely large board of directors representing community banks of various sizes from every corner of the state. The system provides leadership continuity and encourages members, through its various committees, to become involved in guiding the future of their trade association and their industry.



Executive Committee

- **Troy M. Campbell**, *Chairman*
President/CEO
Altoona First Savings Bank
- **Jon P. Conklin**, *Chairman-Elect*
President/CEO
Woodlands Bank
- **Lori Cestra**, *Vice Chair*
EVP/COO
Enterprise Bank
- **Roger Zacharia**, *Secretary/Treasurer*
President & CEO
Ambler Savings Bank
- **Troy A. Peters**, *Immediate Past Chairman*
CEO
Jonestown Bank & Trust Co.

Board of Directors

- **John T. Coleman**, *President/CEO*
Tioga-Franklin Savings Bank
- **Charles B. Crawford, Jr.**, *Chairman & CEO*
Hyperion Bank
- **Scott B. Daum**, *President/CEO*
First United National Bank

- **P. Douglas Darlington**, *President/CEO*
Phoenixville Federal Bank & Trust
- **Michael B. Edwards**, *Sr. EVP/Secretary/CEO*
Marquette Savings Bank
- **Trudy K. Everhart**, *President/CEO*
Community State Bank of Orbisonia
- **Robert J. Fignar**, *President/CEO*
First Community Bank of Mercersburg
- **Terry L. Foster**, *EVP/CEO*
MCS Bank
- **Michael R. Harleman**, *EVP/Director*
First Northern Bank & Trust Co.
- **Andrew W. Hasley**, *President*
Standard Bank, PaSB
- **Timothy Henry**, *President/CEO*
Farmers and Merchants Trust Co
- **James Kifer**, *President/CEO*
Clarion County Community Bank
- **Lori Maley**, *President/CEO*
Bank of Bird-in-Hand
- **Brendan J. McGill**, *President/COO*
Harleysville Bank
- **Larry J. Miller**, *Executive Chairman*
PeoplesBank, A Codorus Valley Co.
- **Scott Patton**, *President/COO*
Mercer County State Bank
- **Terry Sager**, *President/CEO/Director*
William Penn Bank

- **Mark D. Schreiber**, *President/CEO*
County Savings Bank
- **Timothy P. Snyder**, *President/CEO*
Fleetwood Bank
- **David E. Sparks**, *Chairman*
First Priority Financial Corp.
- **Michael L. Swaney**, *President/CEO*
Sewickley Savings Bank
- **John A. Whitig, III**, *President/CEO*
Iron Workers Bank
- **Craig Zurn**, *President/CEO*
Jim Thorpe Neighborhood Bank

Ex-Officio Member

- **Thomas Bailey**, *President/CEO*
Brentwood Bank

PACB Headquarters

Pennsylvania Association of Community Bankers
2405 N. Front Street
Harrisburg, PA 17110

Web Presence

www.pacb.org

PACB social media presence includes Twitter, Facebook, Flickr, Instagram, LinkedIn and YouTube.

III. About Vetted Solutions

PACB has retained Vetted Solutions to serve as its partner for this search. For confidential consideration, please contact the search partners below. Interested candidates should submit a cover letter and resume/CV directly to kristan@vettedsolutions.com.



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Vetted Solutions is an executive search firm that specializes in recruiting and consulting for the association, nonprofit, and hospitality, destination marketing communities. We focus on CEO and senior staff positions.

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