# UNITED STATES OF AMERICA BEFORE THE BOARD OF GOVERNORS OF THE FEDERAL RESERVE SYSTEM WASHINGTON, D.C.

# STATE OF FLORIDA OFFICE OF FINANCIAL REGULATION TALLAHASSEE, FLORIDA

Written Agreement by and between

COCONUT GROVE BANK Miami, Florida

FEDERAL RESERVE BANK OF ATLANTA Atlanta, Georgia

and

STATE OF FLORIDA OFFICE OF FINANCIAL REGULATION Tallahassee, Florida Docket No. 10-010-WA/RB-SM

OFR Administrative File No. 0720-FI-02/10

WHEREAS, in recognition of their common goal to maintain the financial soundness of Coconut Grove Bank (the "Bank"), a state member bank, the Bank, the Federal Reserve Bank of Atlanta (the "Reserve Bank"), and the State of Florida Office of Financial Regulation (the "OFR") have mutually agreed to enter into this Written Agreement (the "Agreement"); and

WHEREAS, on March 17, 2010, the board of directors of the Bank, at a duly constituted meeting, adopted a resolution authorizing and directing Robert H. Coords to enter into this Agreement on behalf of the Bank, and consenting to compliance with each and every provision of this Agreement by the Bank and its institution-affiliated parties, as defined in section 3(u) of the Federal Deposit Insurance Act, as amended (the "FDI Act")

(12 U.S.C. § 1813(u)), and Section 655.005(1)(i), Florida Statutes.

NOW, THEREFORE, the Bank and the Reserve Bank agree as follows:

## **Board Oversight**

- 1. Within 60 days of this Agreement, the board of directors of the Bank shall submit to the Reserve Bank and the OFR a written plan to strengthen board oversight of the management and operations of the Bank. The plan shall, at a minimum, address, consider, and include:
- (a) The actions that the board of directors will take to improve the Bank's condition and maintain effective control over, and supervision of, the Bank's major operations and activities, including but not limited to, credit risk management, lending, credit administration, processes to mitigate risks associated with credit concentrations, investment portfolio management, liquidity, and earnings;
- (b) the responsibility of the board of directors to monitor management's adherence to approved Bank policies and procedures and to require management to document exceptions thereto;
- (c) the establishment of measures to ensure Bank staff's adherence to approved policies and procedures;
- (d) the maintenance of adequate and complete minutes of all board and committee meetings, approval of such minutes, and their retention for supervisory review; and
- (e) a description of the information and reports that will be regularly reviewed by the board of directors in its oversight of the operations and management of the Bank, including information on the Bank's adversely classified assets, concentrations of credits, allowance for loan and lease losses, capital, investment management, liquidity, and earnings.

### **Credit Risk Management**

- 2. Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable written plan to strengthen credit risk management practices. The plan shall, at a minimum, address, consider, and include:
- (a) Policies and procedures to periodically review and revise risk exposure limits to address changes in market conditions;
- (b) policies and procedures to ensure the appropriate risk rating of loans, the timely recognition of losses, and the adherence to such policies and procedures;
  - (c) procedures to enhance the outsourced credit review function;
- (d) strategies to minimize credit losses and reduce the level of problem assets; and
- (e) procedures to identify, limit, and manage commercial real estate concentrations that are consistent with the Interagency Guidance on Concentrations in Commercial Real Estate Lending, Sound Risk Management Practices, dated December 12, 2006 (SR 07-1).

#### **Credit Administration**

- 3. Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable credit administration program that shall, at a minimum, address, consider and include:
- (a) Procedures that provide for the periodic analyses, during the term of the loan, of the borrower's repayment sources, global cash flow, and overall debt service ability; and

- (b) procedures designed to ensure the timely receipt of complete loan documentation and to minimize loan documentation exceptions.
- 4. Within 90 days of this Agreement, the Bank shall take all steps necessary to correct all documentation and credit information deficiencies noted in the report of the examination of the Bank conducted by the Reserve Bank that commenced on May 26, 2009 (the "Report of Examination"). In all cases where the Bank is unable to obtain needed documentation or credit information, it shall document in written memoranda the actions taken to secure the information and the reason the information could not be obtained, and shall maintain such documentation in the credit file for subsequent supervisory review.

