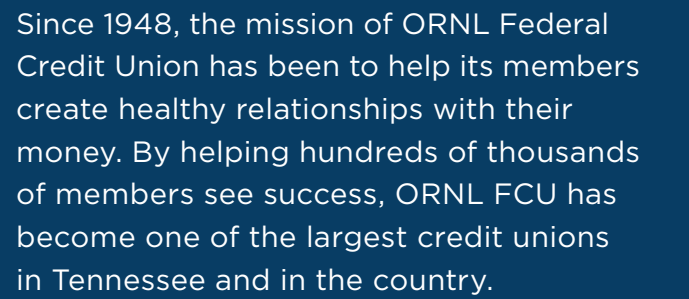
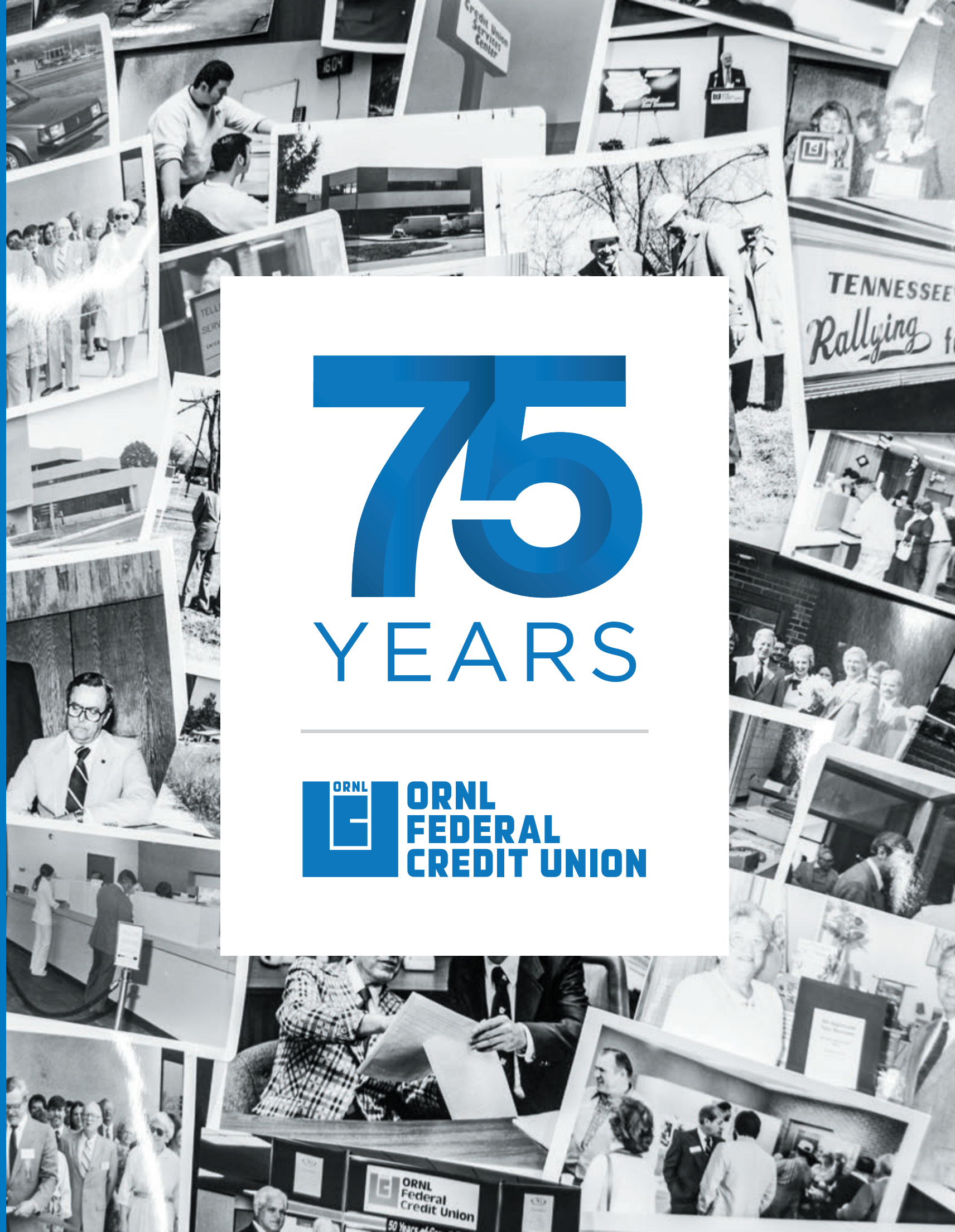


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The collage consists of 15 black and white photographs arranged in an overlapping fashion. The top left photo shows a large, modern building with a sign that reads "Credit Union Services Center". The top right photo shows a car wash with a sign that reads "Credit Union". The middle left photo shows a group of people holding signs that read "KEEP OUR INDEPENDENT CONSUMER ORIENTED CREDIT UNION SYSTEM". The middle right photo shows a group of people, including men in suits, cutting a ribbon. The bottom left photo shows a man in a suit holding a \$100 bill. The bottom right photo shows a man in a suit standing with two seated men. Other photos show the building's exterior, an office interior, a car wash, and a group of people in front of the U.S. Capitol building.

[illegible][illegible]

A collage of 15 black and white photographs documenting the history of the Credit Union Services Center. The photos show the building's construction, its modern architecture, and various community events. Key events include a ribbon-cutting ceremony, a car wash fundraiser, a protest for H.R. 1151, and a presentation of a check to a man in a suit. The collage also features interior shots of the center's offices and a car with a "Credit Union" sign.



Since 1948, the mission of ORNL Federal Credit Union has been to help its members create healthy relationships with their money. By helping hundreds of thousands of members see success, ORNL FCU has become one of the largest credit unions in Tennessee and in the country.

This book tells the credit union's story: from humble beginnings of ten founding members and \$50 in 1948 exclusively for the employees of Oak Ridge National Laboratory to becoming a \$3-plus billion organization with over 190,000 members.





75 YEARS: ORNL FEDERAL CREDIT UNION



ORNL Federal Credit Union  
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Oak Ridge, TN 37831  
[ornlfcu.com](http://ornlfcu.com)



75  
YEARS



## DEDICATION

This book is dedicated to all past,  
current, and future members of  
ORNL Federal Credit Union.

**75**  
YEARS

**ORNL**  
**FEDERAL**  
**CREDIT UNION**

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I am privileged to write the introduction for this important publication commemorating the seventy-fifth anniversary of ORNL Federal Credit Union. Over the course of this time, the credit union has developed a proud reputation for helping our members and the communities we serve. This book includes so many great examples of how the credit union executes on the original vision of “people helping people.”

From the very beginning, ORNL FCU was built on shared values and core beliefs; ideals that remain constant to this very day. The credit union has survived through wars, pandemics, recessions, leadership changes, regulatory threats, and competitive pressures because the institution is resilient, and members are loyal to the organization.

Growing from \$50 in assets and ten members in 1948 to assets over \$3 billion and a membership of 190,000 in 2023, the founding members would be proud of ORNL FCU’s history. Their legacy lives on today as the credit union continues to help the East Tennessee community thrive. With the support of board members, employees, and members, I am confident ORNL FCU will continue to thrive well into the future.

This book was a labor of love for those involved in the production. Employees had the opportunity to scour through the archives, contribute to the content, speak with former employees and board members, and research the credit union’s evolution. I hope you enjoy the history, the photographs, and the memories contained in this book as much as we enjoyed organizing the materials.

We appreciate your membership and we look forward to the next seventy-five years—and beyond.

A handwritten signature in black ink, appearing to read 'C.D. Anderson'.

Colin D. Anderson  
CEO, ORNL Federal Credit Union

## Our Purpose

# TOGETHER, WE THRIVE

---

## Our Core Beliefs

*We make managing money easy  
so **together, we thrive.***

*We put people before profits  
so **together, we thrive.***

*We invest in new ideas and new  
technologies so **together, we thrive.***

*We invest in our communities  
so **together, we thrive.***

# A WORD OF ACKNOWLEDGMENT

This seventy-fifth anniversary commemorative book was more than just a project for our team. It was a collaborative initiative that brought together current and former employees, board members, community partners, and members, all of whom were excited to share what they knew of ORNL Federal Credit Union’s history and contribute to something that would be enjoyed for years to come.

This book project was led by Assistant Vice President of Corporate Relations Jessica Emert and Chief Marketing Officer Tom Wright. Together, their concept came to life under the direction of the book’s author, Susie Riley. Susie’s expert guidance made this book a one-of-a-kind chronicle of the credit union’s storied history.

Hours of interviews, researching, writing, and proofreading went into the creation of this book. We would like to acknowledge the following individuals for their contributions: Craig Alexander, Colin Anderson, Chris Boler, Dawn Brummett, Melissa Chase, Janita Clausell, Heather Clayborne, Becky Curry, Jessica Emert, Matthew Garrett, Greg Goodman, Randy Gorman, Andrea Griffiths, Myra Grindle, Chris Hagans, Christian Hammond, Catherine Haughton, Kedar Howard, Lori Ihle, Ben Jones, Larry Jones, Clay Kearley, Michelle Leach, Pam Lewis, Eddie Loving, Patty Lowe, Janet Martin, John and Betty McKittrick, Courtney Oldendorf, James Payne, Rochelle Pettus, Cissi Reagan, Sarah Rodgers, Derek Saidak, Trish Seiber, LaTanya Upton, Harriet Walker, Melanie Walsh, David Watkins, Stacey Wright, Tom Wright, and Gil Young. Without their enthusiasm and dedication, this book would not have been possible.

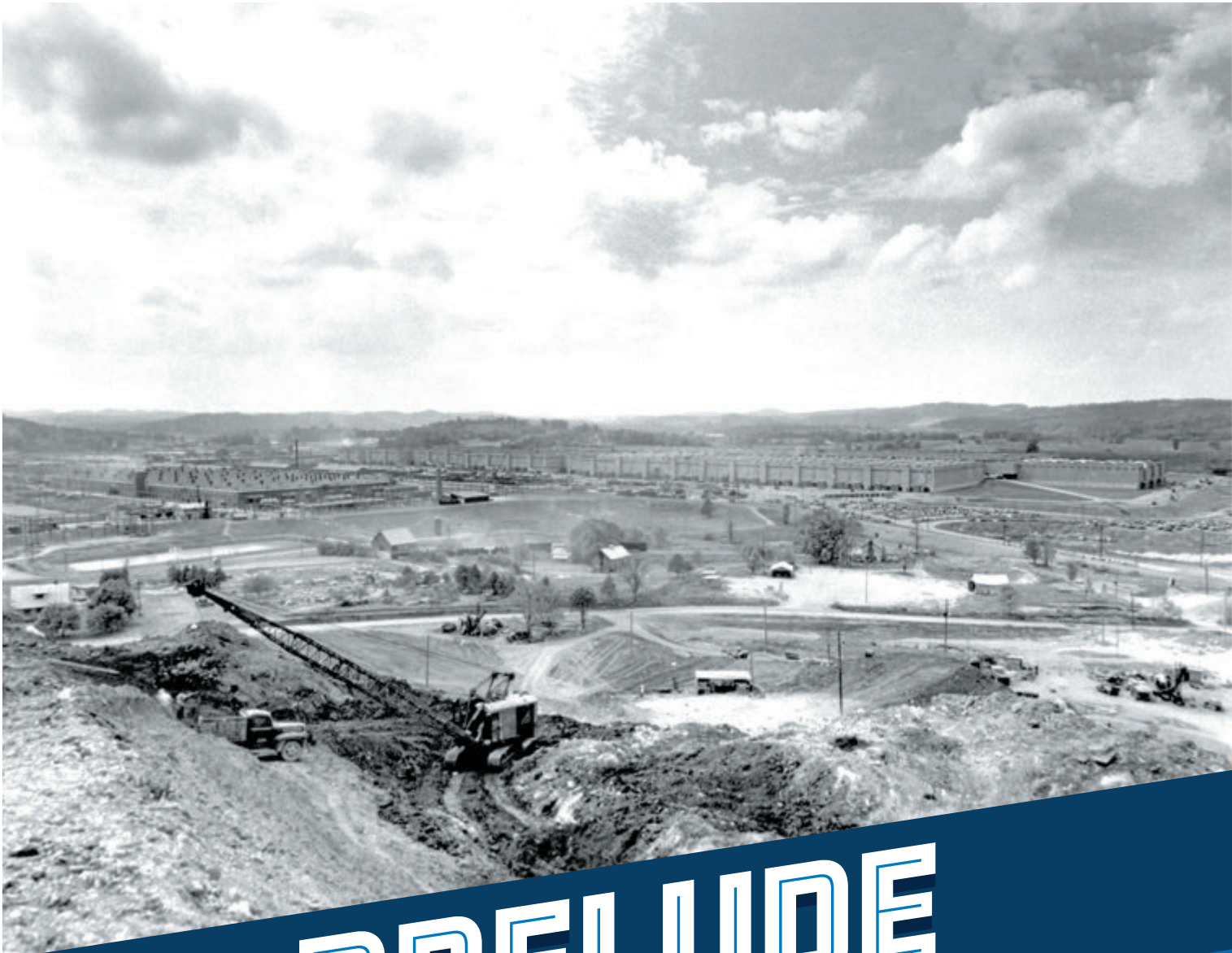
Lastly, our thanks to the ORNL FCU Board of Directors for supporting our passion project to commemorate the credit union’s proud history and the important role it plays in our community, to our members, and within the credit union industry as a whole. Their dedication to the organization is unmatched.



# NOTE FROM THE AUTHOR

In the time I spent working on this book, it became immediately clear that—of all its assets—the people who work for ORNL FCU are its greatest treasure. Their passion for their work, the organization, their members, and each other is what makes this place truly special. Writing this has been a joy, and I’ve sincerely appreciated the opportunity.

*Susie Riley*



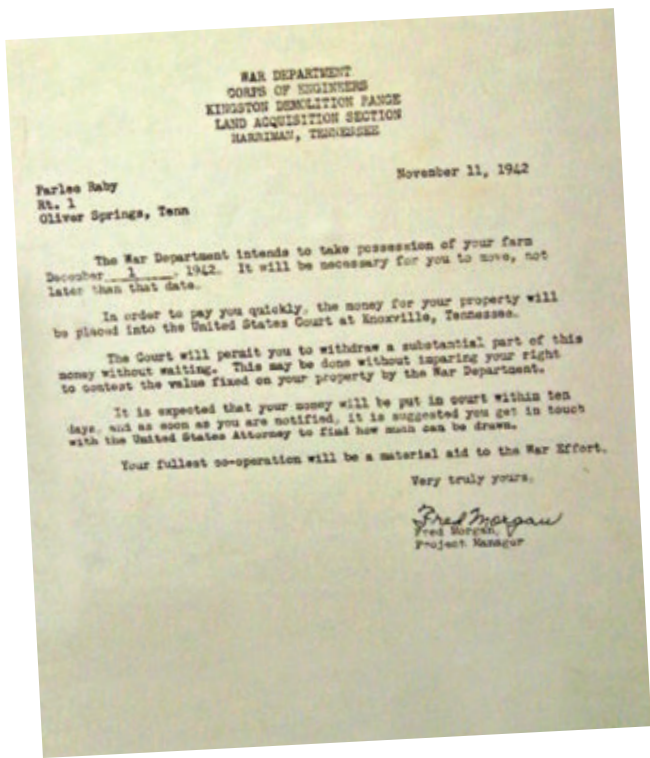
# PRELUDE

In 1942, much of Europe lay under German domination and Japan had seized control in the Pacific arena. Hurlled into World War II following December 7, 1941’s devastating Japanese attack on Pearl Harbor, the United States began the year frantically mobilizing its war efforts. Almost overnight, factories were retooled to produce the goods needed, and a workforce of millions was rapidly trained with the skills required to support these efforts.

To make victory possible, developments in the field of science and technology would be quickly needed. Many of these innovations would transform the nature of warfare and lead to the end of World War II.

Above: Clinton Engineer Works (CEW), early construction of the site, early 1940s. (US Department of Energy)





In late 1942, families living in the area were mailed eviction notices with little more than a few weeks' notice. (US Department of Energy)

Arguably the most significant and complex technology developed during the war was built in a sleepy part of East Tennessee when, in the fall of 1942, the US government purchased nearly sixty thousand acres of farmland in the Clinch River Valley (about ninety-two square miles within both Anderson and Roane Counties), some fifteen miles west of Knoxville. Immediately after, government officials began clearing the sparse population of over one thousand families that inhabited the area—some being given little more than a few weeks' notice. No one was told why.

In the beginning, the area was so remote that only one paved road passed through it. But in just eighteen months, space had been cleared for laboratory

facilities and a new planned community in a massive, unprecedented construction and development effort that would initially be called Clinton Engineer Works, or CEW.

CEW was secured by gates on all roads and armed guards manning all entrances. Its location could not be found on any map, and its purpose was unknown to most. Only a handful of scientists and high-level government officials were fully informed. Even the names of each facility were mysterious: K-25, S-50, X-10, and Y-12. Each destined for that location were to take advantage of the electricity generated by the Tennessee Valley Authority's (TVA) nearby dams. There they would be hidden in the quiet hills of Tennessee, far enough from the coast to avoid attention and potential air attacks. The city portion of CEW was named Oak Ridge for Black Oak Ridge as it was located on the south slope of that ridge and the name would not attract unnecessary attention. Later the terms "Secret City" and "Atomic City" were adopted to call attention to the top-secret work performed there.



## DID YOU KNOW . . .

When it was completed in 1945, the four-story **K-25** gaseous diffusion plant was the world's largest building under one roof, with over 5,264,000 square feet of floor space.



Originally designed to house eight thousand citizens, CEW would eventually employ more than eighty thousand people, many of whom lived onsite in single family homes, apartments, dormitories, and temporary housing. By the spring of 1945, the town would boast three hundred miles of roads, fifty-five miles of railroad tracks, ten schools, seven theaters, seventeen restaurants, thirteen supermarkets, a 9,400-book library, a symphony orchestra, sporting facilities, church services for seventeen denominations, three commercial centers with shops, and a community center with a swimming pool. Within thirty-six months, Oak Ridge, truly a "secret" city, would become Tennessee's fifth largest city, bustling with people busily at work.

But no one really knew what they were busy doing. Secrecy was top priority, and nearly all were kept from the truth:

- Architects who designed the town only learned of its location once they were boarded on a train toward it.
- Tradesmen and construction workers who came by the tens of thousands and labored to build everything.
- Nearby Knoxvilleans, many of whom worked at the site, who were frantic with curiosity.
- Residents who were required to register their personal cameras and were searched for firearms when arriving home from shopping in nearby towns.

Workers at CEW, who labored under high security and never knew precisely what they were doing. (US Department of Energy)





Although most of Oak Ridge’s workforce viewed their employment as little more than a war-related government job, rumors were rampant. To soothe rapidly growing panic, the government informed newspapers that the area was being cleared for a surface-to-ground demolition range. For the most part the story worked and, according to a *LIFE* magazine article, Oak Ridge labored on in hope and blind faith.

But in August 1945, hope was justified when the world learned about the atomic bombs dropped over Hiroshima and Nagasaki. Overnight, it was revealed that Oak Ridge was one of three top-secret production sites for the Manhattan Project. Their contribution was the first-ever large-scale production of U-235, an element of uranium essential in atomic weaponry and the fuel for Little Boy, the atomic bomb dropped on Hiroshima. Also contributed was the X-10 Graphite Reactor’s production of the first laboratory quantity of plutonium, proving a uranium reactor could produce that rare element. A second facility in Hanford, Washington, produced the necessary plutonium for Fat Man, the atomic bomb dropped on Nagasaki. A third location in Los Alamos, New Mexico, developed the two bombs’ techniques and mechanisms using those materials.



