



Oklahoma Bank and Commerce History Project

a program of the Oklahoma Historical Society

Interview with Charlie and Charlotte (Charlie's mother) Butler
First National Bank of Hooker
Charlotte Butler's home, Hooker, OK, 8/19/2011
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Audio taped and transcribed by MJH

MJH: It is Friday, August 19, 2011, and I am in the home of Charlotte Butler and Charlie Butler, who is president of the First National Bank here in Hooker, Oklahoma. Charlotte, you've been good enough to invite me in. Why don't you just begin with the beginning—your family's involvement in the First National Bank, or whatever it may have been, and just tell me what you know.

CB Sr: My father came from Renfrow, Oklahoma, in, I believe, 1911, 1910, and worked at City National Bank in Guymon. He worked there for two or three years. Then he and Dr. Blackmer (sp?), John Blackmer, decided to open a bank in Hooker in 1914. He stayed...Dr. Blackmer was the president, and Mr. Rose was the vice president. And he had several other stockholders, because they had to depend on their own money for deposits. Dr. Blackmer and Mr. Rose didn't ever have anything to do with the bank. It was their names only. But they had couple of exciting robberies, one in '29 and one in '55, I believe.

MJH: What do you know about those robberies? Those must be pretty colorful moments in the bank's history.

CB Sr: In '29—was that when there were seven?

CB Jr: Mm hmm.

CB Sr: Two cars of men, seven men, came in. There was a side door at the bank, and one came in the side door and one in the front. They took, I think, \$9,000, or something like that, close to ten, and then they left, and my dad and Elmer Holman (sp?), who was assistant cashier at that time, both grabbed their rifles and stepped out in front of the bank and started shooting at them. But they didn't know that there were two cars. They thought that the second car was trying to chase them. I think one of them was wounded, but they never did know for sure, because they couldn't—there was a man here, Frank Clark (sp?) who had a high powered car, so they chased them as far as Guymon, and then they lost them from Guymon on. But later, they were apprehended, and admitted that this was one of the robberies.

Then in '55, there was a single man that walked in with them when they opened the door. And I think he left with about \$17,000, but they caught him at Dodge City, soon after he left.

CB Jr: So we're two for two, so far...

Laughter...

MJH: That's a pretty good average. What in particular—the Depression years? Do you have some specific memories of those times?

CB Sr: My father had an optimistic attitude; he knew that the country was going to come back, and there were so many people that were destitute on the farms, and they were going to California, of course: *The Grapes of Wrath*. He was trying to talk them out of going, all of them, trying to keep them here, and even loaning them money to get by on. But a lot of them did leave, and quite a few of them came back, after we started getting a little rain.

During the dust bowl days, well, it was a matter of day-to-day.

Laughter...

We had dust every day, but sometimes we had big storms. We could see them coming hours before they got here. They were real slow moving. They just rolled in...But everyone was prepared for them.

MJH: How did you prepare for something like that?

CB Sr: Just stay inside. Our front door was on the north. That's usually the way they came in. So we tore up some sheets, and wet them, and took a knife, and plugged them around the cracks and in the front door. And we had the windows painted where they wouldn't open. But it didn't make any difference. It still—it came in. It was just such fine silt, it still came in.

There was one incident in the dust bowl days: My dad—they had a two-day golf tournament here. And they were at my dad's house that night, planting the flags for the golf tournament, and we had a big dusty roll in, so they all had wet towels over their face, and planned the golf tournament. And it went on, for two days.

MJH: Is that what they called them—"big dusties?"

CB Sr: Big dusties, uh huh.

MJH: You really don't see those so much now, because of, I guess, the ways we have of protecting the soil, with trees and so on.

CB Sr: They changed the farming. The man that did the most on that was from Hooker. It was the Haney (sp?) plow that he invented. There was a man with him, that worked with him—Haney was the name on the plow, it was the Haney plow—but there was another...I can't think of his name, that worked with him, that changed the way of farming. And of course, since that time, they've changed that too. They don't plow the land like they did. They leave more on top. Charles is a farmer.