### **Asset Improvement**

5. The Bank shall not, directly or indirectly, extend, renew, or restructure any credit to or for the benefit of any borrower, including any related interest of the borrower, whose loans or other extensions of credit are criticized in the report of examination of the Bank conducted by the Reserve Bank that commenced on May 26, 2009 (the "Report of Examination") or in any subsequent report of examination, without the prior approval of a majority of the full board of directors or a designated committee thereof. The board of directors or its committee shall document in writing the reasons for the extension of credit, renewal, or restructuring, specifically certifying that: (i) the Bank's risk management policies and practices for loan workout activity are acceptable; (ii) the extension of credit is necessary to improve and protect the Bank's interest in the ultimate collection of the credit already granted and maximize its potential for collection; (iii) the extension of credit reflects prudent underwriting based on reasonable repayment terms and is adequately secured; and all necessary loan documentation has been properly and accurately prepared and filed; (iv) the Bank has performed a comprehensive

credit analysis indicating that the borrower has the willingness and ability to repay the debt as supported by an adequate workout plan, as necessary; and (v) the board of directors or its designated committee reasonably believes that the extension of credit will not impair the Bank's interest in obtaining repayment of the already outstanding credit and that the extension of credit or renewal will be repaid according to its terms. The written certification shall be made a part of the minutes of the meetings of the board of directors or its committee, as appropriate, and a copy of the signed certification, together with the credit analysis and related information that was used in the determination, shall be retained by the Bank in the borrower's credit file for subsequent supervisory review. For purposes of this Agreement, the term "related interest" is defined as set forth in section 215.2(n) of Regulation O of the Board of Governors of the Federal Reserve System (the "Board of Governors") (12 C.F.R. § 215.2(n)) and Section 658.48 (4), Florida Statutes.

- 6. (a) Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable written plan designed to improve the Bank's position through repayment, amortization, liquidation, additional collateral, or other means on each loan or other asset in excess of \$500,000, including other real estate owned ("OREO"), that: (i) is past due as to principal or interest more than 90 days as of the date of this Agreement; (ii) is on the Bank's problem loan list; or (iii) was adversely classified in the Report of Examination.
- (b) Within 30 days of the date that any additional loan or other asset in excess of \$500,000, including OREO, becomes past due as to principal or interest for more than 90 days, is on the Bank's problem loan list, or is adversely classified in any subsequent report of examination of the Bank, the Bank shall submit to the Reserve Bank and the OFR an acceptable written plan to improve the Bank's position on such loan or asset.

(c) Within 30 days after the end of each calendar quarter thereafter, the Bank shall submit a written progress report to the Reserve Bank and the OFR to update each asset improvement plan, which shall include, at a minimum, the carrying value of the loan or other asset and changes in the nature and value of supporting collateral, along with a copy of the Bank's current problem loan list, extension report, and past due/non-accrual report. The board of directors shall review the progress reports before submission to the Reserve Bank and the OFR, and shall document the review in the minutes of the board of directors' meetings.

#### Allowance for Loan and Lease Losses

- 7. (a) The Bank shall, within 30 days from the receipt of any federal or state report of examination, charge off all assets classified "loss" unless otherwise approved in writing by the Reserve Bank and the OFR.
- (b) Within 60 days of this Agreement, the Bank shall review and revise its allowance for loan and lease losses ("ALLL") methodology consistent with relevant supervisory guidance, including the Interagency Policy Statements on the Allowance for Loan and Lease Losses, dated July 2, 2001 (SR 01-17 (Sup)) and December 13, 2006 (SR 06-17), and the findings and recommendations regarding the ALLL set forth in the Report of Examination, and submit a description of the revised methodology to the Reserve Bank and the OFR. The revised ALLL methodology shall be designed to maintain an adequate ALLL and shall address, consider, and include, at a minimum, the reliability of the Bank's loan grading system, the volume of criticized loans, concentrations of credit, the current level of past due and nonperforming loans, past loan loss experience, evaluation of probable losses in the Bank's loan portfolio, including adversely classified loans, and the impact of market conditions on loan and collateral valuations and collectibility.