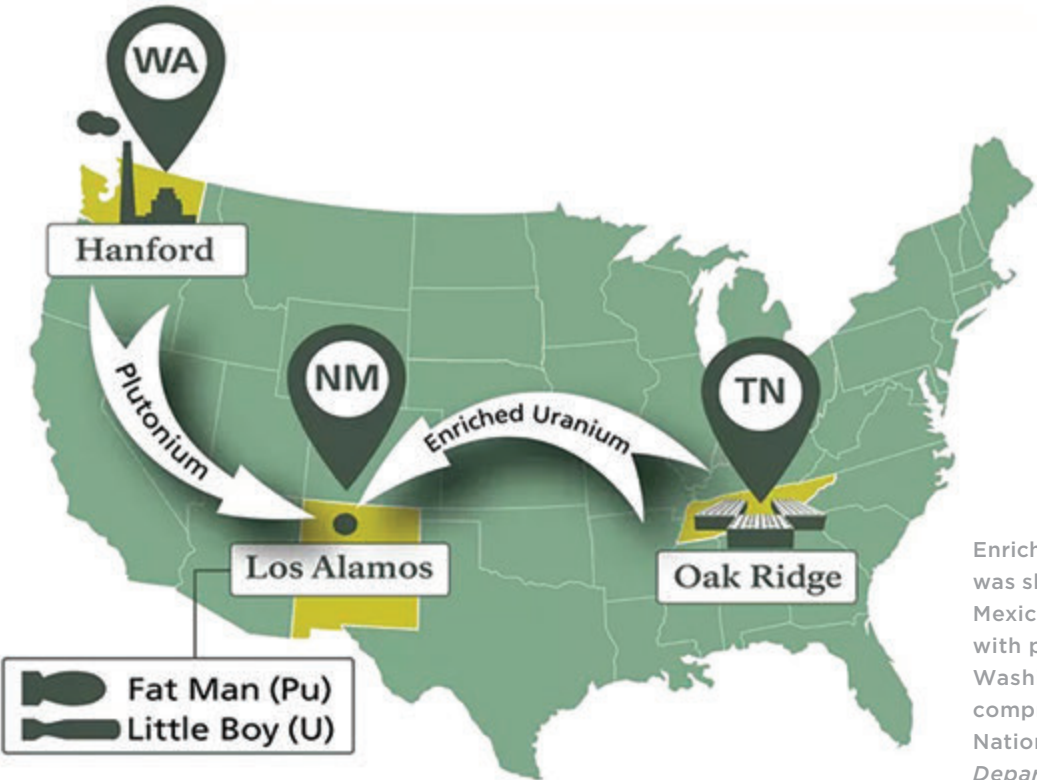
# MANHATTAN PROJECT NATIONAL HISTORICAL PARK

Oak Ridge’s scientific heritage in the Manhattan Project is preserved through the Manhattan Project National Historical Park (along with sites in Hanford, Washington, and Los Alamos, New Mexico). Sites that once only existed behind top-secret security are now open to the public at the Manhattan Project National Historical Park, which is cooperatively run by the National Park Service and the Department of Energy. Established on November 10, 2015, it is the only US national park site that spans three different time zones.

The historical park preserves and features buildings, artifacts, and equipment used in creating the world’s first nuclear weapons. In Oak Ridge, guided bus tours are offered of the X-10 Graphite Reactor, the K-25 History Center, and the New Hope Visitor Center’s Y-12 History Museum. The Oak Ridge Visitor Center, located in the Children’s Museum of Oak Ridge, offers ranger tours for other historic sites across Oak Ridge.



Only after the bombs were dropped did residents and employees of Oak Ridge learn how their work contributed to the end of World War II. (US Department of Energy)



Enriched uranium from Oak Ridge was shipped to Los Alamos, New Mexico, for development, along with plutonium from Hanford, Washington. These three sites comprise the Manhattan Project National Historical Park. (US Department of Energy)



At last, the secret was revealed. The world suddenly became aware of a completely new and largely unexpected technology, and the people of Oak Ridge finally learned what they had been working on. To their amazement they soon realized how their achievement hastened the fall of Japan to end World War II and helped to give birth to the Nuclear Age.

Two years after the war ended in 1947, the facilities and communities of Oak Ridge were shifted to civilian control under the authority of the US Atomic Energy Commission (AEC), which had recently been formed to foster and control the peacetime development of atomic science and technology. Three of Oak Ridge’s four original facilities created for wartime bomb production remained:

- K-25, a gaseous diffusion plant that enriched uranium.
- X-10, site of the world’s first production-scale nuclear reactor that was used to prove plutonium could be created in a uranium reactor.
- Y-12, site used for the electromagnetic separation of uranium.

In March 1948, after a period of uncertainty, these facilities were christened the Oak Ridge National Laboratory (ORNL), a nuclear and high-tech research establishment. At the time, ORNL was operated by Carbide and Carbon Chemicals Corporation (renamed Union Carbide in 1957) for the AEC. The AEC would eventually be abolished and replaced by the Department of Energy.

Oak Ridge National Laboratory would become the nation’s largest supplier of radioisotopes for medical, industrial, and physical research, as well as a regional center for research in chemistry, physics, metallurgy, and biology. The laboratory would also conduct the largest radiation genetics program in the world.

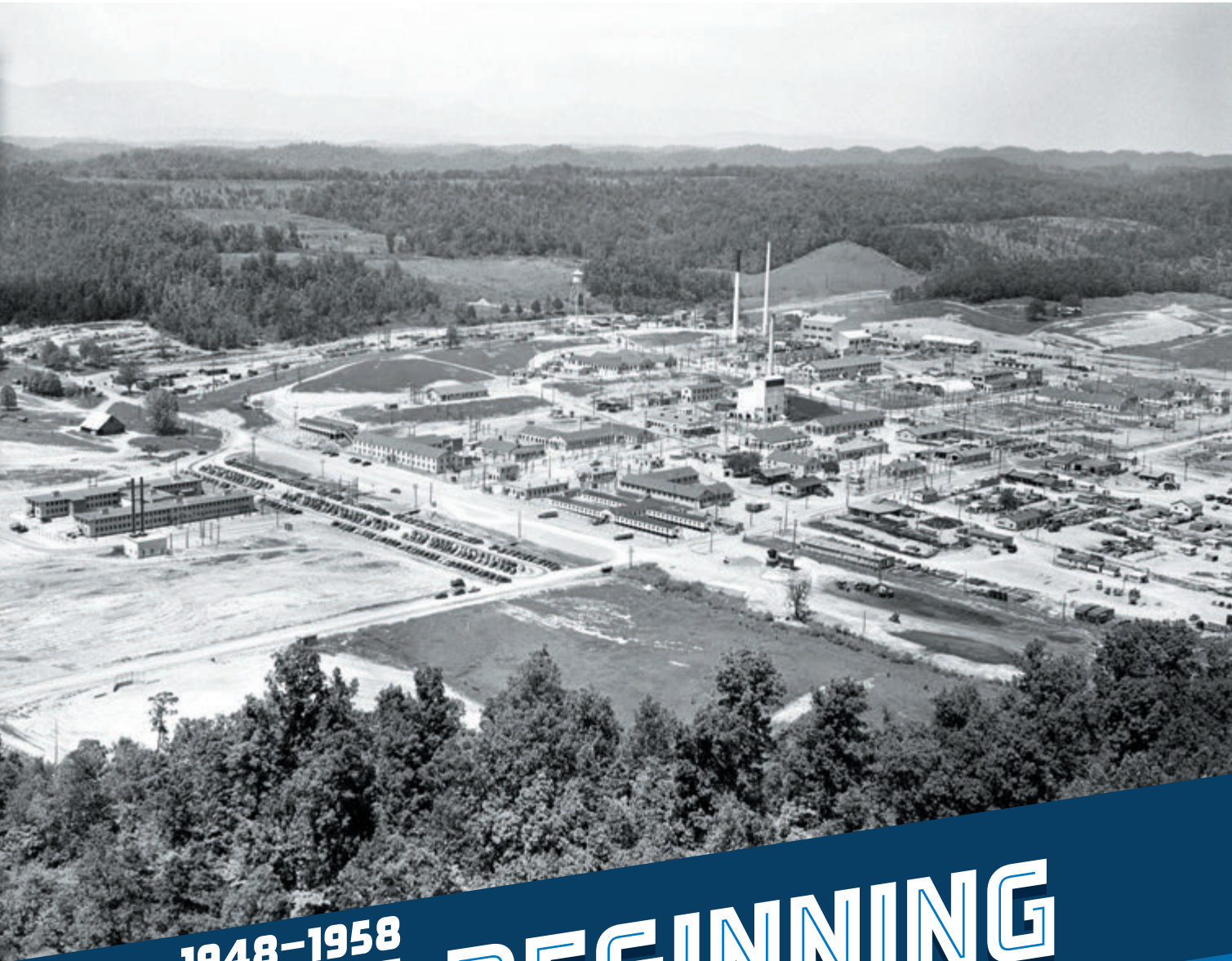
On March 19, 1949, the AEC removed all barriers and gates that had secluded the Oak Ridge community for nearly seven years and opened the city to the public. In March 1959, the town would be officially incorporated under Tennessee charter. History would count the Secret City and its residents among those who were an integral part of the human effort that forever changed the world and the understanding of the universe itself. Oak Ridge has continued to be a primary source of scientific discoveries benefitting the entire world.

But for now, with the future of the lab itself in place as a national laboratory, it was time to build a financial institution to serve the several thousand employees who remained as it transitioned from war to peacetime research . . .



## DID YOU KNOW . . .

The codename **X-10** was the name of the site in Bethel Valley and was also attached to the graphite reactor. The site was later designated as Oak Ridge National Laboratory.



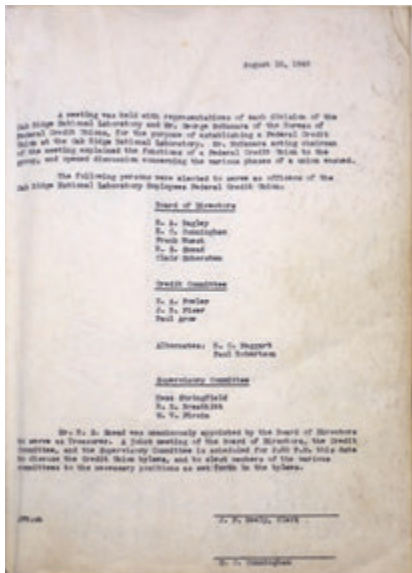
# 1948-1958 THE BEGINNING

Nineteen forty-eight was a tumultuous time in the world. Following the war, much of Europe lay in ruins with its cities bombed, its economies destroyed, its people facing starvation. In the United States, there was an abundance of products and raw materials to sell but few trading partners capable of buying them. President Harry S. Truman solved the problem with the Marshall Plan, which helped Europe rebuild and laid the foundation for renewed prosperity at home.

In this atmosphere of intense economic and political uncertainty, a handful of employees at the Oak Ridge National Laboratory formed a credit union as a means of offering their fellow employees an alternative to commercial banks and other for-profit financial institutions. Their goal: to create a source of low-cost credit and a convenient place to save their hard-earned money.

Above: Aerial view of the X-10 Graphite Reactor in the 1940s. (US Department of Energy)



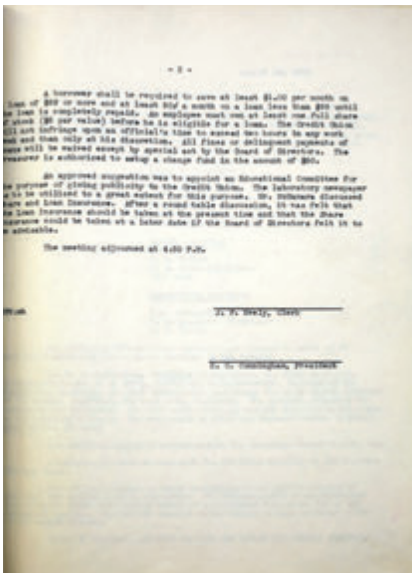
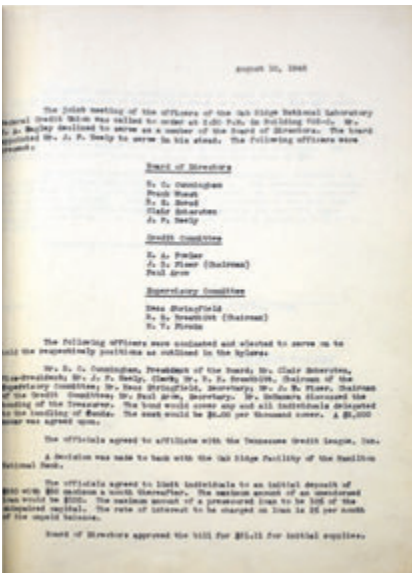



Minutes from the board's first meeting, August 1948.

At that point, the concept of credit unions was quickly gaining momentum. President Franklin D. Roosevelt had signed the Federal Credit Union Act into law in 1934 as part of the New Deal. Credit unions were created to promote thrift and affordable access to credit after the Great Depression. Throughout the 1940s and 1950s, businesses and organizations across the country were quickly forming credit unions as an employee benefit.

At their first organizational meeting in August 1948, a group of ten employees gathered along with representatives of each division of the laboratory. Also in attendance: an official from the Bureau of Federal Credit Unions. At that meeting, a slate of officers and a board of directors were elected. The board's first meeting convened on the same day to discuss bylaws and set initial policies such as member fees (25 cents per individual) and maximum amounts for both initial deposits (\$250) and

ORNL Employees Federal Credit Union Charter, 1948.





## FOUNDING MEMBERS

At its inception, the Oak Ridge National Laboratory's credit union was comprised of ten founding members:

Robert H. Beidel

E. C. Cunningham

M. V. Firmin

Kenneth A. Fowler

Meredith R. Hill

H. C. Maggart

G. W. Tyler

Fred C. Vonder Lage

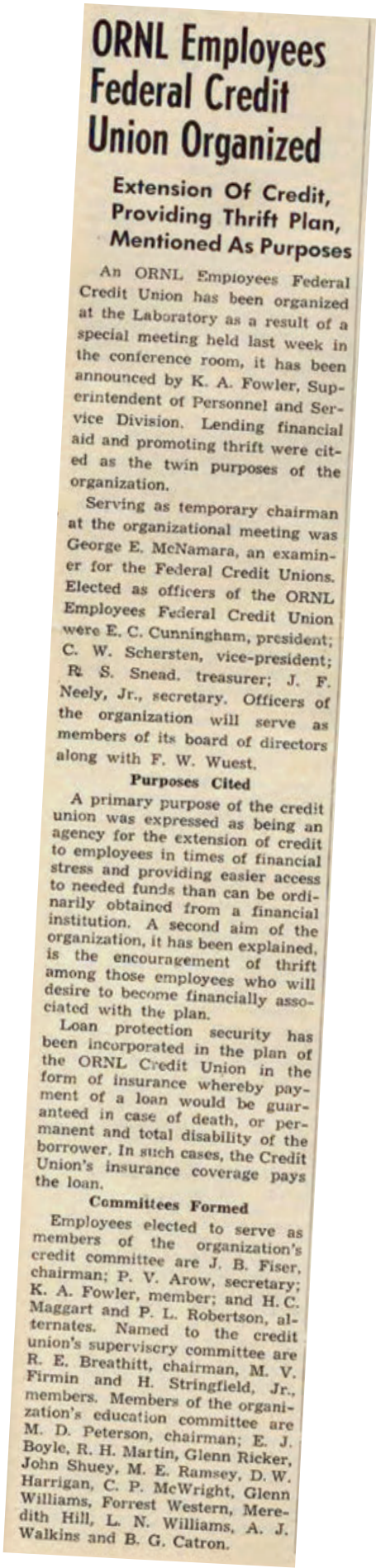
Lloyd N. Williams

W. N. Woodward Jr.

monthly investments (\$50 per account). Once members paid for one share (\$5), they would be eligible for their share of the annual dividends. Security for all loans granted (\$100 unsecured and \$200 secured) would be provided in the form of insurance, whereby the payment of loans would be guaranteed in the case of death or permanent and total disability.

That week's issue of *THE NEWS*, the lab's newsletter, reported that loan applications would be accepted by the new credit union, but action on them would be held until the charter was received from Washington, DC. In the article, the purpose of the credit union was stated as "being an agency for the extension of credit to employees in times of financial stress and providing easier access to needed funds than can be ordinarily obtained from a financial institution. A second aim . . . is the encouragement of thrift among those employees who will desire to become financially associated with the plan . . ."

Announcement of the formation of the ORNL Employees Federal Credit Union in the August 20, 1948, issue of *THE NEWS*, the lab's employee newsletter. (*Oak Ridge National Laboratory*)







The American Museum of Science and Energy in Oak Ridge opened in 1949 inside an old wartime cafeteria at the Oak Ridge site. AMSE is the nation's oldest museum of science and energy and features the history of the Manhattan Project among other exhibits. The museum has since moved to its Main Street location. (US Department of Energy)



## VOLUNTEERS VERSUS PAID OFFICIALS

Unlike a bank where board officials are elected and paid by stockholders, a credit union board is composed of members who are elected by the organization's membership. These directors are often referred to as volunteers, and for good reason. The Federal Credit Union Act along with the National Credit Union Administration prohibits federal credit unions (FCUs) from compensating their board, which means directors are not paid for the work they do. Pay is never the primary motivator for credit union directors.

Credit unions like ORNL FCU rely on the expertise and leadership skills of their board of directors and committee members. Each of them embraces the credit union philosophy, and they are fully committed to the financial well-being of the membership.



ORNL Employees Federal Credit Union authorized charter seal, 1948.

The credit union received its first charter (a license to operate) from the Bureau of Federal Credit Unions by September 1948 and was officially named ORNL Employees Federal Credit Union. A dedicated office on lab property (Room 100 of building 703-C) was open for business on Mondays and Tuesdays. At that time, all those who performed the work of the credit union were lab employees who served as volunteers.

In November, sixteen bonded (insured) representatives were designated to authorize the receipt of deposits, making it conveniently accessible to all parts of the lab during all shifts. The representatives received money for deposit and submitted the funds directly to the credit union's treasurer. Other transactions such as borrowing money and repayment of loans were made directly at the credit union office.

By December, just a few months after its charter was granted, the credit union had become well established. What began with only ten charter members ended its first year of operation with 144 members and \$5,769 in shares. These numbers would grow even stronger throughout 1949, ending the year with 420 members and \$42,083 in shares.



By 1950, war was once again in the picture as the first Tennesseans marched off to fight in Korea. Twelve nations agreed to the creation of the North Atlantic Treaty Organization (NATO) for the defense of the United States and Europe, and the persecution of Communists was initiated by Senator McCarthy. Families were moving out to the suburbs, and kids watched Howdy Doody on twelve-inch black and white television sets. Times were gentler with little violence and the consumer revolution was about to start in a big way. The median annual family income was \$3,300 and the average cost of a new house was \$8,450.



## DID YOU KNOW . . .

Federal credit unions need a **charter**—a license to operate—from the National Credit Union Administration (NCUA). The charter is the field of membership, which is the legal description of the people, organizations, and requirements (where people must live or work) the credit union will serve.

That year, ORNL Employees Federal Credit Union hired its first employees: a full-time treasurer and part-time assistant treasurer. This allowed the office to open for business each afternoon, Monday through Friday.

The credit union also launched a payroll deduction plan. Approved by and in collaboration with the lab's payroll department, it was considered the credit union's first major initiative aimed at simplifying and empowering members' financial lives. This move eliminated the need for field collections and provided increased bookkeeping efficiency. It also resulted in a substantial increase in member transactions.


Its 1950 annual report reflected this impressive increase. "The number of Laboratory employees participating, amount of shares, amount on loan, and the profits made give evidence to the service rendered to the employees," the credit union's report stated. Throughout the year, membership increased from 420 to 898, and shareholdings increased from \$34,831 to \$120,091. There were 103 loans that totaled \$221,443.



**OUR OWN WORDS**


When I was nine years old, my mom took me down to the Kingston branch and said: "This is where we bank," and she opened a savings account for me. When I was 13, I opened my first checking account. My first student loan, my first car loan, my mortgage . . . they're all here. I've been a member of this credit union all my life. I'm not only on the board, I'm a member. I use these services as well.

**JAMES PAYNE**  
*Vice Chair, Board of Directors*



**DID YOU KNOW . . .**

According to the National Credit Union Administration, credit unions have provided financial services to their members in the United States for more than one hundred years. But the earliest financial cooperatives date back to the 1800s in England. At the start of the twentieth century in 1900, the credit union concept crossed the Atlantic to Levis, Quebec. Eight years later, the United States saw its first credit union when St. Mary's Cooperative Credit Association opened its doors in Manchester, New Hampshire. The first legislation overseeing credit unions was introduced in 1909 in Massachusetts. This served as a basis for subsequent state credit union laws and then the Federal Credit Union Act, which was passed twenty-five years later.



**THE EIGHT COOPERATIVE PRINCIPLES OF CREDIT UNIONS**

Like other credit unions, ORNL FCU is a cooperative, which is an independent group of people united to meet their common needs and aspirations through a jointly owned and democratically controlled business. Cooperatives around the world operate according to the same set of core principles and values adopted by the International Cooperative Alliance. These principles serve as guidelines by which businesses put their values into practice.

In 2019, DEI (diversity, equity, and inclusion) was adopted by the Credit Union National Association and the National Credit Union Foundation as the eighth cooperative principle of credit unions. ORNL FCU is fully committed to supporting the credit union philosophy of *people helping people* and aligning its purpose and core beliefs with these cooperative principles.