CB Jr: A farmer at heart, yeah.

CBSr: And what is the way you farm...?

CB Jr: No-till.

CB Sr: No-till farm.

MJH: Do you own land around here, then?

CB Jr: This isn't bank history, but my dad had a grain elevator here, and started the first fertilizer / chemical company here. He was a distributor in this area. He was pretty instrumental in the no-till farming. We've done it for thirty years, except the equipment was a little inadequate in the early times. We struggled a lot with it, but he would be proud to see it now, because he had the idea thirty plus years ago, but it's taken twenty of that plus for us getting the equipment working, and that kind of stuff.

MJH: And what was your dad's name?

CB Sr: Harry Butler. He was from Illinois.

MJH: How long has he been gone?

CB Jr
and

CB Sr: Twenty-five years.

MJH: Returning to the bank: How do you suppose the bank survived the Depression years when so many didn't?

CB Sr: On very little. There just wasn't very much money to be spent. Everyone... We didn't realize the Depression as much—the dust bowl—as much as the farmers did, because we were... I remember growing up, I was, of course, in high school, and I remember watching for them, and running home when it came in. And the days that the dust blew, we stayed indoors and played Monopoly and games, and the days that it was nice we went outside. We accepted it, mainly because of my dad's attitude, because he wasn't going to let it get him down.

MJH: What was your dad's name?

CB Sr: Charles Wilson, C.E. Wilson.

CB Jr: Mom, tell the story about when you were playing tennis, and as soon as the dust covered up the Baptist Church, they had to run to the house, and get in just before they got to the house. They had it timed, to get home in time.

CB Sr: My mother was playing bridge, and they saw it coming, so she went by the tennis court in the car and yelled at me and said, "Get home!" She didn't even stop for me!

Laughter...

So, anyway, we just accepted it, day after day. I don't remember that it...It was just one of those things that...I'm sure it was terrible on a lot of the farmers, and in some of the books you read, it was real bad around Dalhart, Texas.

CB Jr: Granddad was in the bank until '70...

CB Sr: He died in '70, but he never did retire. He got down about four or five years before he died, but he went every day, and just sat in the lobby and greeted people. He turned over the management of the bank to Elmer Holman and Robert _____.

MJH: Describe your dad to me. What kind of man was he, and do you know what brought him into banking to begin with?

CB Sr: He came from Renfrow, Oklahoma. His parents lived in Renfrow. He went to school at Oklahoma University for business school, and then was looking for a job. He came to City National [Bank] in Guymon, and that's where he met my mother. The family had homesteaded—my mother's family homesteaded in Texas County in 1910...'07...I can't remember. I have the papers on it. They farmed until they moved into Guymon. My mother was out of high school, and she worked at the courthouse in Guymon when they met.

He was an optimistic person. Everybody depended on him, and I think the bank here has been the center of the whole city, because there are not any other businesses that have lasted as long as the bank. And it's been sort of at the center of the whole town.

MJH: Charlie was telling me that there was a doctor's office in one part of the bank. Tell me about that.

CB Sr: Dr. Blackmer had his office in the back room, of the bank. And of course, at that time, they treated everything; they didn't go to the hospital. So if you had an injury or a tonsillectomy or something that they had to give ether, my dad would

go back and...Ether, at that time, they would put a mask over your face, and dripped it from the can. So that's what my dad would do. He would go back and give the ether while Dr. Blackmer worked on the patient.

Laughter...

MJH: MJH: Incredible!

CB Jr: Full service!

MJH: Blackmer: B-L-A-C-K-M-E-R?

CB Sr: Un huh.

MJH: What period would that have been? Probably the twenties?

CB Sr: Twenties, un huh, the twenties.

MJH : Any other stories like that? I know that so many of these early bankers and businessmen just did a little bit of everything. What other things was your dad involved in?