Bank and the OFR an acceptable written program for the maintenance of an adequate ALLL. The program shall include policies and procedures to ensure adherence to the revised ALLL methodology and provide for periodic reviews and updates to the ALLL methodology, as appropriate. The program shall also provide for a review of the ALLL by the board of directors on at least a quarterly calendar basis. Any deficiency found in the ALLL shall be remedied in the quarter it is discovered, prior to the filing of the Consolidated Reports of Condition and Income, by additional provisions. The board of directors shall maintain written documentation of its review, including the factors considered and conclusions reached by the Bank in determining the adequacy of the ALLL. During the term of this Agreement, the Bank shall submit to the Reserve Bank and the OFR, within 30 days after the end of each calendar quarter, a written report regarding the board of directors' quarterly review of the ALLL and a description of any changes to the methodology used in determining the amount of the ALLL for that quarter.

# Capital Plan

- 8. Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable written plan to maintain sufficient capital at the Bank. The plan shall, at a minimum, address, consider, and include:
- (a) The Bank's current and future capital needs, including compliance with the Capital Adequacy Guidelines for State Member Banks: Risk-Based Measure and Tier 1

  Leverage Measure, Appendices A and B of Regulation H of the Board of Governors (12 C.F.R. Part 208, App. A and B);

- (b) the adequacy of the Bank's capital, taking into account the volume of classified credits, concentrations of credit, ALLL, current and projected asset growth, and projected retained earnings; and
- (c) the source and timing of additional funds to fulfill the Bank's future capital requirements and loan loss reserve needs.
- 9. The Bank shall notify the Reserve Bank and the OFR in writing no more than 30 days after the end of any quarter in which any of the Bank's capital ratios (total risk-based, Tier 1, or leverage) fall below the approved capital plan's minimum ratios. Together with the notification, the Bank shall submit an acceptable written plan that details the steps the Bank will take to increase the Bank's capital ratios to or above the approved capital plan's minimums.

### **Investment Portfolio Management**

- 10. Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable revised written investment policy that shall, at a minimum, address, consider, and include:
- (a) A description of acceptable and unacceptable types of investments within the categories of permissible investments;
  - (b) periodic review of the credit quality of the investment portfolio;
  - (c) procedures to mitigate risk and control loss exposure;
- (d) reporting, review, and approval procedures to and by the board of directors; and
- (e) procedures to assess for impairments and to ensure that the Bank's valuation processes and impairment analyses, including recognition of Other Than Temporary Impairment, are in accordance with generally accepted accounting principles, including FASB

Staff Position (FSP) FAS 115-2 and FAS 124-2, *Recognition and Presentation of Other Than Temporary Impairments*, and regulatory reporting instructions.

## **Earnings Plan and Budget**

- 11. (a) Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR a written business plan for 2010 to improve the Bank's earnings and overall condition. The plan, at a minimum, shall provide for or describe:
- (i) a realistic and comprehensive budget for calendar year 2010, including income statement and balance sheet projections; and
- (ii) a description of the operating assumptions that form the basis for, and adequately support, major projected income, expense, and balance sheet components.
- (b) A business plan and budget for each calendar year subsequent to 2010 shall be submitted to the Reserve Bank and the OFR at least 30 days prior to the beginning of that calendar year.

## **Liquidity/Funds Management**

12. Within 60 days of this Agreement, the Bank shall submit to the Reserve Bank and the OFR an acceptable written contingency funding plan that, at a minimum, identifies available sources of liquidity and includes adverse scenario planning.

#### **Dividends**

- 13. (a) The Bank shall not declare or pay any dividends without the prior written approval of the Reserve Bank, the Director of the Division of Banking Supervision and Regulation of the Board of Governors (the "Director"), and the OFR.
- (b) All requests for prior written approval shall be received at least 30 days prior to the proposed dividend declaration date. All requests shall contain, at a minimum, current

and projected information on the Bank's capital, asset quality, earnings, and ALLL needs; and identification of the sources of funds for the proposed payment. The Bank must also demonstrate that the requested declaration or payment of dividends is consistent with the Board of Governors' Policy Statement on the Payment of Cash Dividends by State Member Banks and Bank Holding Companies, dated November 14, 1985 (Federal Reserve Regulatory Service, 4-877 at page 4-323) and Section 658.37, Florida Statutes.