- 1. Voluntary and open membership.** Credit unions are voluntary, cooperative organizations offering services to people willing to accept the responsibilities and benefits of membership without gender, social, racial, political, religious, or other discrimination.
- 2. Democratic member control.** Credit unions are controlled by their members who have equal voting rights (one member, one vote) and actively participate in setting policies and making decisions. Those who serve as elected representatives are accountable to the membership.
- 3. Member economic participation.** Credit union members are both owners and customers. The more people that participate, the more that can be given back in the form of more products, lower loan rates, higher savings yields, and fewer fees.
- 4. Autonomy and independence.** When credit unions enter into agreements with other organizations, they do so based on terms that ensure democratic control by all members and maintain their cooperative independence.
- 5. Financial education, training, and information.** Credit unions are committed to providing financial education for their members and to the community at large. From budgeting basics to retirement planning and how credit works, they do all they can to ensure that both membership and the general public are well informed.
- 6. Cooperation among cooperatives.** Credit unions serve their members more effectively when they strengthen the cooperative movement by working together through local, state, regional, national, and international structures.
- 7. Concern for the community.** Credit unions are passionate about serving their members and about making an impact in the community. They volunteer for local charities and participate in causes to make a difference.
- 8. Diversity, Equity, and Inclusion.** Credit unions strive to incorporate diversity, perform equitably, and ensure inclusion at all levels of their organizations to better serve members, show members they are valued, and ensure that members receive equitable service.





The credit union grew far beyond expectation in 1951. With an increase of membership serving 60 percent of the lab’s employees and assets totaling \$418,299, it was larger than many banks in the state. In three short years, nearly all day-to-day responsibilities once performed by runners and board members were now in the hands of three full-time employees. The organization was also adapting to accommodate its rapid expansion: the bookkeeping process became more streamlined and additional policies were adopted. “The credit union [has] reached maturity,” the annual report stated. “Our growing pains have ceased to bother us.”



Moving forward, the period of 1952 through 1957 shows even further growth. The first dividends, a generous 4.2 percent, were paid out. External audits were now performed annually to ensure credit union members that financial statements were free from error or fraud. Both investments and membership were increasing at a steady, strong pace, thus fulfilling the purpose of the organization’s existence. And the rapidly growing number of member transactions required machines be purchased to “automate” the process.



In 1958, ORNL Employees Federal Credit Union celebrated its tenth anniversary. Its recent catchphrase, *when everybody saves, everybody profits*, had become reality. In its first ten years, the credit union had grown from its humble beginnings to a robust financial institution, confidently poised for a decade of more growth and new opportunities.



## WHAT DOES THAT MEAN?

Credit unions often use terms that differ from banks.

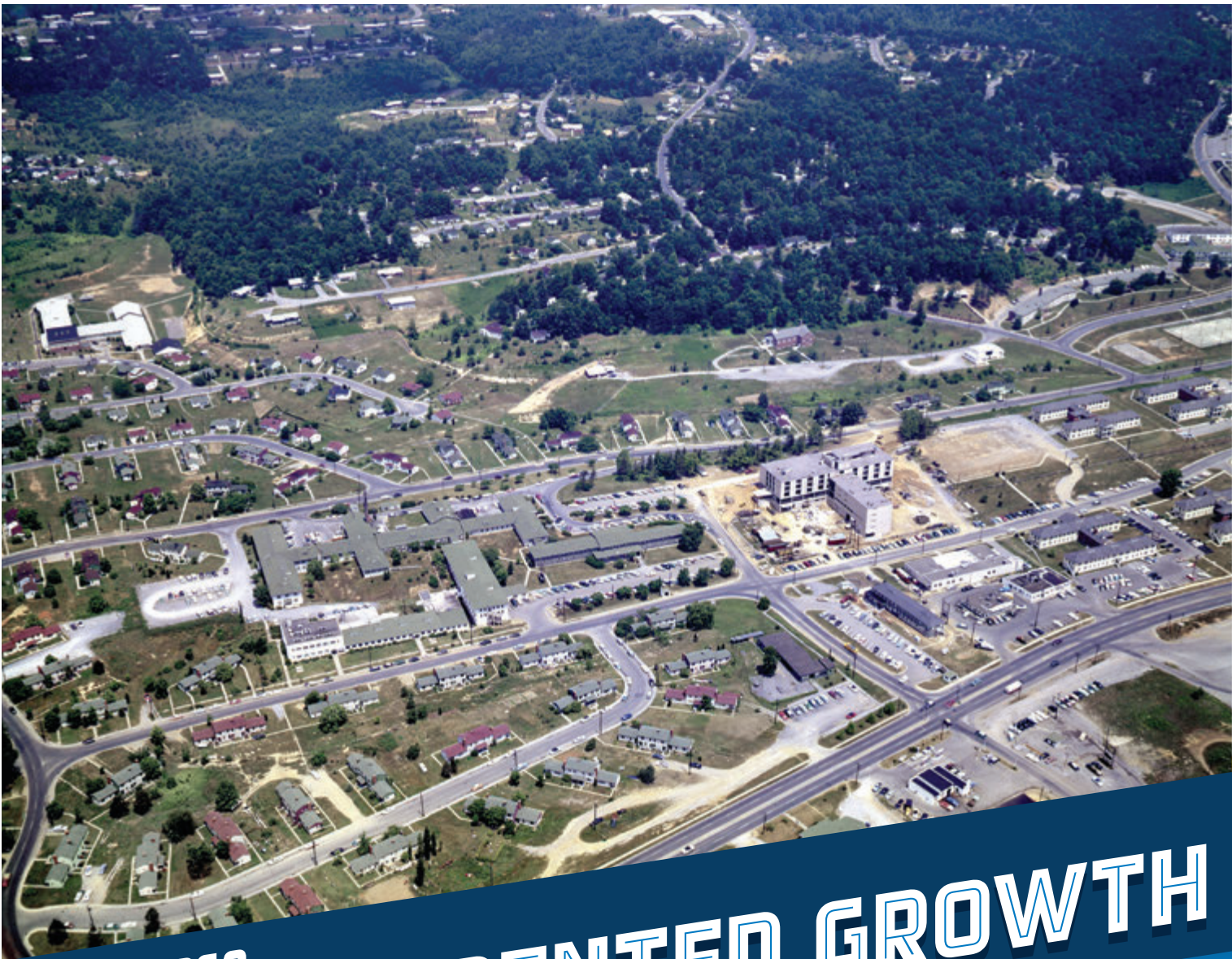
**Member:** *Someone who keeps money in a credit union. Each member has voting privileges, and all members are equal.*

**Share:** *The amount required for deposit to join a credit union, which represents ownership. All members receive one share of credit union ownership when they join.*

**Share Account:** *A savings account at a credit union because members are a part owner.*

**Share Draft Account:** *They operate the same way as checking accounts, allowing credit union members to access and spend their account funds using paper or electronic checks, debit cards, online payments, and cash withdrawals.*

**Dividend:** *The money (earnings) the credit union pays its members for keeping their money in a share account.*



## 1959–1968 UNPRECEDENTED GROWTH

Nineteen fifty-nine was a year of political unrest, technological firsts, wondrous marvels, and gripping tragedies. Fidel Castro came to power in Cuba after the revolution while the Dalai Lama, along with tens of thousands of Tibetans, fled to India after China invaded Tibet. The first pictures of Earth were taken in space by *Explorer 6*, Hawaii became the fiftieth state, and the film *Ben-Hur* premiered. The Antarctic Treaty was signed by twelve countries. Closer to home, Southeast Airlines Flight 308 crashed into the Holston Mountain range en route from Knoxville to Bristol with the loss of all on board. The average cost of a new house was \$12,400; a new car, \$2,800; a dozen eggs, 53 cents.

Above: Aerial view of the City of Oak Ridge in the 1960s. (US Department of Energy)





Senator John F. Kennedy and his wife visited the laboratory's research reactor in 1959. (US Department of Energy)

In Oak Ridge, 1959 was a year of celebration. On June 7, after a long campaign with the Atomic Energy Commission and its assigned operations manager, the public land and buildings belonging to the Clinton Engineer Works were officially turned over to the people of Oak Ridge. Residents took control of the city, quickly electing a mayor and establishing a city council, board of education, and zoning commission.

Senator John F. Kennedy and his wife, Jacqueline, visited the Oak Ridge National Laboratory's research reactor in 1959. Like its hometown, the laboratory was in transition. Difficulties had brought 20 percent budget cuts and a major workforce reduction. The credit union, however, continued going strong.

In its eleventh year, assets for 1959 exceeded \$1 million and the board approved a larger 5.5 percent dividend. Thanks to the federal government's recently revised Credit Union Act, the maximum unsecured loan amount was increased to \$750 and the lengthiest repayment period was extended to five years.

Also in 1959, the credit union joined the Tennessee Credit Union League (TCUL). To this day, the league continues to support legislative and regulatory efforts that benefit credit unions at the local, state, and federal levels. They also provide credit unions with operating support for training, education, research, and communications endeavors.



# THE ORNL FCU BOARD AND ITS COMMITTEES

The National Credit Union Association (NCUA) requires federal credit unions to be overseen by a board of directors and a supervisory committee.

A **board of directors** is responsible for the general direction and control of ORNL FCU. It is tasked with the role of governance of the credit union. Because it represents the collective will of its members, the board strives to promote the members' best interests. While the board may delegate operational functions to management or another committee, it remains solely responsible for the general health and well-being of the credit union.

As with all credit unions, a **supervisory committee** is responsible for ensuring both the board of directors and management meet required financial reporting objectives and establish practices and procedures that will safeguard member assets. Essentially, this committee serves as the watchdog of the credit union.

A **nominating committee** annually recruits qualified candidates for the board of directors.

An **executive committee** is empowered by authorization of the ORNL FCU Board of Directors to act on behalf of the board of directors. The committee provides oversight to policy, monitors investment activity, recommends policy changes, and monitors regulatory compliance in investment matters and in general as it relates to asset liability requirements.

A **legislative and volunteer committee** keeps the board of directors informed of current and future legislation and regulations affecting credit unions, recommends any action needed, and stays actively involved in the political process to promote legislature representation.

A **volunteer policy and governance committee** serves as an interface for the credit union's policies by researching and providing recommendations to fulfill the board's fiduciary responsibilities more effectively.



Nineteen sixty-one was an eventful year by any measure. The Berlin Wall sprang up in Europe, and the Soviets unleashed a fifty-seven-megaton hydrogen bomb, the largest artificial explosion in human history. But in Tennessee, it was a time of calm and prodigious growth. The lab began a slow pivot toward a “balanced laboratory” approach focused on environmental, health, and social initiatives that would solidly position it for years to come. At ORNL Employees Federal Credit Union, assets had doubled to \$2.2 million.

That year, the credit union relocated its office outside the lab, moving from the X-10 campus to the second floor of Cheyenne Hall at the corner of Tyrone and Tyndale Roads (currently the site of the Cheyenne Ambulatory Center).



In 1962, American confidence surged as astronaut John Glenn orbited the Earth and President Kennedy prevailed against Soviet Premier Nikita Khrushchev in the Cuban Missile Crisis. With its staff now at five full-time workers, ORNL Employees Federal Credit Union completed a major efficiency effort by transferring the last of its member files to microfilm to simplify storage. That year, its new record highs included a 5.25 percent dividend, a membership of 3,563, and total shares of \$2.1 million.

Originally constructed in 1944, the outdoor pool (shown here in 1962) continues to serve Oak Ridge residents. The pool is spring-water fed and considered one of the largest in the nation. In 2022, the Tennessee Historical Commission erected a historical marker to commemorate the site, with funding for the marker provided by ORNL FCU. (US Department of Energy)



*Everybody's Money* magazine was sent to all members starting in 1965.



The Credit Union Educational Committee was created to help members learn about thrift, budgets, and related economic issues. Marketing efforts also got officially underway in 1963 when a committee was tasked with establishing activities and efforts to increase non-member interest in the credit union.



The greatest single growth year in the credit union’s sixteen-year history came in 1964, when assets surged by more than \$630,000, income rose by 19 percent, and expenses as a percentage of income fell. This extraordinary growth was spurred by several crucial changes: an increase in the share limit to \$5,000, the lifting of restrictions on individual deposits, and an amendment of the bylaws to allow retired workers to retain their credit union memberships.

That year, a bold move into automation was made by adopting the use of an Address-o-Graph (an automated address labeling system) and a Graphotype machine, used to stamp out metal plates that served as membership cards.



In 1965, a retirement annuity benefit plan for office employees debuted. As a service to its members, the credit union began distributing *Everybody’s Money*, a quarterly magazine published by the Credit Union National Association (CUNA). The *CUzette*, ORNL EFCU’s quarterly newsletter to keep members up to date on the organization’s happenings, also launched that year. By 1967, the credit union was a \$5.7 million institution. Lending policies were liberalized to allow more members to borrow.



**OUR OWN WORDS**

We have 190,000 members. They live in all fifty states and around the world. Because once you’re a member of the credit union, you’re always a member. It’s interesting how that works when you think about employers like the Lab, which brings in people from all over the country and the world. They work here and lots of times they move on. If you move away, you can still have an account here. You just take your membership with you.

**BECKY CURRY**  
SVP Data Intelligence





In 1968, the nation was in turmoil following Martin Luther King Jr.'s assassination in Memphis and heightened social unrest over the Vietnam War. ORNL Employees Federal Credit Union tended to business at home by celebrating its twentieth year of business as one of the ten largest credit unions in the state of Tennessee—with shares of over \$5.3 million and total assets of just under \$6 million. The board also revised its bylaws to boost the maximum signature loan to \$1,000 and extend the repayment period for large real estate loans from five to ten years.

As the organization looked forward to its third decade serving the employees of Oak Ridge National Laboratory, construction of a new building was underway and slated for completion in the spring of 1969.

Oak Ridge from the top of Water Works Hill, 1967. (US Department of Energy)



## 1969–1978 GIANT STEPS

Nineteen sixty-nine left its mark on history as one of the most culturally defining years to date. More than 250,000 anti-Vietnam War demonstrators peacefully marched on Washington, DC, to protest the war, which ended later that year. Neil Armstrong and Buzz Aldrin became the first humans to set foot on the moon, an extraordinary technological achievement in which Oak Ridge National Laboratory and Y-12 participated by designing and manufacturing the Apollo Lunar Sample Return Container or moon box. The Beatles performed in public for the last time. Boeing's 747 jumbo jet, the PBS network, and the Pontiac Trans Am were all introduced. Woodstock, the most famous music festival of modern time, attracted a crowd of more than 350,000. Members of a cult led by Charles Manson murdered five people. The year also witnessed the first-ever ATM installation and the invention of microprocessors at Bell Labs. The average income was \$8,500 and a gallon of milk cost \$1.10.

Above: Oak Ridge National Laboratory and Y-12 participated in 1969's lunar landing (shown here with astronaut Buzz Aldrin) by designing a vacuum-sealed box to protect rock and soil samples on the return flight to Earth. (NASA)





**Above:** ORNL Employees Federal Credit Union's first office building at 215 South Rutgers Avenue.

**Left:** Breaking ground for the new office building at 215 South Rutgers Avenue.

As American astronauts took their first steps on the moon in 1969, ORNL Employees Federal Credit Union took its own giant step into a newly completed and dedicated office building at 215 South Rutgers Avenue. Over two thousand

people attended its opening. The building housed a staff of ten, five of whom served as loan officers to streamline processing time. With assets totaling over \$8 million, new services and products introduced throughout 1969 included retirement savings accounts for members, personal service loan plans, and the telephone withdrawal of shares.



With the formation of the Environmental Protection Agency in 1970, Oak Ridge National Laboratory became more involved in environmental science via its new Ecological Sciences Division. The credit union moved further into the future as well, taking another major step toward automation by purchasing a computerized posting machine to increase efficiency and reduce wait time for members.



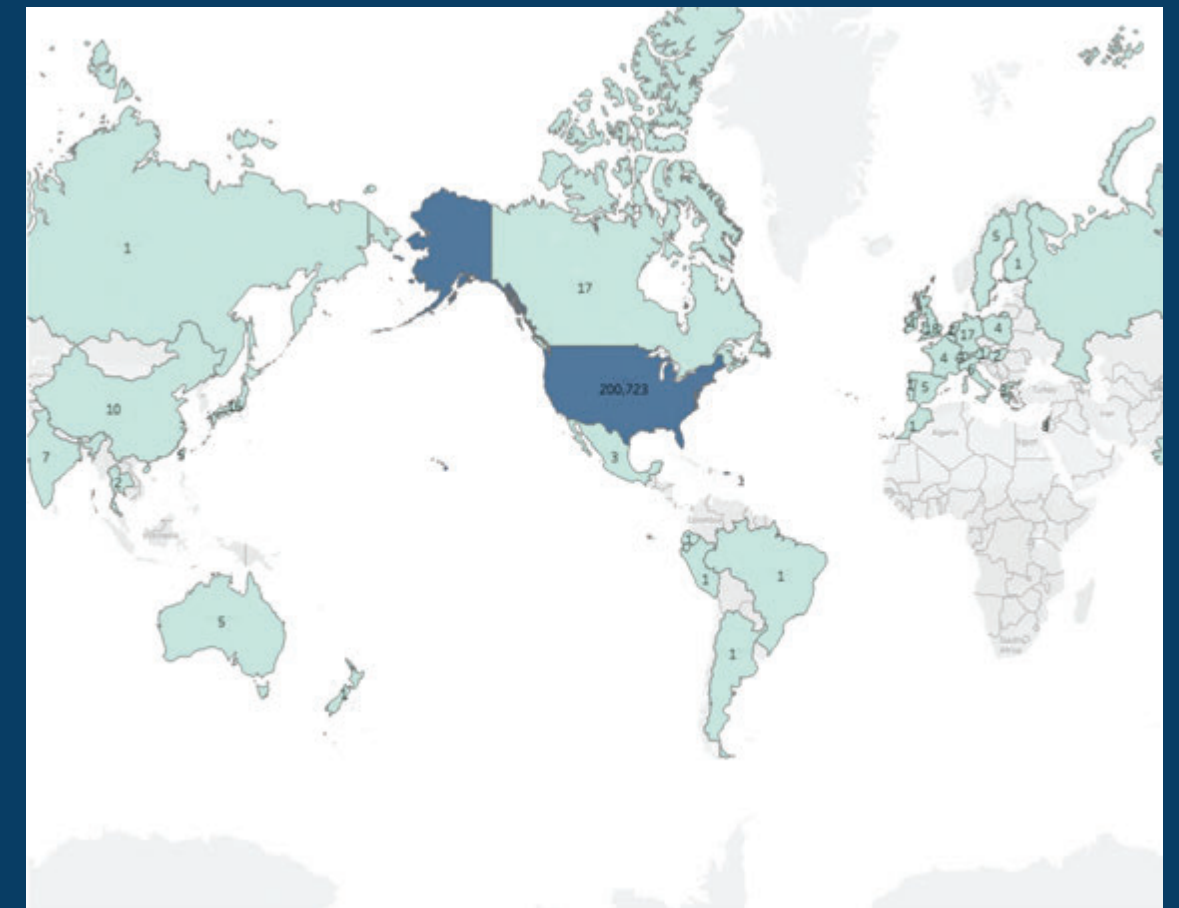
## DID YOU KNOW . . .

Federally chartered credit unions are regulated by the National Credit Union Administration. Created by the US Congress in 1970, the NCUA is an independent federal agency that 1) insures deposits at federally insured credit unions, 2) protects the members who own credit unions, and 3) charters and regulates federal credit unions.



## ONCE A MEMBER, ALWAYS A MEMBER

The Federal Credit Union Act's *once a member, always a member* provision states if anyone becomes a member of ORNL FCU, they will remain a member regardless of changes to either their own status or that of the credit union itself. Essentially, membership is for life: even if they move to a new city or change employers, they retain credit union membership so long as the account remains active. Over the years, this has resulted in a field of membership that spans the United States and reaches nearly every continent.



Shown here, ORNL FCU has members throughout the country and around the world.





## DID YOU KNOW . . .

In late 1974, Congress unexpectedly changed the Oak Ridge National Laboratory's name to the **Holifield National Laboratory** in honor of a retiring California congressman who had been prominent in atomic energy matters. The name Oak Ridge National Laboratory was restored by congressional action in late 1975.

This system also made it possible to issue quarterly dividends for the first time. Another first: member accounts were insured up to \$20,000, the maximum amount per the Federal Credit Union Act.



The following year, 1971, the credit union reached \$11 million in assets. Due to uncertainties in the US economy that year, many Americans postponed large purchases and began saving money at a phenomenal rate. Credit union members were no exception; overall savings increased nearly 47 percent. This year also marked the first time

the organization annually provided financing for a car or truck to a select number of members. And to recoup some of the costs of the computerized posting system, its proprietary processing program was sold to the Burroughs Corporation—who in turn embedded it into a system that it sold to other banks and credit unions.



In 1972, a member library was also opened in the lobby at the Rutgers Avenue building. Rite on Line, an open-end credit program, was launched. Airplane loans also became available this year. The credit union also participated in the National TV Advertising Program for Credit Unions. That year saw the opening of the first Knoxville branch location.

The credit union ended 1972 having been recognized as the seventh largest credit union in Tennessee, measured by total assets, in the Annual Report of Tennessee Credit Unions.



During ORNL Employee Federal Credit Union's silver anniversary year in 1973, some turbulence was experienced. The first oil embargo shocked the US economy, slashing supplies and driving oil prices sky high. This was followed by devaluation of the dollar on world markets, soaring living costs, and a tumbling stock market—all resulting in a major recession. A round of budget cuts forced deep staff retrenchments at Oak Ridge National Laboratory, and the resulting uncertainty stunted loan growth at the credit union. But while the year ended with a 5 percent decrease in loans, the credit union saw a \$4 million increase in shares.



## LOGOS THROUGH THE YEARS

During its first ten years, from 1948 through 1958, ORNL EFCU had no formal logo or branding. But in 1959, this image first appeared on the credit union's annual reports. Umbrella Man, a symbol used to represent the credit union industry for nearly forty years, was first drawn in 1923 by *Boston Globe* artist Joseph Stern. It depicts a happy credit union member under an umbrella with bad things such as hard times, sickness, and financial distress raining down from above. ORNL EFCU regularly used this image through 1966.



In 1967, this image began its run on the cover of ORNL EFCU's annual reports as well as other credit union signage and literature. The logo remained in use through 1974.



In 1975, this logo made its debut and continues serving the core of its brand identity. The large **U** and smaller **C** represent a nod to Union Carbide Corporation, which at the time operated Oak Ridge National Laboratory for the US Department of Energy.



To better align with a growing membership base beyond just lab employees, the credit union publicly unveiled its new name in 1979, ORNL Federal Credit Union.



While the organization's brand identity has since been freshened up, its logo remains loyal to its ORNL beginnings.







The Credit Union Service Center's Knoxville location was ORNL EFCU's first venture in Shared Branching.

A year later in 1974, things were looking up. The credit union had not only weathered the economic storm of 1973, but it recorded tremendous operational growth. A 7 percent dividend was paid, the organization exceeded \$1 million in gross loans for two months, and savings insurance was doubled to \$40,000. Business was so strong there was talk of a second Knoxville branch. Throughout the year, the credit union computerized its financial and statistical operations.

At the end of 1974, ORNL EFCU found itself on the top one hundred credit unions listed by the National Association of Federally Insured Credit Unions (NAFCU).



In 1975, assets increased to an impressive \$29 million and membership increased to 7,900. Due to this tremendous growth and prudent investments, the credit union was able to pay dividends at a 7 percent annual rate for two quarters (the maximum permissible under the National Credit Union Administration for Federal Credit Unions) and 6.75 percent for the remaining two quarters.



**OUR OWN WORDS**

It's common practice for people to come together in the credit union industry and share with other credit unions. It's for the greater good, and it's ingrained as part of the credit union philosophy. We're always working with other local credit unions to assist in many ways. Anything we can do to help them make good decisions; we're going to do that because they would do the same thing for us.

**CHRIS BOLER**  
President & CEO, 7 LLC

That year, all credit union records were maintained using a tie-in with a leased, state-of-the-art computer service and accessed using desktop readers to provide account information for members. Date-of-deposit to date-of-withdrawal dividends were now a reality, and ORNL EFCU was the first in the state of Tennessee to offer this service.

To enhance communications and information exchange with both members and potential members, a marketing and education officer was hired and the services of an advertising agency was retained in 1975. The first of their efforts was a new corporate logo.



As America celebrated its bicentennial in 1976, Apple Computer was founded and ORNL EFCU experienced an extraordinary year. There was a membership increase of more than 33 percent and assets grew more than \$38.7 million. Earnings were gained through a strong investment portfolio, allowing the credit union to pay the highest dividend possible while continuing to expand the number and variety of services and products members had been requesting. An unprecedented number of new programs were introduced: an expansion of membership to immediate family members; VIP auto loans that improved a member's ability to bargain for the best price on a car; educational assistance loans; youth loans for younger members twelve to eighteen years of age to help parents teach wise use of credit and money management; cash services such as money orders, travelers checks, cash withdrawals, and cash disbursements of loans; and faster more efficient service to members through the installation of a new filing system and front office computer operation.

That year, ORNL Employees Federal Credit Union entered into an agreement with Knoxville TVA Employees Credit Union to serve both memberships at jointly operated branches. This joint venture was the first attempt by credit unions in Tennessee to improve services by sharing the expenses of branching. In July, ORNL EFCU opened a new branch in West Knoxville.



**WHAT IS SHARED BRANCHING?**

Back in 1976, with a rapidly growing member base and a limited number of branches that were not easily accessible to the entire community, ORNL Employees Federal Credit Union struck partnerships with other local credit unions to share the expenses of establishing new locations. This concept was called shared branching. The new Credit Union Service Center provided a fully staffed office where members of all partnered credit unions could more readily visit to conduct business. By 1991, its two banking partners had left the partnership. By then, ORNL Federal Credit Union had established a sufficient number of branches to meet the needs of its own members.





Nineteen seventy-seven found the credit union experiencing its largest growth since its 1948 charter. Assets increased by 34 percent, ending the year at \$51.9 million. Membership increased by an impressive 20 percent, which was attributed to new employment at Oak Ridge National Laboratory as well as the extension of membership eligibility to dependents of members.

The joint-branching Credit Union Service Center concept ORNL EFCU pioneered in 1976 was expanded in 1977 to include members of the K-25 Federal Credit Union. The newly opened Kingston Credit Union Service Center served as an excellent example of the concept: none of the participating credit unions—K-25 FCU, KTVA ECU, or ORNL EFCU—had enough members in the Roane County area to support branch services. By pooling resources, all credit unions were able to provide convenient services for their members in that area.

To provide better service outside the Oak Ridge and Knoxville areas, ORNL EFCU also worked with the local phone company to implement Circle Calling, whereby all phone calls from within a seventy-mile radius of Knoxville were charged to the credit union. This resulted in free phone service to over 90 percent of members.

Growth of the credit union’s share draft (checking) accounts was also remarkable. Since the product was introduced that year, over 2,400 accounts had been opened. Over at the laboratory, business was booming as well. ORNL was now heavily involved in developing non-nuclear energy sources, the lead player in the nation’s energy research and development effort.

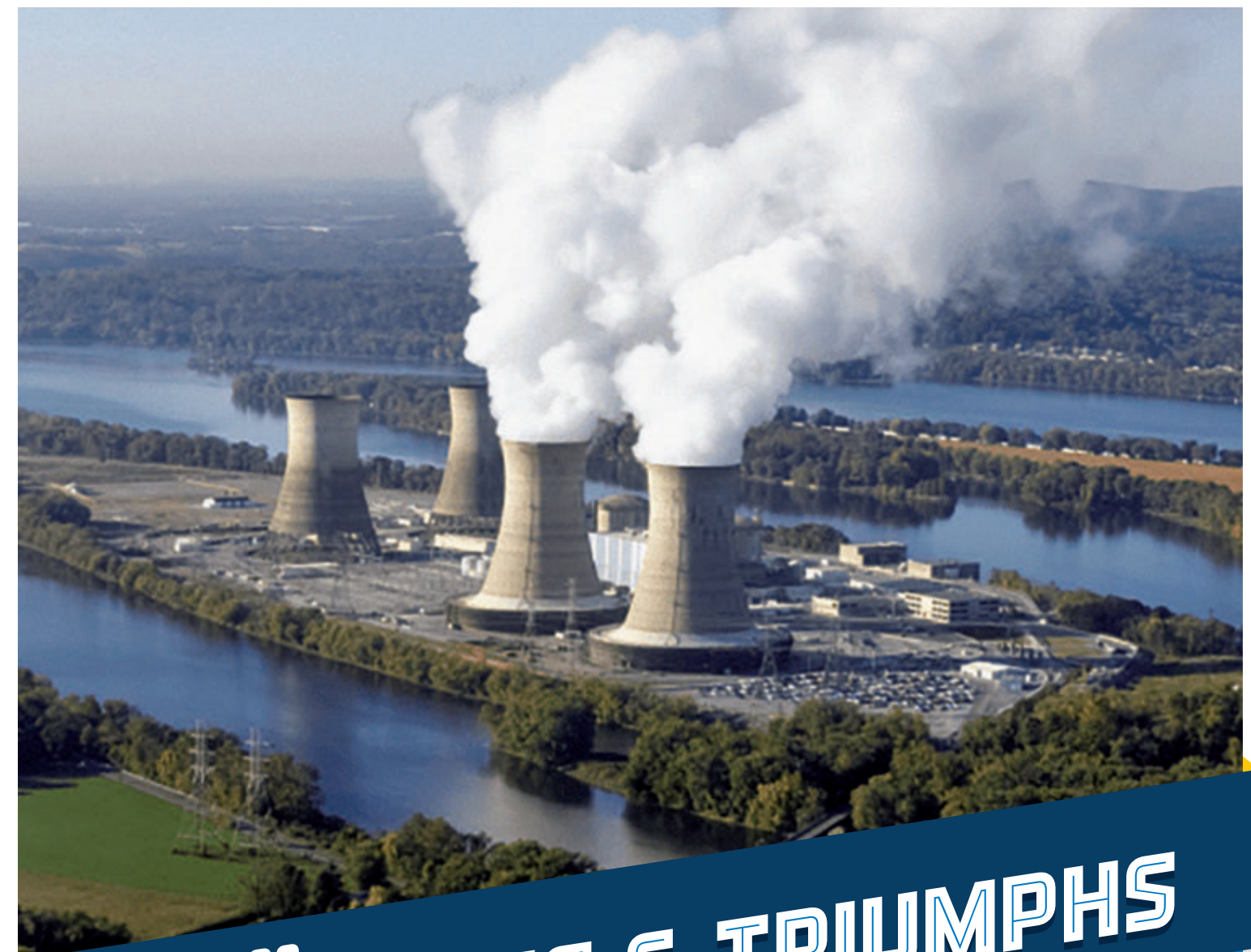


In August 1978, ORNL EFCU celebrated thirty years of service to the employees of the Oak Ridge National Laboratory and the members of their families. Its thirtieth year of operation was the busiest in its storied history. Efforts to serve the families of members were recognized by the National Credit Union Administration, with the credit union receiving its first Family Service Award.

The opening of a new North Knoxville branch with drive-up facilities, safe deposit boxes, and adequate parking offered a wider range of services for members living there. The credit union’s staff had grown to forty-five full-time employees. A host of new services was launched, including home improvement loans, auto insurance, automated posting of payroll checks, and van carpool financing. Certified share drafts (checks) and cashier’s drafts rounded out the new slate of offerings for 1978.

It was easy to celebrate such a remarkable year of growth.

However, tougher times lay ahead . . .



## 1979–1988 STRUGGLES & TRIUMPHS

The headlines dominating 1979 were turbulent at best. Nearly three thousand Iranian college students stormed the US Embassy in Tehran, taking more than fifty American hostages. An energy crisis led to widespread panic about gasoline shortages. And an accident at the nuclear plant at Three Mile Island in Pennsylvania kept the world in suspense for days. Margaret Thatcher became the first female prime minister of the United Kingdom, China instituted its one-child-per-family rule to help control its ever-increasing population, and the space station Skylab crashed back to Earth. That year, the world was introduced to the personal computer, McDonald’s Happy Meals, rollerblades, ESPN, and the Sony Walkman. The final episode of the sitcom *All in the Family* was broadcast. A loaf of bread cost 29 cents, a movie ticket cost \$2.57, and the average salary was \$16,500.

Above: Three Mile Island Nuclear Power Plant. (US Office of Nuclear Energy)



While experts from the Oak Ridge National Laboratory were unraveling the causes of Three Mile Island, ORNL Employees Federal Credit Union began its thirty-first year grappling with inflation and skyrocketing interest rates that had been dogging the American economy throughout most of the 1970s. This unsettled economic environment threatened “the very foundation of our movement,” the board noted in its 1979 annual report, adding that “survival, in an uncertain economy, has become our number one priority.”

Until that point, credit unions had enjoyed a competitive advantage in that they were allowed to pay a higher rate on savings than banks and other financial institutions. But during 1979, the financial industry began to feel the effects of congressional action in 1978 that essentially deregulated the amount of interest financial institutions could pay on savings: all financial institutions could pay the same rate of interest on larger savings accounts. These new savings accounts, known as money market certificates, offered high interest rates over a short six-month term. Many members were understandably attracted to these investments and began moving their savings to other institutions. When it became evident that economic and world situations would result in the continuation of high interest rates on savings and loans, the credit union moved to prevent additional withdrawals by offering these certificates. But this made the cost of making loans (*selling* money) higher than the interest paid on member savings (*buying* money). For the first time in its history, ORNL EFCU was compelled to restrict loans for purposes other than those deemed essential.

As the board also noted in its 1979 annual report, “growth is not an objective in itself, but desirable if it benefits our members and does not detract from the quality of our service.” While it was experiencing the least financial growth in one year that could be recalled by many, the credit union maintained and even improved its stability as a financial institution. In addition to money market certificates, it increased its offerings via IRA accounts, money management seminars, and—in this International Year of the Child—directed much of its efforts toward services and educational programs for younger members.

To better align with its growing membership beyond exclusively laboratory employees, the credit union ended that year publicly unveiling its new name, ORNL Federal Credit Union.



The persistent high rate of inflation, rising interest rates, and substantial outflow of savings made 1979 the most disruptive year ORNL FCU had faced. But much of this impact was alleviated in 1980 when President Jimmy Carter signed into law the Deregulation and Monetary Control Act giving credit unions the right to offer checkable deposits and removing interest rate ceilings. The credit union’s members directly advocated for the successful passing of this legislation by sending more than one thousand cards, letters, and telegrams to local and federal legislators.

With the improved balance now between savings and loan rates, the credit union was able to turn its attention to improving services and providing new services. Money market and jumbo certificates were rolled out, along with monthly interest on money market certificates and a trial run of Visa and Mastercard programs. Member ID cards were introduced, and a new slogan—*your kind of place*—made its debut as well.



Nineteen eighty-one brought both highs and lows. Public policy efforts to shut down the Department of Energy gained momentum, putting the laboratory’s very existence on the line. On the positive side, President Reagan signed into law the Economic Recovery Tax Act (the Kemp-Roth Tax Cut) in an effort to jumpstart the still sluggish economy. ORNL Federal Credit Union capitalized on this new legislation (which enabled all working taxpayers to establish IRAs) by creating All Savers Certificates. Estate planning seminars helped educate members on the importance of this retirement savings program.

One difficult decision was made, however. To remain financially sound, the pricing of services was adjusted, thereby increasing member fees. The high interest rates paid for deposits over the past two years had caused a severe strain on the credit union’s earnings, and it was imperative to find new sources of income to avoid sustaining a loss for the year. Members responded to an appeal for these funds by stepping up to show their faith in the credit union, depositing millions throughout July 1981.

Efforts were also made during the year to streamline existing services through its new Loanliner program, which substantially reduced the loan paperwork process.



In 1982, Michael Jackson released his *Thriller* album, the first CD player was sold, Walt Disney World’s EPCOT opened, the World’s Fair came to Knoxville, and unemployment in the United States reached a post-World War II high. Tennessee banking authorities closed United American Bank of Knoxville, with deposits of \$794 million, after federal bank examiners uncovered a pyramid of unsecured loans, forged loan documents, and bank fraud. ORNL Federal Credit Union added several new products including a ninety-one-day money market account and variable-rate consumer and real estate loans. The credit union also began cashing US savings bonds.

While deregulation of the financial industry resulted in a more complex operating environment, the credit union continued to position itself to provide for future needs and services by upgrading its computer system.

As it had in the past, ORNL FCU strengthened its long-held bond with the Oak Ridge National Laboratory, extending its support and counseling to member employees who were affected by a reduction in workforce.





**OUR OWN WORDS**

Every time we make a decision, we ask: how will this affect our members? Is it good for them? Because that’s our number one mission. We also ask: is this good for our employees? Because we have a huge commitment there as well. It’s not just talk. It really is what we’re trying to do here. It is the mission of this financial institution.

**RANDY GORMAN**  
*Chair, Board of Directors*





## 1982 WORLD'S FAIR

The 1982 World's Fair, officially known as the Knoxville International Energy Exposition (KIEE) and simply as Energy Expo '82 or Expo '82, was an international exposition that focused on energy and electricity generation, using the theme Energy Turns the World. Twenty-three nations participated in Expo '82, which attracted over eleven million visitors. Opening day drew several celebrities and dignitaries, and President Ronald Reagan officially opened the fair.



(Visit Knoxville)

The fairgrounds were constructed on the abandoned seventy-acre Louisville and Nashville Railroad Yard, located between downtown Knoxville and the University of Tennessee, Knoxville, campus, which was completely renovated. The existing rail station and foundry were also renovated to hold restaurant spaces, offices for fair officials, and VIP rooms.

The Sunsphere, which was the icon for the fair, was constructed in 1981 and stands 266 feet high and twenty-six stories tall. The gold globe itself is five stories tall and each pane of glass is made with twenty-four karat gold dust. Elevator rides (costing \$2 per person) to the fourth-floor observation deck offered a 360-degree view of Knoxville. The Sunsphere and the Amphitheater are the only two remaining original structures built for the fair.

Skepticism about Knoxville's ability to successfully host the World's Fair was publicized in the *Wall Street Journal* with Knoxville described as a "scruffy little city." When the fair turned out to be a success, officials created commemorative buttons that stated, "The Scruffy Little City Did It."

The World's Fair Park is home to the original grounds of Expo '82, as well as the Knoxville Convention Center and the World's Fair Exhibition Hall.

In 1983, its thirty-fifth year, membership at the credit union swelled when family members and relatives who did not live with laboratory employees were welcomed as members. Services were also extended to other nearby employers and associations who were without credit union service. During a year in which a large number of financial institutions had failed, the organization prospered. Assets surpassed \$100 million, making ORNL Federal Credit Union the largest credit union in Tennessee.

Improvement in the US economy helped the credit union achieve a high volume of loans, resulting in an 81 percent increase over the previous year. It also returned to a flat 7 percent dividend on regular shares; replaced old money market certificates with a custom certificate program; began providing loans to parents through the student loan program; and introduced its Senior Club, offering free services to members older than fifty-five. That year ORNL FCU joined Money Belt, a network of 142 ATMs throughout the state available through the First Tennessee banking system. For the first time, members had access to their funds twenty-four hours a day, seven days a week.



## SPECIAL DIVIDENDS: RETURNING VALUE

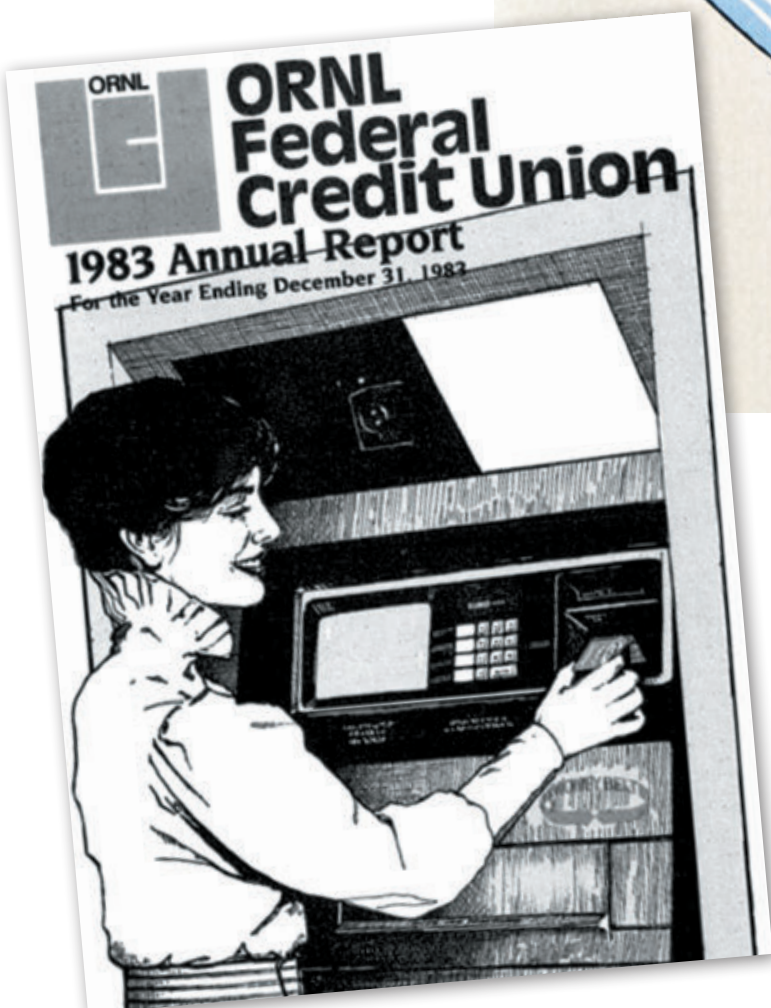
One of the advantages of credit unions is that profits are shared with members. When a credit union has a good year and its reserves and capital are in excess of what is necessary to meet its goals, it will often make a special payout, or dividend, to its members.

ORNL FCU special dividend payments are designed to reward members who conduct business with a credit union throughout the year. When a dividend is approved, the total amount to be disbursed is decided annually by the board of directors and is issued based on the depth and breadth of a member's relationship and balance with the credit union.