#### **Approval and Implementation of Plans and Program**

- 14. (a) The Bank shall submit written plans, a program, policies, and procedures that are acceptable to the Reserve Bank and the OFR within the applicable time periods set forth in paragraphs 2, 3, 6 (a), 6 (b), 7 (c), 8, 10, and 12 of this Agreement.
- (b) Within 10 days of approval by the Reserve Bank and the OFR, the Bank shall adopt the approved plans, program, and policies and procedures. Upon adoption, the Bank shall implement the approved plans, program and policies and procedures, and thereafter fully comply with them.
- (c) During the term of this Agreement, the approved plans, program and policies and procedures shall not be amended or rescinded without the prior written approval of the Reserve Bank and the OFR.

#### Compliance with the Agreement

15. (a) Within 10 days of this Agreement, the Bank's board of directors shall appoint a committee (the "Compliance Committee") to monitor and coordinate the Bank's compliance with the provisions of this Agreement. The Compliance Committee shall include a majority of outside directors who are not executive officers or principal shareholders of the Bank, as defined in sections 215.2(e)(1) and 215.2(m)(1) of Regulation O of the Board of

Governors (12 C.F.R. §§ 215.2(e)(1) and 215.2(m)(1)) and Section 655.005(1)(f), Florida Statutes. At a minimum, the Compliance Committee shall meet at least monthly, keep detailed minutes of each meeting, and report its findings to the board of directors of the Bank.

(b) Within 30 days after the end of each calendar quarter following the date of this Agreement, the Bank shall submit to the Reserve Bank and the OFR written progress reports detailing the form and manner of all actions taken to secure compliance with this Agreement and the results thereof.

#### **Communications**

- 16. All communications regarding this Agreement shall be sent to:
  - (a) Mr. Steve Wise
    Assistant Vice President
    Federal Reserve Bank of Atlanta
    1000 Peachtree Street, N.E.
    Atlanta, Georgia 30309-4470
  - (b) Ms. Linda R. Townsend
    Chief, Bureau of Bank Regulation
    Division of Financial Institutions
    Office of Financial Regulation
    200 E. Gaines Street
    Tallahassee, Florida 32399-0371
  - (c) Mr. Robert H. Coords Chief Executive Officer Coconut Grove Bank 2701 South Bayshore Drive Miami, Florida 33133

#### Miscellaneous

17. Notwithstanding any provision of this Agreement, the Reserve Bank and the OFR may, in their sole discretion, grant written extensions of time to the Bank, as appropriate, to comply with any provision of this Agreement.

- 18. The provisions of this Agreement shall be binding upon the Bank and its institution-affiliated parties, in their capacities as such, and their successors and assigns.
- 19. Each provision of this Agreement shall remain effective and enforceable until stayed, modified, terminated, or suspended in writing by the Reserve Bank and the OFR.
- 20. The provisions of this Agreement shall not bar, estop, or otherwise prevent the Board of Governors, the Reserve Bank, the OFR or any other federal or state agency from taking any other action affecting the Bank, or any of its current or former institution-affiliated parties and their successors and assigns.

21. Pursuant to section 50 of the FDI Act (12 U.S.C. § 1831aa), this Agreement is enforceable by the Board of Governors under section 8 of the FDI Act (12 U.S.C. § 1818), and by the OFR pursuant to Sections 655.033 and 655.041, Florida Statutes, and Chapters 120, 655 and 658, Florida Statutes.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the 17th day of March, 2010.

**COCONUT GROVE BANK** 

FEDERAL RESERVE BANK OF ATLANTA

By: /s/ Robert H. Coords

By: /s/ Steve Wise

Vice President

STATE OF FLORIDA OFFICE OF FINANCIAL REGULATION DIVISION OF FINANCIAL INSTITUTIONS

By: /s/ Linda B. Charity

Linda B. Charity
Division of Financial Institutions
Office of Financial Regulation