Special dividends are not guaranteed to be paid every year. Since ORNL FCU reinstated the special dividend payment in 2018, over \$21 million has been returned to the membership.

And in recent years, coinciding with the special dividend payment, ORNL FCU also began randomly selecting members (via a third party) with current auto loans and paid off their remaining balances—taxes included.





Above: Money Belt's 142-ATM network was made available to ORNL FCU members in 1983.

The credit union and its members also continued its important advocacy efforts in Washington, DC. In collaboration with other credit unions, they successfully lobbied Congress and repealed the law that previously placed a 10 percent withholding of taxes on interest and dividend income.



Nineteen eighty-four proved to be an excellent year for ORNL FCU's growth, with deposits increasing 19 percent and assets increasing 18 percent to over \$123 million.

Throughout the year, sixty-seven new membership groups became affiliated with the credit union, representing more than 2,400 potential new members and hundreds more from their family members. That year also saw a merger with ORTEC Employees Credit Union. Formed to service the employees of Oak Ridge Technical Enterprises Corporation, a small scientific manufacturing firm started in 1960, this was a major first for ORNL FCU.

While shared branching continued with K-25 Federal Credit Union, Knoxville TVA Employees Credit Union announced their withdrawal. This resulted in a new ORNL FCU branch in West Knoxville. The opening of a new Lenoir City branch coincided with the installation of an expanded-capacity data processing system that would provide faster transactions.

That year, the credit union began offering a thirty-year mortgage and introduced its credit management services (for members needing budget or debt management assistance) and discount brokerage services.



In 1985, a year in which President Ronald Reagan visited the University of Tennessee, Knoxville, to learn about the university's work with local business and industry, the credit union did much to improve its financial strength and service offerings to members. Home banking was introduced with expanded phone touch tone services, and ATMs were added to the network to make it easier than ever to access ORNL FCU services.

That year, an astounding loan volume with a 30 percent loan increase was recorded. Payouts on the savings plan for Martin Marietta Energy Systems, the laboratory's new managing and operating contractor, helped push deposits up by \$27.5 million during the year. Part of 1985's growth resulted from the addition of more than 3,400 new members throughout the credit union's service area, which brought its membership to over twenty-seven thousand.



Throughout 1986, interest rates in the nation's money markets continued a steady decline, requiring the credit union to adjust its own savings and loan rates. New services were improved and introduced, including a new Payment Saver Auto Loan that provided members an alternative to car leasing programs. The North Knoxville branch was remodeled to add loan offices and additional staff, and a new 38,000 square-foot Oak Ridge main office opened with 2,100 safe



# THE ORNL FCU DIFFERENCE

## ...AND HOW WE DIFFER FROM BANKS

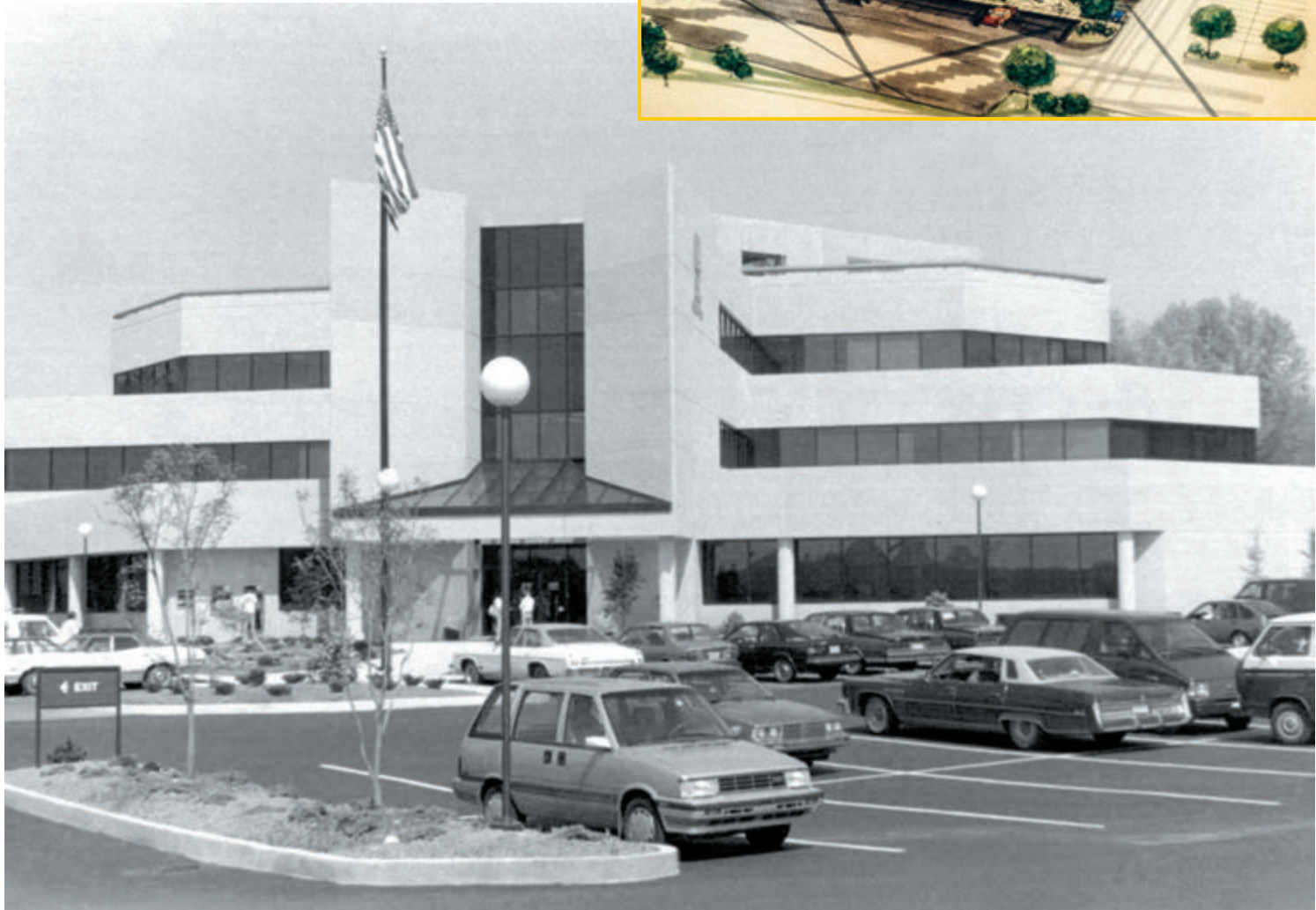
‘People helping people’ is the philosophy of the credit union movement; a movement that ORNL Federal Credit Union is proud to be a part of. As an organization, we strive to uphold the philosophy of the credit union movement as it aligns with our purpose and core beliefs.

	CREDIT UNIONS	BANKS
PHILOSOPHY	Not-for-profit; exist to serve members	For-profit; exist to earn a profit for stockholders
OWNERSHIP	Member-owned	Stockholder-owned
GOVERNANCE	Member-elected volunteer (unpaid) Board of Directors  Directors reflect the diversity of the membership	Shareholder-elected, paid Board of Directors
PROFITS	Profits paid back to members in the form of higher savings rates and lower loan rates	Profits paid only to stockholders
WHO IS SERVED	Members; each member has an equal membership share and vote	Customers; customers have no say in their institution’s operations or Board of Directors
PURPOSE	Credit unions are local and are organized to serve the interests of its membership  Credit unions focus on consumer loans and member savings, as well as services needed by the membership	Banks are open to the general public  Banks focus on commercial loans and accounts and services that generate significant income
COLLABORATION	Credit unions cooperate with other credit unions and share resources to bring convenience and savings to members	Competition between banks prohibits a sharing of resources
SAFETY/INSURANCE	NCUSIF administered by NCUA, a federal agency; accounts insured up to \$250,000	FDIC, a federal agency, accounts insured up to \$250,000

deposit boxes, four drive-up teller windows, two ATMs, and a night depository. This new office helped improve efficiency by combining employees from three separate locations.

That year, ORNL Federal Credit Union grew a healthy 17 percent. All areas of service advanced as more members looked to the credit union as their primary source of family financial services. Growth in several key service areas during 1986 included an 11 percent increase in the number of share draft users, a 21 percent increase in the number of Money Belt cardholders, a 3 percent increase in the number of Visa and Mastercard users, a 177 percent increase in the number of QUE Touch Tone Telephone Service users, and a 10 percent increase in the number of loans outstanding. In addition, the credit union attracted an additional 3,573 members during the year, representing a membership increase of 13.2 percent.

The new headquarters at Oak Ridge, 1986.







In 1987, while General Motors opened a new Saturn plant across the state in Spring Hill, ORNL Federal Credit Union launched its Auto Quote Service allowing members to shop for new cars on computers stationed in all branch offices. The transition to Digital Equipment's VAX minicomputers helped slash individual transaction times. Deposits grew 7.6 percent and loans made to members grew by 13 percent.

The year's annual report noted it was remarkable that the credit union was able to accomplish this given the current business climate. "It is a difficult task to maintain a proper balance between rates we pay on savings and rates we charge on loans when market interest rates are changing so rapidly," it stated. But even in this adverse environment, the credit union was able to attain an earnings level that was considered good.



On its fortieth anniversary in 1988, loan volume at ORNL Federal Credit Union experienced a 23 percent increase in total loans outstanding, exceeding \$118 million. Since its founding in 1948, ORNL FCU loaned more than \$500 million to its members for homes, cars, boats, college educations, and countless other purposes.

New branches were opened, bringing the total number to six. With almost a full year of operation behind them, the branches were showing steady growth in their number of transactions. In the bigger picture, the threat to credit unions' tax-exempt status began to take shape, largely due to lobbying efforts from banks and other financial institution competitors. Like other credit unions, ORNL FCU encouraged their members to reach out to Congress and oppose this effort.

Forty years after ORNL FCU began with ten founding members, their vision of a financial organization that would provide a good return on savings and low-cost loans to all who chose to belong was thriving. They could not have imagined that in such a brief period their \$50 in assets would grow to nearly \$200 million, and their numbers would grow from ten to over thirty-three thousand. Their action forty years prior had set into motion a force that provided financial assistance to thousands of people; it was growing with the community.

More growth was still to come.



## 1989-1997 CHALLENGES & REWARDS

Nineteen eighty-nine was a year full of political change. Around the world, signs of democracy, such as the protests at Tiananmen Square in China and the fall of the Berlin Wall, caused the collapse of Communism. Crowds of Germans dismantled the Berlin Wall, and elections in Poland brought the Solidarity trade union into power. NASA's *Galileo* spacecraft was launched. In Alaska's Prince William Sound, the *Exxon Valdez* spilled 240,000 barrels (eleven million gallons) of oil after running aground. A British scientist invented the World Wide Web. The world was first introduced to the Energizer Bunny, dancing California Raisins, Fruit Roll-Ups, and the *Simpsons*. The average cost of a new house was \$120,000 and a gallon of gasoline was 97 cents.

Above: The lab's fiftieth anniversary included a visit by President George H. W. Bush. (*Oak Ridge National Laboratory*)



The year also capped a tumultuous time for the savings and loan industry. That summer, President George H. W. Bush signed legislation to provide a federal bailout for 747 insolvent savings and loan institutions following the largest banking collapse since the Great Depression. The credit union industry continued to provide a model of stability and good stewardship, and ORNL FCU continued moving forward by expanding and improving services, planning for potential opportunities, and preparing for changes on the horizon. It also added to its slate of offerings by providing members with access to professional financial planning services.



Nineteen ninety was a historic year for the state, as Martha Craig Daughtrey became the first woman to serve on the Tennessee Supreme Court. The credit union rolled out several new offerings and services that year: the Flex-Five Second Mortgage, the Visa Gold credit card, an expanded Car Facts pre-purchase auto research service, and a preferred pricing network of East Tennessee car dealers willing to charge a fixed markup on members' new cars. New branches were also opened in Clinton and Kingston.



Despite a stumbling economy, sagging consumer confidence, and tumbling interest rates, ORNL Federal Credit Union enjoyed impressive growth during 1991. The total number of members exceeded forty-one thousand, representing a 6.2 percent increase from the previous year, and total assets were \$26.3 million. The year's successes countered that of other financial institutions. In the face of declining nationwide auto sales, ORNL FCU car loans exceeded the 1990 volume by an astonishing 30 percent. Much of this was due to the credit union's new VIP Auto Loan program along with Dealer Network Preferred Pricing Program services and its Car Facts centers. This powerful combination made it clear the credit union was by far the best place to shop for and finance a new car.

Other new offerings introduced in 1991 included VA, FHA, and convertible adjustment rate mortgages and VIP boat/recreation vehicle loans. The credit union also joined Operation Homecoming to raise funds earmarked for armed forces relief agencies when troops returned from the Persian Gulf.

It was also during 1991 that the longtime joint branching partnership with the K-25 Federal Credit Union ended and the Lenoir City and Knoxville branches began exclusively serving ORNL Federal Credit Union members. The jointly owned Credit Union Services Corporation, which provided data processing services, continued serving both credit unions.



In 1992, Oak Ridge National Laboratory celebrated its fifty-year anniversary. At the University of Tennessee, Knoxville, serendipity was at work as Phillip Fulmer took over as interim head football coach and promptly led the Volunteers to upset wins over rivals Georgia and Florida—a winning era at UT that would last for fifteen years.

A commemorative coin was released to recognize the lab's fiftieth anniversary. (Oak Ridge National Laboratory)



A changing economy coupled with innovative services produced the single most successful year in the credit union's forty-four-year history. Low loan rates stimulated high demand for loans of all types. Car loans increased by 25 percent over 1991. As mortgage interest rates hit twenty-year lows, demand for both new and refinanced mortgages soared. Total mortgage loan volume exceeded 1991 volume by an astonishing 108 percent. New products rolled out that year, including a three-to-one adjustable-rate mortgage, Mortgage Rate Line, and Fast Equity Loan. ORNL Federal Credit Union's newest tagline—*stability, service, growth*—was also unveiled that year.

In its fifth year as a participant in the Oak Ridge Schools Partners-In-Education program, the credit union stepped in as the partner of Willow Brook Elementary School and sponsored several community events, youth sports programs, and other local programs that reflected the community-minded spirit of ORNL Federal Credit Union.



While celebrating forty-five years of service, 1993 saw ORNL Federal Credit Union set new records: total assets surpassed \$322 million, representing an annual increase of more than 10 percent. For the third straight year, loan volume showed surprising strength.

Membership also continued its steady growth, boosted by mergers with two smaller credit unions during the year. Vynlex Employees Credit Union of Knoxville brought in 226 new members, and another merger with the ORAU Employees Federal Credit Union added 927 members. At the end of 1993, membership had reached 47,811.

Realizing over 10 percent of the membership now lived outside its local calling area, the credit union established a toll-free telephone number (800-ORNL FCU) for nationwide access and continues serving members today using this same number. New product offerings premiering that year included double-play certificates and a solid choice of eight differently priced credit cards with an attractive variety of features.

That year, the first scholarship endowment was awarded to a member destined for the University of Tennessee, Knoxville. Established to honor Bob A. Candler, who retired after twenty years as president of ORNL Federal Credit Union, this scholarship program continues to this day.



By 1994, ORNL Federal Credit Union had loaned over \$1 billion to its members, with members continuing to look to the credit union for finance of cars, boats, houses, and a host of other consumer needs.



**OUR OWN WORDS**

The volunteers we have at ORNL FCU are passionate about what they do. Not only do they care about the organization, the members, and the community, but they care about us, the employees. They believe in doing what's best for the organization while always staying focused on what's good for the members. Simply put, our volunteers are exceptional.

**TOM WRIGHT**  
SVP & Chief Marketing Officer





## ORNL FCU SCHOLARSHIPS: HELPING STUDENTS BUILD A FUTURE

Since 1993, ORNL Federal Credit Union has annually awarded scholarships to students expanding their education. These scholarships provide \$1,000 towards the cost of tuition, books, and other school-related expenses to members and their families who are enrolled or plan to enroll in a four-year degree program at the University of Tennessee, Knoxville.

Originally the B. A. Candler ORNL Federal Credit Union Scholarship Endowment, the award was named for Bob A. Candler, who retired in 1992 after thirty-one years at the credit union, having served as president for twenty of those years. Having played an active leadership role in the credit union movement at the local, state, and national levels, Candler's leadership was a primary reason ORNL Federal Credit Union was looked upon as one of the strongest and most respected credit unions in the United States.

In 2017, the endowment was increased and renamed the ORNL Federal Credit Union Scholarship Endowment. The increase provided additional funding for new scholarships. Two permanent scholarship opportunities have since been added to honor John McKittrick and David Watkins:

John McKittrick's twenty-two years at ORNL FCU included all areas vital to member service, from operations manager to having served for eighteen years as president. McKittrick was at the helm steering ORNL Federal Credit Union through its 2002 charter and subsequent, explosive growth. His contributions to the promotion of the credit union philosophy went well beyond ORNL Federal Credit Union, as he was a widely recognized leader in his community and the credit union movement in local, state, and national credit union organizations. He retired from the ORNL FCU in 2011.

During his volunteer tenure at ORNL FCU, David Watkins served in various capacities on the supervisory committee, including as chair for fourteen years and vice chair for four years. He also served as an ORNL FCU board member for three years and served on the nominating committee for six years. In 1982, he became a certified credit union official through the Credit Union National Association, a credit union trade organization. Watkins retired after serving fifty-plus years as an ORNL FCU volunteer.

In 2019, a one-time scholarship was awarded in honor of Marcy Catron, a former board member, board chair, and volunteer at ORNL FCU.

Since its establishment, over sixty ORNL FCU scholarships have been awarded to deserving member-students with excellence in education and social merit.

Premiering that year, the Cheque Mate Visa debit/ATM card permitted members to access their checking accounts anywhere in the world wherever Visa was accepted. ORNL Federal Credit Union was among the first to offer this service in the local area. In its first six months, nearly eight thousand members were already using Cheque Mate, making it one of the credit union's most popular offerings. ATM access also expanded with the addition of the GulfNet network.

ORNL Federal Credit Union continued its support of activities, events, and organizations that helped improve the lives of its members and their families. Throughout the year, it expanded its already well-established partnerships with local schools and youth sports teams and supported fundraising efforts for the United Way, March of Dimes, and other local charities.



### OUR OWN WORDS

When you're a bank for profit, your primary interest is your shareholders. Here at the credit union, our shareholders are the same people we lend money to. We work for THEM. That relationship is very important.

**LATANYA UPTON**  
East Knoxville  
Branch Manager

In 1995, the credit union's performance was punctuated by its first-ever bonus dividend for all main share accounts. Membership increased by over 9 percent to more than 57,400 members. To better serve this growing membership, a new 8,500 square-foot West Knoxville branch opened in this fast-developing part of Knox County.

A newly developed Direct Lending Program was established with local car and boat dealers to help arrange ORNL FCU financing on the spot at participating dealerships. Pre-approved home loans were also offered, and the Home Equity Line of Credit (HELOC) program was expanded.

The credit union also provided support for Habitat for Humanity of Anderson County, assisting the organization in obtaining a \$25,000 federal grant through the Federal Home Loan Bank Board to construct affordable housing for low-income families in the area.

ORNL Federal Credit Union entered the digital age in 1996 with the launch of its website, [ornlfcu.com](http://ornlfcu.com). There, both members and potential members could check loan rates, apply for a loan, and learn about products and services. Assets grew to \$424.2 million, with membership climbing to more than sixty-one thousand. A new 4,000 square-foot branch in Karns opened, and new drive-up ATMs were installed at the Oak Ridge branch.

That year, trouble began brewing for credit unions nationwide when individual banks and their trade associations, the American Bankers Association and the Independent Bankers Association, challenged the legality of multi-group credit unions, arguing the Federal Credit Union Act of 1934 did not permit expansions of membership beyond their original employer or business. Individual credit unions along with the NCUA successfully fought back these bank challenges through the years. But by





### OUR OWN WORDS

I started at ORNL FCU in the collections department. When you think of collections out in the big banking world, it's like you're rough and tough and you're going to repossess someone's car. But the credit union philosophy is modeled differently. Our work here is preventative: we do everything we can to prevent that from happening. We don't want anyone's car—we help our members get to a better financial place and keep their car. To me, that's the difference between a bank and a credit union.

**BEN JONES**  
AVP, Call Center &  
Interactive Services

the end of 1996, banks had a major decision upheld that left credit unions prohibited from approving additional membership groups. The US Supreme Court was scheduled to hear an appeal during the court's next term. Meanwhile, ORNL FCU asked members to contact their senators and representatives, urging them to support changes in the Credit Union Act.



Nineteen ninety-seven was fraught with uncertainty as the banking community and their trade associations waged a well-publicized media attack against the credit union movement. This created a dark cloud that hovered over ORNL FCU and all credit unions nationwide throughout 1997. But there were positive forces at work as well.

While growth had slowed somewhat, the credit union was still able to post considerable gains and move ahead with many plans. Assets grew to more than \$423 million, and despite the current situation, membership grew to more than 64,700.

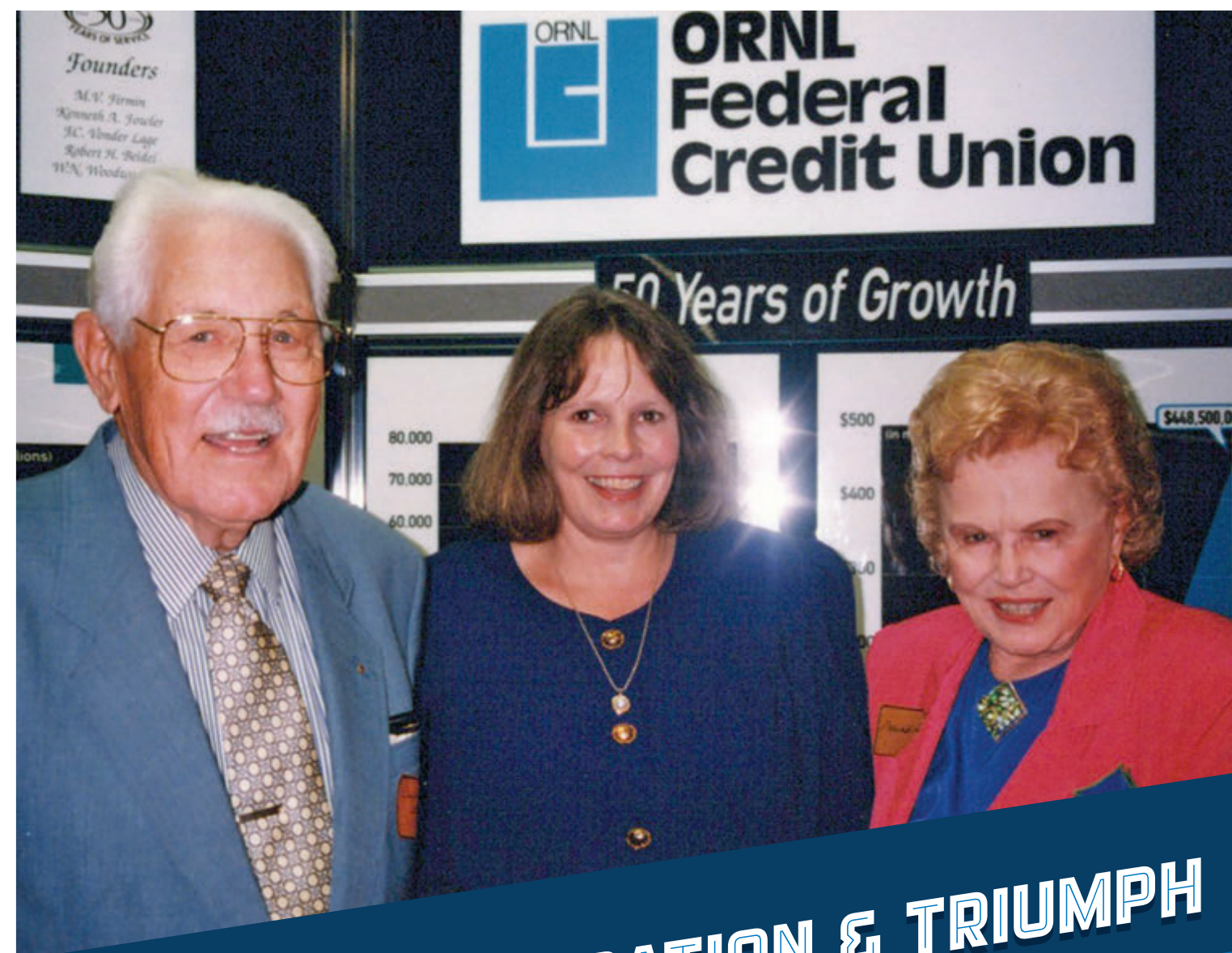
ORNL FCU moved further into the digital era with a digital version of the familiar *Home and Family Finances* on its website, and a new service called Personal Branch, through which members could dial into the credit union computer to review accounts, make transactions, and pay bills, was launched. Roth and Education IRAs were introduced, and a new branch opened in Fountain City.

As the bankers' legal challenges were laid before the US Supreme Court, over 130 co-sponsors brought forward a bill to the US House of Representatives that would help protect access to credit unions. If passed, HR 1151 would allow for multiple common bonds in federal credit union fields of membership, thereby providing access to credit union services everywhere.

For years, the banking industry had been before Congress and in the courts trying to stifle competition. The following year would determine the fate of every credit union in the nation. ORNL FCU bided its time, hoping for a win . . .



Throughout the late 1980s and 1990s several new branches opened. Shown here are Clinton and Karns.



## 1998-2007 GROWTH, CELEBRATION & TRIUMPH

Much of the news throughout 1998 was dominated by political scandal. President Bill Clinton denied any wrongdoing with Monica Lewinsky, resulting in his impeachment. *Titanic* became the first film to gross \$1 billion, and France won the FIFA World Cup. Unemployment averaged 4.3 percent, the lowest since 1970, and the US Census Bureau reported a nationwide population of 268,921,733. A gallon of milk cost \$3.16, the minimum wage was \$5.15, the median household income was \$38,500, and the price of a new car averaged \$17,200. The world was introduced to Britney Spears, Google, Disney's Animal Kingdom Park, and the MP3 player.

Above: A special reception for the credit union's fiftieth anniversary brought together officials and managers, both past and present. Other key players, including charter members Lloyd Williams and Meredith Hill (shown here with employee Harriet Walker), were also in attendance.



Closer to home, the Tennessee Valley Authority spent \$600 million as part of its clean-air initiative to help cities and other states meet new clean-air requirements while bolstering industrial and economic growth in the area. It was a historic year for sports at the University of Tennessee, Knoxville: the Lady Vols capped an undefeated season with their third straight NCAA basketball championship, and Vol football won the NCAA championship as well, sealing their historic run with a victory over Florida State in the 1999 Fiesta Bowl.

The year was also marked by ORNL Federal Credit Union’s fiftieth anniversary. Since 1948, assets had grown from just \$50 to over \$489 million, and the ten-person membership was now at seventy thousand. Few years in the credit union’s history had been as eventful as 1998. It was a year of growth, celebration, and triumph: continued growth despite adversity in the marketplace, the celebration of a milestone in fifty years of service, and triumph over a near-paralyzing challenge from the banking industry.

For nine consecutive weeks, ORNL FCU’s anniversary celebration went on the road to every branch, enabling as many members as possible to join in the festivities. Officials and management greeted members at all offices, sharing stories from throughout the years and spreading optimism about the future. A special reception brought together officials and managers, both past and present, and other key players, including charter members Meredith Hill, Fred C. Vonder Lage, and Lloyd Williams. The event gave everyone a moment to pause, reflect on the past, and give thanks for those whose crucial roles formed ORNL Federal Credit Union.



Over six thousand credit union supporters, including a large contingency from ORNL FCU, assembled in Washington, DC, on July 28, 1998, as a show of support for HR 1151.



Triumph was also celebrated. Along with credit union members throughout the country, ORNL Federal Credit Union’s members had rallied against new actions by the banking industry. The outraged voices of seventy million credit union members sent a deafening, unified message to Washington lawmakers. HR 1151, the Credit Union Membership Access Act, quickly made its way through the House and passed the Senate. The margin of victory was overwhelming in both houses of Congress, with Tennessee’s entire congressional delegation voting in its favor. On August 7, President Clinton signed HR 1151 into law. “This resolves uncertainty about the future of credit unions,” the president remarked at its signing. “It protects existing credit union members, makes it easier for credit unions to expand where appropriate, [and] ensures that consumers continue to have a broad array of choices in financial services.” Once again, bankers’ attempts to restrict services provided by credit unions were beaten back by the strong grassroots support of loyal credit union members from every corner of the country.



As the decade closed in on a new millennium, 1999 saw total assets reach more than \$500 million for the first time in the credit union’s history. In an ongoing effort to attract new relationships while expanding convenience to members in East Tennessee, a new branch was opened in Maryville. To restore service quality in existing areas, new branch facilities were constructed in Clinton, Kingston, and Lenoir City.

A new initiative, the Members Financial Service Program, was launched this year. Through this program, ORNL FCU members could receive help with financial planning, brokerage assistance, and insurance. New small business services were also rolled out.

While the Oak Ridge National Laboratory made technology news by creating the world’s fastest supercomputer, the credit union continued its investments in technology by revamping its website and adding pages focused on teaching children good money management practices. The new site was being widely visited. Members were also enrolling in online banking access by the hundreds each month, and ATM use was at an all-time high.

The credit union also signed on as one of six sponsors for Oak Ridge’s Celebrate 2000 campaign, focused on happenings in the city and its surrounding communities. ORNL FCU also received a \$37,500 grant through the Federal Home Loan Bank of Cincinnati and provided matching funds to make down payments and pay closing costs for members who qualified under FHLB (Federal Home Loan Banks) guidelines.

The year closed with the passage of the Financial Services Modernization Act, which partially deregulated the financial services industry. This enabled investment firms, commercial banks,



**OUR OWN WORDS**  
Here’s our bottom line:  
when you take care of your  
members, everything else  
will fall into place.  
**JANITA CLAUSELL**  
SVP & Chief Retail Officer





## WHAT IS BILL HR 1151?

Since 1934, when President Franklin D. Roosevelt signed the Federal Credit Union Act into law as part of the New Deal, federal credit unions in the United States were defined as groups tied together by a single common bond of occupation or association or by residence within a certain geographic area. In 1982, the National Credit Union Administration (NCUA), the federal regulator of credit unions, began urging employee-based credit unions to diversify their membership by offering their services to employees of other companies and businesses. This was suggested as a strategy to reduce the large number of credit unions that were closing because of their dependency on a single employer during recessions and other hard times. In short time, the strategy worked: many credit unions survived even when their original employer had gone out of business.

But in 1990, the American Bankers Association and several North Carolina banks filed a lawsuit contesting this expansion, claiming the NCUA had violated the Federal Credit Union Act. The case was heard before a Washington, DC, District Court in September 1994, which ruled the NCUA's policy was a correct interpretation of the law. The bankers appealed, and in July 1996, a US Court of Appeals overturned the decision, ruling that all members of a federal credit union must share one common bond. Riding on the success of this ruling, the bankers filed an additional suit asking for a nationwide injunction and to have the decision applied to all federally chartered credit unions with multiple groups. This ruling would mean federal credit unions could no longer add new groups to their initial field of membership (typically their originating employer).

While the US Supreme Court considered the case, the Credit Union Membership Access Act (HR 1151) was introduced to Congress in March 1997 to help protect the expansion of access to credit unions. When the Supreme Court's ruling in February 1998 favored the banking industry's interpretation, the US House of Representatives responded quickly and passed HR 1151 in April. The bill, however, still needed to pass the US Senate. As a show of support, over six thousand credit union supporters assembled at the Capitol in Washington, DC, to urge the bill's passage. HR 1151 passed the Senate on July 28, 1998, and was immediately signed into law by President Bill Clinton. This important law codified the eligibility of credit union access to family and household members and permitted the NCUA to regulate expanded fields of membership.

and insurance companies to integrate their operations, invest in each other's businesses, and consolidate. It allowed credit unions to create and invest in credit union service organizations.

Throughout the year, the credit union also prepared for anticipated issues that might arise resulting from the Y2K computer date change. Fortunately, the highly publicized event did not disrupt any credit union systems . . . or the world.



The new millennium dawned in 2000 with no problems experienced and with business as usual before, during, and after the New Year's countdown. As the fear of Y2K vanished with the first ticks of the new year's clock, ORNL Federal Credit Union was free to focus on the single thing responsible for these many years of success: loyal members.

In the face of increased competition, the credit union continued to attract large numbers of new members for a total of more than 72,300. To serve this ever-growing membership, a new, larger branch opened in Clinton to replace a smaller storefront location.

A new vision statement—*exceeding our members' expectations, one member at a time*—was unveiled. Assets advanced to a year-end \$529.2 million, representing a growth of 5.56 percent for the year. This placed ORNL FCU as the third largest credit union in the state of Tennessee and among the largest in the United States.

The year introduced a wide array of new services: the Senior Checking Account and E-Checking Account, CUNA Mutual Insurance, the Member Relationship Reward Program, the Looney Tunes Savers Plan for children, and the Student Money Management Account for teens. All electronic services and communications were brought together under a newly created E-Branch. Also added was the Web Bill Pay service, allowing members to pay their ORNL FCU credit card bills online. While some local financial institutions began charging for ATM transactions, the credit union launched the Easy Street program, a network of surcharge-free ATMs.



The events that changed the world on September 11, 2001, profoundly affected credit union employees, members, and the financial industry as a whole. In response to the devastating terrorist attacks, the new USA Patriot Act imposed extensive new requirements on financial institutions, including a broad set of controls designed to prevent money laundering to finance terrorism. The Patriot Act required financial institutions to report suspicious



### OUR OWN WORDS

We ARE like family. Everybody cares. I think of things like sick kids or lost loved ones . . . when that happens you need time off. We're here for each other. Managers will step in and help whenever and however they can. It's that atmosphere that makes me feel like I want to be here. Management wants to help you grow and succeed, as an employee AND as a member.

**EDDIE LOVING**  
Senior Data and  
Systems Analyst





### OUR OWN WORDS

We used the Community Reinvestment Act—which encouraged financial institutions to help meet the needs of borrowers in all segments of their communities. Coincidentally, I'd jointly written a paper on this Act while teaching, so I had the benefit of knowing the criteria. We had this idea we could serve a larger community, a geographic area that might possibly be considered a close-knit group of people that were underserved or had limited financial services available to them. The board believed there was an opportunity to coalesce these multiple 2,500 or so groups into a community charter that would be centered on Knoxville. So we began preparing a new charter. We all worked on the data. It took a while, but we were able to demonstrate common utility, transportation, work, education, and other links. We used our own membership data showing how many people in the surrounding counties were commuting into the core around Knoxville to work and do business with us. We showed the census data that had just come out, with numbers that indicated an underserved community in need of financial services. I wrote it in the late hours of the night on my teenage daughter's Macintosh computer, and our marketing team prepared a presentation and DVD. When the National Credit Union Administration (NCUA) received it, they called us and said: "THIS is what a community charter needs to look like!" The effort was well worth it when they approved our new charter.

**JOHN MCKITTRICK**  
Former ORNL FCU President

New branches opened and were remodeled throughout this decade. Shown here are Alcoa (right) and Oak Ridge Walmart (below).



activity, imposed stricter record-keeping and reporting requirements, and mandated cooperation among financial institutions and law enforcement. But like the country, ORNL Federal Credit Union remained strong and determined to continue to improve the lives of its members and community.



Throughout 2002, thousands of new members joined the credit union at a fast pace, with a total membership at year-end of 81,676. Excellent growth in deposits and earnings resulted in assets of \$671.5 million. In August, a new branch opened in Madisonville and at the year's end, a bonus dividend totaling \$1.5 million was paid.

That year, electronic service delivery systems topped the list of high-demand services. Internet banking via CyberBranch improved with the addition of electronic tax preparation and e-filing of federal tax returns, images of cleared checks, live support at the click of a mouse during regular hours, and online mortgage applications.

ORNL FCU's ongoing support of programs, events, and other efforts to improve its community continued throughout 2002 through partners-in-



### OUR OWN WORDS

The credit union has always been community-minded. Giving back and investing in our communities is just what we do because it's the right thing to do. We want to connect with the communities we serve and are constantly seeking opportunities that not only align with our core values and beliefs, but promote diverse interests and provide opportunities for our employees to get involved and make a difference. Whether through donations, sponsorships, or employee volunteerism, we are committed to doing our part in helping make East Tennessee a better place to live, work, and play.

**JESSICA EMERT**  
AVP, Corporate Relations





Shown here is the East Knoxville Branch.

ORNL Federal Credit Union, permitting it to serve a sixteen-county area known as central East Tennessee. Anyone who lived, worked, worshiped, or attended school in this newly defined area could enjoy the benefits of membership. This allowed the credit union to extend its services to nearly 1.1 million area residents not previously qualified to join. The new charter also represented tremendous opportunities for the credit union to grow while remaining loyal to the high ideals and principles of *people helping people* that had guided ORNL FCU since 1948.



The transition to a community-chartered credit union became official as the new year got underway in 2003, ORNL Federal Credit Union's fifty-fifth year of service. The change was immediate as it reached out to the sixteen-county community of central East Tennessee, offering all residents a new choice in financial services. The impact of this change was immediate and substantial. Over seventeen thousand residents joined ORNL FCU. This represented an average of over fourteen hundred new members each month.

To serve this new membership—particularly a highly populated area in Morristown and the surrounding Hamblen County—several branches opened throughout 2003. These included Morristown, Halls, East Knoxville, and an on-site location at the Oak Ridge National Laboratory, the latter representing a return to the credit union's roots.

That year, the credit union also created Affinity Financial Group LLC, its first credit union service organization (CUSO) with intentions of offering mortgage, insurance, title, and realty services to its members. The first organization formed was Affinity Title Group, which received its first title order from ORNL FCU in September 2003.

Shown here is the Morristown Branch.



education relationships with area schools, as well as a variety of charities and community-wide programs such as Habitat for Humanity.

But in the closing days of a very eventful 2002, ORNL Federal Credit Union made what was probably its most historic announcement: the NCUA had unanimously approved a community charter for



# SERVING THE COMMUNITY BY BEING PART OF IT

Since its earliest days, ORNL Federal Credit Union has been guided by a common purpose to help better the lives of its members and the communities in which it serves. As part of this commitment, the credit union reaches beyond the walls of its branches to build strong partnerships with organizations that play a fundamental role in the betterment of the people and communities within its nineteen-county area. As community members, the credit union's employees are also passionately involved, donating thousands of hours each year to volunteer in area school programs, arts and cultural organizations, community boards, and nonprofit groups.

Some of the organizations ORNL FCU has supported over the years include:

- |   |                                  |
|---|----------------------------------|
| American Heart Association                                | Innovation Valley                |
| American Red Cross  | Junior Achievement               |
| Blount County Education Foundation                        | Knoxville Charities              |
| Boys & Girls Club   | Knoxville Habitat for Humanity   |
| The Change Center   | Knoxville Track Club             |
| CU House  | National Credit Union Foundation |
| Dogwood Arts  | Oak Ridge Education Foundation   |
| East Tennessee Children's Hospital                        | Pat Summitt Foundation           |
| Education Foundation Clinton City/Anderson County Schools | Rose Center Council of The Arts  |
| Friends of Knox County Public Library                     | Second Harvest                   |
| Friends of the Tennessee Smokies                          | Special Olympics                 |
| Girls Inc.  | United Way                       |
| Habitat for Humanity                                      | WDVX                             |
| Imagination Library                                       | Zoo Knoxville                    |







ORNL FCU premieres as the first presenting sponsor for the Dogwood Arts Festival in its annual parade.

The highlight of community involvement efforts in 2003 occurred when ORNL FCU was presented the opportunity to become the first-ever presenting sponsor of the Dogwood Arts Festival. This annual springtime celebration was widely considered the premier community event for central East Tennessee.



In 2004, while two robotic geologists named *Spirit* and *Opportunity* landed on Mars to explore new terrain, ORNL FCU continued its own exploration of services and locations to meet the needs of a rapidly growing base of nearly one hundred thousand members.

A new mission statement arrived: *enabling our members to achieve their financial goals by being there when, where, and how they need us*. New services introduced included the Quick Close home-equity line of credit and the Check 21 system, which expedited check clearing via electronic processing. While services expanded, the credit union continued to build on and improve its brick-and-mortar facilities with renovations completed in both the East Knoxville and Oak Ridge branches.

The low interest rate environment of 2004 also produced bargains for members who borrowed. Loans outstanding grew more than 15 percent, much of this resulting from the convenient access to auto lending provided by ORNL FCU's On-The-Spot dealer financing program.



ORNL Federal Credit Union started out 2005 by being designated East Tennessee's Best Credit Union by reader polls of both the *Knoxville News Sentinel* and the *Oak Ridger*. To improve convenient access for its increasing membership, new branches opened in South Knoxville, West Knoxville (within Food City's Middlebrook Pike store), and Sevier County on Dolly Parton Parkway.

As in other years, ORNL FCU employees generously volunteered their time toward many worthwhile organizations that served the community such as the United Way, March of Dimes, Buddy's Race Against Cancer, the Alzheimer's Association Memory Walk, CASA (Court Appointed Special Advocates), and countless others. The credit union also awarded a deserving student its fourteenth B. A. Candler/ORNL FCU Scholarship to the University of Tennessee in Knoxville. And, in 2005, the credit union teamed with the Tennessee Conference Community Development to offer financial assistance to low- to moderate-income families buying their first home.



In 2006, as the world was introduced to the Wii gaming console, Twitter, and *The DaVinci Code*, ORNL Federal Credit Union's membership was increasing at an annual rate of more than 10 percent. Total membership at year's end was over 121,400. Once again, ORNL FCU was voted Best Credit Union in 2006 by the readers' polls of both the *Knoxville News Sentinel* and the *Oak Ridger*. Although the nation experienced slower economic growth, including a slowdown in the housing market and a decrease in consumer spending, ORNL FCU's total assets for the year reached \$980 million.

Product and service enhancements introduced during 2006 included health savings accounts and BALANCE Financial Fitness, a program designed to assist members in realizing their financial goals. New website services included the HomeValueBot that provided instant estimates of home values and AutoSMART, used to research a vehicle, locate a dealer, and learn about credit union financing. Podcasts were also added to provide financial education, helping members make informed financial decisions.

Also in 2006, three new branch locations were opened, starting with a branch within the Kroger store in the Powell community in January. To better serve the members in the Harriman and Rockwood communities, a branch was opened in August inside the Rockwood Walmart. A new East Knoxville location was opened off Millertown Pike by the end of the year.

After three years of success offering title services through its credit union service organization, the organization explored other areas of business for further CUSO expansion. The result was a name change to CU Community Companies LLC to better reflect the target market of helping area credit unions and their members. Mortgage services were added as a new business line and the first mortgage from ORNL FCU was processed in April 2006.

That year ORNL FCU, in collaboration with Knoxville city officials and county school leaders, opened the area's first in-school, student-run credit union. Located within the Austin-East Magnet High School, the branch was staffed by students under the coordination of school and ORNL FCU staff. Serving both students and faculty, it provided real-world, hands-on experience and played a major role in the curriculum adopted by the school on financial matters.



# WHAT IS A CUSO?

Credit union service organizations, or CUSOs, are organizations that provide services (such as financial planning or insurance) to credit union members or operational services (such as lending support, IT, or compliance) to one or more credit unions. When they're owned by or serve more than one credit union, CUSOs help streamline productivity and expenses by pooling resources. This reduces the increasing costs of technology, staff, and regulatory compliance for all participating credit unions.

CUSOs must have at least one credit union owner and most have a specialty, such as auto or mortgage loan processing services, insurance, technology resources, or financial planning.





## DOGWOOD ARTS



Dogwood Arts is East Tennessee's leading advocate for celebrating and promoting the arts in all its forms. ORNL FCU supports the organization's dedication to making the arts and natural beauty of the region accessible to all: Dogwood's mission aligns with the credit union's commitment to enhancing the communities where its members live, work, and play.

Through its various arts programming and events, Dogwood honors the beauty and diversity of East Tennessee, a community rich with tradition and history. The organization's annual April celebrations, including events like the Dogwood Chalk Walk, Art in Public Places, Dogwood Trails, and the Dogwood Arts Festival, bring together people from all walks of life to experience what the region's incredible arts culture has to offer.

From contributing to the revitalization of downtown Knoxville and supporting arts education in schools to restoring the population of East Tennessee's dogwood trees and showcasing the region's best visual and performing artists, Dogwood Arts makes the community a better, more beautiful place to call home.

Twenty twenty-three marks ORNL FCU's twentieth year as a presenting sponsor of Dogwood Arts. ORNL Federal Credit Union's investment is not just in the organization, but in the East Tennessee community.



### OUR PARTNERS SAY . . .

When I took over as Executive Director at Dogwood Arts five years ago, I knew that ORNL Federal Credit Union was our presenting sponsor and largest single entity donor. But I had no idea that they were also personally and passionately invested in our mission on a staff level, offering tremendous volunteer support for our efforts in addition to the unparalleled financial support they provide.

As our presenting sponsor, ORNL FCU sponsors every single one of our 21 annual events focused on promoting and celebrating the art, culture, and natural beauty of East Tennessee. The impact of that support can best be seen in the beaming smiles on the faces of our friends and neighbors who come together to participate in the events they make possible - all age groups, all ethnicities, all socioeconomic backgrounds - all of them gather to create, perform, listen, dance, and learn. Differences are celebrated while hearts and minds are opened, and the result is a more integrated, connected community that is richer for the experiences made possible by the support of our credit union.

From the president to the tellers I talk with when I drive through the ITM, ORNL FCU is earnestly and authentically connected to the work we do and that shows in big and small ways, every year, without fail.

So cheers to the past 75 years of doing good things for our community! Can't wait to see what good things the next 75 years will bring.



**SHERRY JENKINS**  
*Executive Director*  
*Dogwood Arts*





Dogwood Arts events: House & Garden Show, Trails, and Parade. (Dogwood Arts)



In 2007, as investors pumped millions of dollars into a major revitalization of downtown Knoxville, ORNL Federal Credit Union topped \$1 billion in assets with membership exceeding 133,500. Two new branches were also opened to better serve members in Blount County.

To keep up with the demand of ATM users, the credit union became a member of the CO-OP ATM Network. This partnership increased the number of surcharge-free ATM machines by twenty-five thousand. The credit union also partnered with a firm to provide members a third layer of security while transacting business online.

In June 2007, the CUSO signed its first partner credit union, Bowater Employees Credit Union, expanding mortgage services to BECU members. Later that year, the CUSO launched CU Community Insurance to offer members convenient low-cost insurance for car owners, homeowners, and renters.

Strong community involvement continued through ORNL Federal Credit Union's support of the Dogwood Arts Festival and the Dragon Boat Race to benefit the Knox Area Rescue Ministries. Employees also participated in Junior Achievement to teach students the importance of being good citizens in their own community. Through the Angel Tree program, over one hundred children experienced a brighter holiday season thanks to the generosity of credit union members and employees that helped purchase, sort, and deliver gifts to the Family Resource Center in Oak Ridge.

As it approached its sixtieth year of service, ORNL Federal Credit Union proudly looked back on a decade of extraordinary growth. From its humble beginnings to annual assets exceeding the \$1 billion mark, it was solidly poised to continue serving its members and community.

But a decade of turmoil was looming ahead that would result in a global bank crisis and the biggest economic contraction since the Great Depression . . .



# 2008-2017 RISING ABOVE

In 2008, *Falcon 1*, the first privately developed spacecraft, was launched into orbit. Fidel Castro of Cuba resigned from leadership and Barack Obama became the first African American to be elected president of the United States. The Department of the Interior listed polar bears as threatened under the Endangered Species Act, Michael Phelps became an Olympic immortal, and the Large Hadron Collider fired up. Making their debut appearance were the MacBook, Hulu, the *Twilight* movie saga, *Breaking Bad*, the Tesla Roadster, and the Red Bull energy drink. US first-class postage rates were raised to 42 cents and the average yearly income was \$40,500. Unemployment hovered around 5.8 percent, the price for a gallon of gas averaged \$3.39, and eggs were \$2.29 a dozen.

Above: In 2013, due to its deteriorated condition, Department of Energy contractors demolished the K-25 building in Oak Ridge. (US Department of Energy)





ORNL FCU employees dress in period costumes to celebrate the credit union's sixtieth anniversary.

But by far the dominating headline of 2008 was the global financial crisis, which would in short time be referred to as the Great Recession. Sparked by the subprime mortgage crisis that began in 2007, the US economy faced the worst financial crisis since the Great Depression.

The mortgage market collapsed, and the Dow Jones lost 33.8 percent of its value. Large banks reported record losses, some filing for bankruptcy. Companies were laying off workers by the thousands and property prices continued to fall, causing hardship for homeowners.

On August 6, 2008, ORNL Federal Credit Union officially celebrated sixty years of member service. It had grown from one small office in the Oak Ridge National Laboratory to thirty-one branches located throughout the sixteen-county community, serving more than 148,000 members. New branch locations were added in West Knoxville, LaFollette, Bearden, Maynardville, Lenoir City, and Farragut. As part of the credit union's mission statement—*enabling our members to achieve their financial goals by being there when, where, and how they need us*—several locations extended their hours.

Although the sluggish economy slowed loan growth throughout the year, loans outstanding increased by more than 16 percent to a year-end total of \$995.9 million and total assets grew to more than \$1.2 billion.

As part of its ongoing commitment to working with local schools and serving its younger members, ORNL FCU created the Camp Money Matters: Financial Literacy Program. Local teens were able to learn different aspects of finance in a weeklong, classroom setting. New services also included eStatements and CSIdentity, an identity theft prevention initiative.

Deep into a second year of recession, consumers began to feel the fallout from the subprime debacle and the following Wall Street meltdown. With an ever-growing list of bank failures, buyouts, and bailouts, consumers were confused about what to do with their personal finances. The credit union responded with its *borrow smart, save smarter* campaign in an effort to help both members and nonmembers weather the storm and make smart financial choices. Response to this program was immediate and overwhelming.



In 2009, with the economy still in freefall, ORNL Federal Credit Union doubled all efforts to be the financial strength its members needed to survive troubled times. The Laid Off Member Assistance Program offered guidance to at-risk members. Other options such as lower interest rates, loan extensions as needed, and referrals to resources for food, clothing, and utility assistance were offered. Free financial workshops were also provided at several branches that covered a range of topics such as online theft and first-time home buying.

Online enhancements made that year included a new Twitter presence, live chat on the credit union's website, and a host of online tools and resources to help those experiencing financial duress. Branches were also opened in Loudon and inside the Clinton Food City.



## SOCIAL CHANNELS

In recent years, social media has become an increasingly useful tool for ORNL Federal Credit Union. In 2009, the decision was made to align the credit union's social media presence with its mission and goals to engage both members and potential members online.

Since that time, ORNL FCU has built a social community across various channels, including Twitter, Facebook, Instagram, YouTube, and LinkedIn. This effort has dramatically improved the credit union's ability to connect with and serve members and the online community in meaningful ways, including introducing new offerings and special promotions, educating members on best financial practices, promoting the ORNL FCU brand, and highlighting community events and programs.

Members quickly embraced these new channels of engagement and the credit union's online following has steadily grown over the years. To date, ORNL FCU's social channels have attracted over forty-five thousand followers. Industry kudos also quickly followed: since 2017, the credit union has remained on the *Financial Brand's* list of Top 100 Credit Unions Using Social Media.











In 2010, President Obama signed into law the Dodd-Frank Wall Street Reform and Consumer Protection Act, which brought sweeping financial reforms in response to the anti-consumer behaviors of big banks responsible for the financial crisis. Although directed primarily at large, complex US financial institutions, the act also impacted community banks and credit unions despite their proven commitment to responsibly serve their members.

With the Great Recession still hovering, members needed a trusted financial advisor in their credit union to weather those troubled times and help them in achieving their financial goals. The SMART financial education program provided a customized one-on-one approach to personal finance. Free educational seminars were also held throughout the year to complement this program and drew crowds eager to learn more about smart personal finance.

And while the full impact of the Dodd-Frank Act on ORNL Federal Credit Union was not yet fully known, initial implementation costs associated with the new rules were formidable. Despite this, the credit union closed 2010 with a membership of more than 154,600 and total assets exceeding \$1.2 billion.



With the death of Osama bin Laden, the shooting of US Representative Gabby Giffords, and the trials of Casey Anthony and Amanda Knox capturing public attention, 2011 found ORNL Federal Credit Union under new leadership and in good financial condition. In the face of sweeping financial reform and continuing turbulence in global, national, and local economies, it boasted more than 150,000 members and total assets of more than \$1.3 billion.

The federal Consumer Financial Protection Bureau, born from the Dodd-Frank Act, was established to mandate the safeguarding and education of consumers in the financial services marketplace to ensure fairness and transparency.



In 2012, a new mission statement made its debut: *becoming the preferred Credit Union in East Tennessee by delivering unparalleled, enhanced member value*. To help make that goal a reality, ORNL Federal Credit Union adopted a new online banking system, restructured to centralize loan underwriting, and announced plans to open its thirty-second branch. Results for the year



**OUR OWN WORDS**

Many of our members are devoted to a favorite manager or representative. To them, our branches are like a second home: they're not just a financial institution, they're also a *socio*l institution. Until I retired, I had people who would only call me anytime they needed something. There were plenty of people who wouldn't even use the convenience of an ATM to get cash; they preferred to visit a branch because to them, going inside the branch and talking to our employees was like catching up with their friends and family.

**HARRIET WALKER**  
*Board of Directors*

indicated real progress toward that goal: membership grew to 157,310 and total assets exceeded \$1.4 billion at the year's end.

Much of the credit union's efforts that year involved developing and maintaining compliance with the Dodd-Frank Act of 2010, which mandated the most sweeping overhaul of the nation's financial regulatory system since the Great Depression. With only a portion of the act's four hundred rules finalized, the bottom-line implications of these regulatory burdens were just being understood. Higher operating costs and additional staff hours were anticipated for the work that would be needed.



In 2013, during its sixty-fifth year of service, ORNL FCU participated in advocacy efforts coordinated by the National Association of Federal Credit Unions (NAFCU) to raise congressional awareness of the credit union movement. The *Don't Tax My Credit Union* campaign began that year as well, aimed at protecting the credit union's not-for-profit tax status and preventing new taxes on credit union members as part of tax reform efforts.

With the economy once again on the move, the credit union was helping members reduce their cost of home ownership by refinancing over \$170 million in higher-rate mortgages. The financial health of small business was supported through the new Small Business Counts program, a monthly cash mob event that spotlighted and supported local merchants. Members were quickly becoming comfortable with online banking services, with enrollment increasing by 70 percent.



In 2014, ORNL Federal Credit Union teamed with Roane State Community College to offer a two-year associate degree in financial services and sponsored FoolProof, a financial literacy curriculum for use in high schools throughout East Tennessee. New products and services included Focus Money Manager, an online single view of all member finances, and deposit services at its Deposit ATMs.

That year, mortgage loan balances increased by \$16.9 million, ending the year at \$576.9 million. Within its sixteen-county charter area,



**LENDING A VOICE  
THROUGH ADVOCACY**

ORNL Federal Credit Union has strongly committed to raising awareness and advocating for change on legislative and regulatory issues that affect the organization, its membership, the communities served, and the financial services industry as a whole. ORNL FCU lends its voice as a proud member of the Knoxville Area Chapter of Credit Unions, the Tennessee Credit Union League (TCUL), and the Credit Union National Association (CUNA).





Employees celebrate the credit union's newly unveiled corporate branding in 2015.



**Left:** In 2015, ORNL FCU introduced interactive teller machines (ITMs) in several branch locations.

ORNL FCU had been consistently rated as one of the top five mortgage lenders. Mortgage loan officers originated over \$100 million in new mortgage loans in 2014. Total assets ended the year at \$1.6 billion.

Twenty fifteen brought several firsts. The credit union was the first financial institution in the market to deploy interactive teller machines (ITMs). ORNL FCU collaborated with Y-12 Federal Credit Union on investments in complementary businesses: CU Community Title Company and CU Insurance Services of Tennessee. A new ORNL FCU brand was introduced in recently remodeled branches and marketing campaigns, adding a fresh, vibrant energy to the organization.

In a partnership with Roane State, the credit union also launched its Management Development Program.



**OUR OWN WORDS**

When the credit union first implemented ITMs, members were really concerned about the employees. They almost refused to use them in the beginning because they're like: "I'm not going to use that, I don't want them to lose their jobs." We had to appoint ITM ambassadors to stand in the lobby and assure people that wouldn't happen. The love goes both ways: we want to do good for our members, but then our members . . . they become attached and care about us as well.

**ROCHELLE PETTUS**  
*Vice President  
 Project Management*



In 2015, as part of its major master facilities plan, ground was broken for the new office at 215 South Rutgers Avenue (the original office had been demolished in 2014).



Employees and board members celebrate the opening of the Northshore regional center.



This program offered internal management hopefuls with opportunities to engage in leadership learning activities and enhance their professional and personal development.

That year, the credit union implemented a human resources information system (HRIS) to better manage its growing workforce. Innovative products launched included the mobile banking app, Apple Pay options, and EMV (smart chip) credit cards for additional security and fraud protection for debit and credit cards.



Throughout 2016, ORNL Federal Credit Union remained focused on providing value to its membership by leveraging technology, increasing efficiency, and improving the overall member experience. Its core operating system was upgraded, resulting in more efficient processing and streamlined workflows. Several deposit products were simplified to better align with member needs. Anti-skimming technology provided enhanced security measures for all ATMs. Nearly eleven thousand mortgage loans were converted to the Roundpoint Mortgage Servicing Corporation, a new servicing partner that would enhance access and options to borrowers and ensure ongoing regulatory compliance.

ORNL FCU’s master facilities plan resulted in several positive improvements throughout 2016. A new Oak Ridge branch office was opened, and renovations of the North and Kingston branches were completed. Remodeling of the credit union’s headquarters in Oak Ridge also began.

At the end of 2016, the Sevier County community was severely impacted by wildfires that spread throughout the Great Smoky Mountains. In true volunteer spirit, ORNL FCU employees and members joined together to support the disaster relief efforts. Over \$20,000 was raised and donated to local organizations committed to rebuilding and repairing the Sevier County community.



ORNL Federal Credit Union experienced considerable growth in 2017 with total assets increasing to just over \$1.9 billion and continued to attract new members as memberships grew to more than 158,000.

A new 24,000 square-foot regional center opened at Northshore Town Center in Knoxville to house the credit union’s latest branch office. The building also provided space for multiple departments and the credit union service organization. These CUSOs underwent a brand and name change: what was once known as CU Community changed to 7, a name rooted in the original seven principles of the cooperative credit union movement. Sub-companies of this CUSO were also branded as *7 Mortgage*, *7 Title*, and *7 Insurance*.

With renovations at the Oak Ridge headquarters completed, the consolidation of teams with related functions under a single roof enhanced operational efficiency and offered capacity for future growth.



# COOPERATIVE SPIRIT: THE 7 ORGANIZATIONS

In 2003, with the opening of Affinity Title, ORNL FCU had created its first credit union service organization (CUSO) to provide services for its various departments, enabling them to streamline loan processing and other efforts. In 2006, the credit union further expanded its CUSOs with CU Community LLC, which provided mortgage origination services (loan processing and underwriting) not only to ORNL FCU but to other area credit unions needing these services. After much success, CU Community Insurance was established in 2007 to offer members convenient low-cost insurance for cars, homeowners, and renters. In short time, the credit union diversified its CUSOs to further meet the needs of members and its credit union partners. In 2017, these CUSOs were rebranded to 7, a wholly owned credit union service organization of ORNL FCU. Rooted in its namesake—the original seven cooperative principles of the credit union movement—7 is a financial partner created by and for credit union people. It is dedicated to making credit unions stronger through collaboration, offering top-tier products and services, and providing unparalleled support to its clients and partners.

*7 Mortgage*, *7 Title*, *7 Insurance*, and *7 Servicing* CUSOs are each included under the 7 umbrella.

## 7 MORTGAGE

*7 Mortgage* offers tailored mortgage solutions to credit unions throughout the southeast and is licensed in seven states.

## 7 TITLE

*7 Title*, jointly owned by ORNL FCU and Y-12 Federal Credit Union, provides efficient and convenient real estate title services.

## 7 INSURANCE

*7 Insurance*, also jointly owned by ORNL FCU and Y-12 Federal Credit Union, provides credit union members with insurance services for auto, home, renters, and business.

## 7 SERVICING

*7 Servicing* provides superior, end-to-end loan servicing to the mortgage portfolios of ORNL FCU, *7 Mortgage*, and partner credit unions.





### OUR PARTNERS SAY . . .

The relationship between ORNL Federal Credit Union and the United Way of Anderson County goes all the way back to the beginning days of, what was then, the United Trust - founded just ten years after the credit union opened their doors. The longstanding commitment that ORNL FCU has with the Oak Ridge and Anderson County community is, quite simply, unmatched for many reasons. Outside of the millions of dollars invested in nonprofit organizations through community donations, employee volunteer hours each year impact agencies and clients in deeply meaningful ways. ORNL FCU is weaved into every area of success the United Way of Anderson County has—from being at the top of each fundraising campaign, to strong and reliable board members, committee members and volunteers at all our events and community days of action. Most recently, ORNL FCU made it possible for United Way of Anderson County to realize our dreams of having beautiful office space, fully catering to all our mission-driven needs, including a community room for trainings and events. The United Way of Anderson County vision of a community where every person has an equal chance at a bright future will only be made possible with donors as dedicated and invested as ORNL FCU!



**NAOMI ASHER**  
*Executive Director*  
*United Way of Anderson County*

Focuses in 2017 included the launch of a new online banking system, enhancements to mobile check capture capabilities and limits, the implementation of a new commercial loan system, and the introduction of a new indirect loan origination system. Members who enjoyed a more hands-on approach took part in *snack and learn* sessions, featuring lessons in online and mobile banking services.

Along with Y-12 Federal Credit Union, ORNL FCU was presented the Collaboration and Innovation Award from the National Association of Credit Union Service Organizations (NACUSO) in recognition of excellence in collaboration through the CUSO model.

ORNL FCU was honored by the United Way for having one of the top ten fundraising campaigns in 2017.





The credit union continued to help improve the quality of life in East Tennessee, contributing throughout the year to several critical community organizations. Employees were also passionate about supporting and engaging with their communities. Altogether, they logged over eight hundred volunteer hours under the new Volunteer Time Off program.

The year ended as ORNL Federal Credit Union updated its purpose statement and core beliefs:

Purpose: **Together, we thrive.**

Core Beliefs:

- We make managing money easy so **together, we thrive.**
- We put people before profits so **together, we thrive.**
- We invest in new ideas and new technologies so **together, we thrive.**
- We invest in our communities so **together, we thrive.**



# MOTTOS, SLOGANS, AND TAGLINES THROUGH THE YEARS

- 1948 at its inception:** *People helping people.*
- 1952:** *When everybody saves, everybody profits.*
- 1974:** *Once a member, always a member.*
- 1979:** *Your kind of place.*
- 1992:** *Stability, service, growth.*
- 2000 vision statement:** *Exceeding our members’ expectations, one member at a time.*
- 2008 mission statement:** *Enabling members to achieve their financial goals by being there when, where, and how they need us.*
- 2012 mission statement:** *Becoming the preferred Credit Union in East Tennessee by delivering unparalleled, enhanced member value.*
- 2017 purpose statement:** *Together, we thrive.*



# 2018-2022 SEVENTY TO SEVENTY-FIVE YEARS

As it celebrated its seventieth anniversary in 2018, ORNL Federal Credit Union exceeded \$2 billion in assets thanks to an ever-growing membership and a strong East Tennessee economy.

To commemorate seventy years of service, the credit union recognized nonprofit organizations and their important work in the community. Members nominated over 150 nonprofit organizations to receive one of seven \$10,000 grants through a \$70,000 Community Giveback and Investment campaign. Awards went to the Blossom Center for Childhood Excellence, Knoxville Dream Center, Knoxville Pays it Forward, Sertoma Center, Smoky Mountain Service Dogs, Sunshine Ambassadors, and Youth Outreach STEM.

Above: In 2018, ORNL FCU kicked off its Community Art and Mural Program, which provided local artists and school art programs the opportunity to showcase their creativity by painting a large structure visible from a main access road in Oak Ridge. The artwork is updated bi-annually and is on display on the campus of ORNL FCU’s main headquarters located at 221 South Rutgers Avenue.





To commemorate seventy years of service, the credit union recognized seven nonprofit organizations and their important work in the community with \$10,000 grants through a Community Giveback and Investment campaign.

Other seventieth anniversary celebrations included the inaugural Summer Sessions concert series at A. K. Bissell Park in Oak Ridge, featuring Americana/bluegrass bands from across the region. The concerts were free to attend and open to the public. A substantial donation was made to the Freedom Bell in Oak Ridge, and the credit union partnered with WDVX to create the Secret City Radio Show. A member appreciation day was also held at all branches.

That year saw the credit union’s first Community Art and Mural Program, which provided local students the opportunity to showcase their talents on a large structure at the Oak Ridge headquarters.



Above and right: A design by first-grade students at Glenwood Elementary School won the Community Art Wall and Mural Program elementary category in 2018 and each received an ONRL FCU piggy bank.

Top: Community Art and Mural Wall Program student design winners.





Throughout the summer of 2018, ORNL FCU employees volunteered in the building of a Habitat for Humanity home. The build was a collaborative effort of the Credit Unions Care movement, an initiative of credit unions in East Tennessee that focuses on the needs of credit union members.

Several service fees were either reduced or eliminated in 2018 and, for the first time since 2005, the credit union paid a special dividend to members.

ORNL FCU extended and introduced several services, including free ACH loan payments to an ORNL FCU loan from a different financial institution and free replacement of damaged, lost, or stolen debit cards. The P2P payment platform was also implemented, providing instantaneous payments to members’ family and friends. An upgrade was also made to the mobile banking platform.

At the close of the year, ATM services were extended to Wartburg—giving members in Morgan County access to funds quickly, easily, and free of charge.



In 2019, ORNL Federal Credit Union was named one of the top credit unions in Tennessee by *Forbes* and market research firm Statista for the second consecutive year. It also continued to rank in the top one hundred financial institutions using social media.

ORNL FCU employees—in collaboration with other local credit unions—volunteered to help build a Habitat for Humanity home.



Continuing with its master facilities plan, several branch renovations were completed in Lenoir City, Karns, and Farragut, and a new full-service location opened in Maryville. That year, the credit union issued a \$4 million special dividend payment to be shared across the membership, based on member loan and deposit balances. It also approved a special auto loan payoff award in 2019, with a surprise announcement resulting



**OUR OWN WORDS**

Recently, a member reached out from Scott County telling me there wasn’t an ATM he could go to without paying a fee. I worked with our team to find a solution and we now have two fee-free ATMs in Scott County. This happened because that member called us. We work hard to understand the people we serve and anticipate their needs, but their feedback is important. It’s about being good partners and being open to listening.

**DAWN BRUMMETT**  
*Executive Vice President/  
Chief Operating Officer*



**OUR OWN WORDS**

When you call the auto loan payoff winners, they immediately think it’s a scam. I’ve been hung up on. And then when they find out it’s real, they are the most grateful people you will ever hear. Talk about creating loyalty: you pay off someone’s car—you’re on their Christmas card list! It’s one of the best things we’ve done; we get a tremendous lift out of that! These payoffs, the member dividends—it’s important to be able to return real value to our members.

**COLIN ANDERSON**  
*President/Chief Executive  
Officer*

in four randomly selected members having their auto loan balances paid off in full. Altogether, over \$69,000 was paid.

ORNL FCU also invested over \$500,000 into community organizations and causes that aligned with its core community values. Together, employees and the credit union donated over \$100,000 to the United Way. Using the Volunteer Time Off program, employees volunteered 865 hours at over ninety different nonprofit organizations in the community. A loan program was created to assist members who were federal employees and not receiving a paycheck due to the government shutdown.

The year ended with 173,000 members, the second largest in East Tennessee, and total assets of \$2.3 billion, the fourth largest in the state.



**VOLUNTEER TIME OFF (VTO)  
PROGRAM**

To increase employee engagement and give back to the communities ORNL Federal Credit Union serves, credit union employees are given the opportunity to be paid for their volunteer time at a nonprofit organization of their choice. Employees are encouraged to pursue volunteer opportunities that align with their own passions.





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In 2020, the world changed due to the COVID-19 pandemic. Almost overnight, along with its members, communities, and the rest of the world, ORNL Federal Credit Union had to adapt to a new normal. Deemed an essential business by the Center for Disease Control and Prevention (CDC), the credit union continuously adjusted its services to not only meet the guidelines recommended by the World Health Organization, the CDC, and the State of Tennessee, but to meet the financial needs of its members.



### OUR OWN WORDS

We've been very fortunate over the last 75 years to have had leadership with foresight. COVID-19 was a prime example of that foresight. We already had digital banking, the shared ATM network, Interactive Tellers at our busiest branch locations, and overflow Call Center services. We can look back and say we made good decisions. We weren't like other organizations out there trying to figure out what we were going to do. We had everything in place. Our biggest challenge was to change how we did business in a way that was safe. Employees, members, everyone—we were all scared. But we all pitched in; it was like cross-training for a lot of us. The good news is we had a lot to work with and were able to meet the challenges. We had the tools and all the resources because we've had great people all along making sure that we had all the I's dotted and the T's crossed.

**CISSI REAGAN**  
*Vice President, Retail/Branches*

ORNL FCU temporarily closed and then reopened branch lobbies, initiated several new loan programs to help members in need, supported community partners, and implemented a work-from-home policy—all while giving top priority to the health and safety of its 457 employees and 181,000 members. When the stay-at-home order was issued in March, the credit union closed all branch lobbies and required appointments for service. While this temporary closure limited face-to-face interactions, the technology was in place to support twenty-four/seven access to the call center. During that time, unprecedented growth was seen in digital banking and increased use of drive-thru and interactive teller machine (ITM) services.

The credit union recognized the challenges members were facing and launched programs to support those who were impacted: the Pandemic Loan Extension Program permitted impacted members to extend due dates and avoid late payment fees and adverse credit reporting; the nationally recognized Pandemic Loan Program provided small loans with low rates to members suffering temporary income loss; HERO loan discounts offered home and auto loan refinancing discounts to health-care professionals, EMTs, active military personnel, fire/rescue workers, and law enforcement officers; and the Paycheck Protection Program took advantage of monies available as part of the federal government's economic stimulus package.

Despite the many challenges presented by the pandemic, the credit union experienced growth and financial stability throughout 2020. Mid East Tennessee Community Credit Union (MET CCU) was acquired, adding three counties to the charter—McMinn, Meigs, and Rhea—and increasing the service area to nineteen counties in East Tennessee. This merger also saw the addition of



## MEETING THE CHALLENGES OF COVID-19



Along with much of the financial services industry, ORNL Federal Credit Union faced significant challenges during the COVID-19 pandemic. Overnight, traditional face-to-face transactions—that both financial institutions and its members had known and relied on for decades—shut down, with virtual interactions becoming the new normal.

Prior to the pandemic, ORNL FCU had long committed to staying on the leading edge of new technologies. But when COVID-19 initially kept everyone home, online banking became critical to continue providing much-needed services to members. Interactive teller machines (ITMs) and automated teller machines (ATMs) were also heavily relied upon to accommodate cash-based needs.

During this time, many businesses were at a standstill and members were facing a variety of issues, including lost jobs, extreme weather events, civil unrest, childcare struggles, mental health challenges, and a deadly illness. The credit union's focus quickly pivoted to developing new products and services that would help them move through those frightening times.

Later when branches re-opened and staff was limited for health reasons, foot traffic plummeted since appointments were necessary to conduct business. In an industry where member experiences traditionally play a critical role, everyday culture at the credit union shifted dramatically. Drive-up windows were backed up for blocks with members desperate for the assurance of face-to-face interactions. ORNL FCU staff offset this demand by running back and forth between members parked in their cars to conduct transactions. All employees stepped up, doing whatever was needed to ensure members were provided access to the credit union, personalizing these interactions in the limited time they had for each engagement.

Over time, branches fully opened back up and ORNL FCU, along with the rest of the world, settled into a new normal. In retrospect, the lessons were clear: the credit union's delivery of strong digital services to members played a key role in meeting members' needs during this trying time.



two new branch locations in Athens and Decatur. Attractive rates fueled both purchases and refinances, and a new loan origination system was implemented to improve the digital and direct borrowing experience.

The credit union continued investing in technology and facilities throughout the year while overcoming challenges created by the COVID-19 pandemic. By the end of the year, ORNL Federal Credit Union reached \$2.7 billion in assets. Its members received more than \$200 million in stimulus funds. The credit union paid a \$4 million special dividend to its membership, which amounted to a cumulative total of \$11 million that had been paid out over three years.



As the COVID-19 pandemic continued into 2021, ORNL Federal Credit Union successfully balanced the financial needs of members with its own financial performance. Members took advantage of low interest rates to purchase homes and cars, even with supply shortages in both these sectors. Similarly, stimulus funds allowed other members to increase their savings balances or to pay down revolving debt. Because of rapid economic recovery, the credit union was able to fully resume its operations while keeping members and employees safe.

ORNL Federal Credit Union achieved impressive financial results in 2021, most notably reaching an all-time high of \$3.06 billion in assets, an increase of 11.75 percent over 2020. The credit union also rewarded members with a \$5 million special dividend. Despite the ongoing challenges of a global pandemic, the organization exceeded its goals. It was financially healthy and well positioned for the future.

After a pandemic-imposed one-year hiatus, the credit union’s free Summer Sessions outdoor concert series returned, featuring bluegrass and Americana bands from throughout the region.



As the world began to feel the grasp of COVID-19 loosening in 2022, the credit union embarked on a digital banking conversion effort to replace their platform with one that would provide a competitive advantage for new services that would otherwise not be possible. As a result, new products and services were unveiled, such as multi-factor authentication for increased online security, more flexibility in the movement of funds, crypto currency options, and enhanced administration features.

Lending 360, a new direct lending platform, was also installed to reduce costs, complexity, and maintenance. Channeling all direct and indirect lending through a single platform made the credit union more efficient and flexible.

In 2022, the credit union partnered with Arkatechture—a technology company dedicated to empowering organizations with a better understanding of their business through data—to officially form a new credit union service organization (CUSO). This partnership provides opportunities to enhance Arkatechture’s data analytics software, used by ORNL FCU to analyze member and product data for optimizing product and service offerings.

In March, the credit union celebrated the new *7 Title* office in Morristown. Because a gathering was not possible when it opened in late 2021, this was an opportunity to celebrate with the community and other business partners.



In 2021, members of the Dogwood Arts Art in Public Places program, along with officials from ORNL Federal Credit Union, celebrated one of two new sculptures in Oak Ridge. COVID restrictions prevented any celebration when it was installed in 2020.





## THE SUMMER SESSIONS

ORNL FCU's Summer Sessions concert series features bluegrass and Americana bands from throughout the region. Shows are free and open to the public and are held outdoors at the pavilion in A.K. Bissell Park in Oak Ridge or the Fort Southwest Point amphitheater in Kingston.





These investments in both systems and facilities, combined with stellar financial performance and growth in membership throughout 2022, resulted in another productive year for the credit union. A special dividend of \$5 million was paid, and auto loans were paid off for ten members. Total assets that year were \$3.13 billion.

The credit union continued its sponsorship of Dogwood Arts, and the organization hosted its inaugural Southern Skies Music Festival at World’s Fair Park.

The credit union also prepared for the 2023 launch of a new CUSO, *7 Servicing*, that will service the member mortgages of both ORNL FCU and partner credit unions. Bringing mortgage servicing back in-house from Roundpoint, its sub-servicer, will provide a greater level of service to the ORNL FCU membership and potential growth opportunities to *7 Mortgage* partner credit unions.

ORNL Federal Credit Union continued to attract new members as total memberships increased by more than 2 percent to end the year at 189,843. The credit union remained committed to returning value to its members through its attractive products and pricing while delivering exceptional service to every member, every time because *together, we thrive*.



**OUR PARTNERS SAY . . .**

ORNL Federal Credit Union is the name I think most people think of when it comes to the arts in Oak Ridge. From the free summer concerts to supporting local festivals, murals, and other endeavors, they prove they are a strong supporter of cultural happenings. Not only that but they support the business community through efforts with the Chamber of Commerce and Leadership Oak Ridge. Another significant contribution was transforming one of their properties into a headquarters for agencies that support our residents in need. It's no wonder they were named our 2022 Business of the Year!



**CHRISTINE MICHAELS**  
*President, Oak Ridge  
Chamber of Commerce*



# 2023 & BEYOND

Seventy-five years of service is an extraordinary achievement for any organization, but resting on these laurels would be unfair to both the credit union’s members and our community.

At ORNL Federal Credit Union, we are proud of our progress, but we recognize there’s always room to improve. Technologies evolve, member needs change, and communities develop new goals they need help with. All of these provide opportunities for us to continue our path of growth.

We believe the key to staying ahead is to keep our eyes on the goal. We’ll continue to move the credit union forward, building on new technologies to provide innovative products and services that meet our member needs. We’ll continue working with partners throughout the credit union sector to collaborate and help steer the industry forward. And we’ll continue being a trusted partner and an active voice for the communities we serve.

I’m certain that all of us—our employees, management, and we as board members—want these seventy-five years of service to be just the beginning of a long journey with the work we do. So that, together, we will continue to thrive.

A handwritten signature in blue ink that reads "W.R. Gorman".

**Randy Gorman**  
*Chair, ORNL FCU Board of Directors*





**EMPLOYEES OF ORNL FEDERAL CREDIT UNION**





BOARD MEMBERS PAST & PRESENT

ORNL Federal Credit Union wouldn’t be what it is today without its dedicated, selfless army of volunteer officials. Over the past seventy-five years, scores of members have donated their time and talents to serve their fellow members on the ORNL FCU Board of Directors, Supervisory Committee, and various other committees. These volunteers are the essence of our organization; they are what credit unions are all about. To all of them, ORNL FCU owes an enormous debt of gratitude.

1948	E. C. Cunningham, Frank Wuest, R. S. Snead, Clair Schersten, J. F. Neely
1949	E. C. Cunningham, Paul Arow, R. S. Snead, J. F. Neely, M. V. Firmin
1950	E. J. Witkowski, M. T. Kelly, R. H. Martin, Martha Davis, K. C. Dixon
1951	E. J. Witkowski, M. T. Kelly, K. C. Dixon, R. H. Martin, Martha Davis
1952	Walter Stockdale, William Buker, Martha Davis, Kay Dixon, Robert Martin Jr.
1953	William Buker, R. Carter Jr., Martha Davis, E. Howe, W. G. Stockdale
1954	William Buker, Martha Davis, W. G. Stockdale, M. C. Edgerton, R. Carter Jr.
1955	W. J. Ladniak, E. E. Pierce, Martha Davis, W. E. Unger, Henry Wright
1956	W. J. Ladniak, E. E. Pierce, E. J. Murphy, W. E. Unger, Martha Davis
1957	Martha Davis, D. C. Gary, C. W. Schersten, H. W. Wright
1958	H. B. Graham, R. S. Jackson, R. P. Milford, H. W. Wright, Martha Davis
1959	H. B. Graham, R. S. Jackson, W. E. Foster, Martha Davis, R. P. Milford
1960	H. B. Graham, Joe Guarneri, Martha Davis, T. H. Freeman, Julian R. Gissel, E. D. Gup-ton
1961	H. B. Graham, Julian R. Gissel, T. H. Freeman, D. T. Dice, Joe Guarneri, H. T. Russell, Martha Davis
1962	W. G. Stockdale, E. J. Witkowski, Martha Davis, R. M Farnham, Donald T. Dice, H. T. Russell, E. D. Gup-ton
1963	W. G. Stockdale, R. M. Farnham, Martha Davis, H. E. Goeller, Julian R. Gissel, W. J. Greter, G. S. Sadowski
1964	W. G. Stockdale, R. M. Farnham, Martha Davis, H. E. Goeller, Julian R. Gissel, W. J. Greter, G. S. Sadowski
1965	R. M. Farnham, Julian R. Gissel, Martha Davis, R. H. Rainey, H. E. Goeller, W. J. Greter, H. E. Teasley
1966	R. M. Farnham, Julian R. Gissel, Martha Davis, R. H. Rainey, W. H. Carr, E. E. Pierce, J. E. Sergent
1967	R. M. Farnham, Julian R. Gissel, Martha Davis, R. H. Rainey, W. H. Carr, J. E. Sergeant, H. B. Graham

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1973	Julian R. Gissel, H. Brooks Graham, Martha Davis, Ward Foster, Roy F. Pruett, Arnold L. Harrod, Karl J. Notz Jr.
1974	Roy Pruett, Ward Foster, Martha Davis, John C. Dougherty, H. Brooks Graham, Julian R. Gissel, Karl J. Notz Jr.
1975	John Dougherty, Lynda Lewis, O. S. Oen, Francis Perey, Roy F. Pruett, Harley H. Ross
1976	John Dougherty, Ben B. Smith, Roy F. Pruett, Lynda Lewis, Robert Farnham, James Lovvorn, Karl Notz Jr.
1977	John C. Dougherty, Ben Smith, Roy Pruett, Lynda Lewis, R. M. Farnham, James L. Lovvorn, Karl J. Notz Jr., James K. Baird, Vivian Jacobs
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1995	Ben B. Smith, Roy Pruett, Marcella C. Sissom, Frank J. Kolski, R. M. Farnham, Sam E. Gheesling, Julian R. Gissel, Jenny Keller, Robert Roussin
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2005	Mason Oakes, Joseph A. Setaro, Marcella Catron, Wanda McCrosky, Herb Debban, Robert Hightower, Jama Hill, Bettie Kurtz, Ben Smith

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2010	Mason Oakes, Herb Debban, Marcy Catron, Jama Hill, Leigha W. Justice, Randy Gorman, Wanda McCrosky, Sam McKenzie, James Payne
2011	Mason Oakes, Herb Debban, Marcy Catron, Wanda McCrosky, Leigha W. Justice, Randy Gorman, Jama Hill, Sam McKenzie, James Payne
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2022	Randy Gorman, Jama Hill, Pam Ladd, Sam McKenzie, James Payne, Joel Pearman, Debbie Stairs, Harriet Walker, Leigha W. Justice
2023	Randy Gorman, Jama Hill, Pam Ladd, Sam McKenzie, James Payne, Joel Pearman, Debbie Stairs, Harriet Walker, Leigha W. Justice



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## ABOUT THE AUTHOR

Susie Riley is a writer and communications specialist with more than thirty years’ experience helping people articulate their thoughts and memories to craft the stories that need telling. Insatiably curious with a sharp editorial eye and a strong attention to detail, she lives in Chattanooga with her husband, silly basset, and a collection of four hundred-plus plastic windup toys. When not writing, she perpetually explores the Internet in search of the ultimate brownie recipe, continues her attempts to master the harmonica, and follows her beloved Boston Red Sox.