CB Sr: Well, the golf course was one thing—they did play a lot of golf. The whole area, from Dalhart, Texas up into Kansas, they all came to the two-day golf tournament. And the hosts in Hooker would keep them over night, and they would play a two-day tournament.

MJH: Is that golf course still here?

CB Jr: It has certainly changed since then, but it's still here.

CB Sr: And he was involved in...He was, of course, treasurer of the church, as long as he was here. Seventy years ago...

MJH: Which church was that?

CB Sr: Methodist. First Methodist. Orville Matthis (sp?) Memorial Methodist.

They played a lot of bridge. There were several bridge clubs. And they had a men's bridge club that met every two weeks, and the ones that got the low score had to have the next party. They enjoyed that. And of course, there were several women's bridge clubs, aside from the fact that my mother played about every afternoon in a foursome.

MJH: Did people tend to gather from, say, Guymon and the other towns around?

CB Sr: In come cases. My mother was a charter member of PEO, and they had a five-city memorial—no, not memorial—every year. There are six chapters now that meet: Elkhart, Kansas, and Liberal, Kansas, Guymon, and Hooker, and now Liberal has two chapters. And they meet often, so we meet people around the area.

Well, one silly story was that...the lady didn't really drive very well, and she was driving, and there were five of them in the car, and she'd got over too close to the ditch and the car turned over. So they...they were on their way to Elkhart to the Founders Day Dinner, is what I am trying to say, the Founders Day Luncheon, and they all got out and pushed the car back up and went on the luncheon.

Laughter...

MJH: Well, you gotta go to lunch!

CB Sr: Then there was a store there that they liked, so they all bought hats. And at that time, the hats were put in big boxes. So there were five of them in the car on the way home, with the hat boxes on their laps.

Laughter...

So...stories of how people got along.

CB Jr: Back then, people were so much more social, because they had the bridge clubs, and the women's clubs, and the churches, and the Masonic Lodge, and...

CB Sr: You took part in everything.

CB Jr: Yeah, everybody did a little bit of everything.

CB Sr: And in the school, kids took part in all sports, because they didn't have enough students to designate basketball or football or.... We didn't have football for many years, but the children all participated in all sports. And that's what happened in most of the lodges and the churches—everybody had to participate to have enough people, to keep it going.

MJH: What would you say, both in terms of the community and in terms of the bank—what have been some of the biggest changes you have seen? Maybe, in terms of the bank business first, and then just kind of general community.

CB Sr: It got to the place where the changes were really beginning to bother my dad a lot, because there were so many changes in the bank. Up to then, it had kind of been a handshake. If he made a loan, they were friends...

CB Jr: "Character lending," we call it. Character still repays loans, but you've got to have a lot of documentation to prove character, anymore!

CB Sr: You have to have so much documentation, that it kind of bothered him. He wasn't used to...

CB Jr: Michael, I can remember...He had a notepad, and it was promissory notes. And it was index or recipe card size, and that was the note. He wrote that note out, and the customer signed it, and that was the note.

MJH: Is that right? Do you still have that?

CB Jr: I still have a pad of it somewhere. Down at the bank, I think. I may have brought 'em up here. Anyway, that was their documentation. He wrote it out—the amount of it, and when it was due. And the customer signed it, and that was it. I mean, it wasn't four pages front and back, with all the small print to read.

CB Sr: The remark was made that they'd really rather see Dr. Blackmer than my dad.

Laughter...

At his funeral, we were amazed at the young people—even high school kids—that came to the funeral that he had assisted, that no one knew anything about.

MJH: Oh, that your dad had helped?

CB Sr: Yes, he helped them...

CB Jr: Granddad, keep in mind: of course, I was young, but he always seemed very stoic to me. He always had a coat and tie on. It was always, "Mr. Wilson." There were very few people who called him by his name—by his first name. You could set your clock by him, any day. He had a routine set going...

CB Sr: At two o'clock, he got a Cherry Coke at the drugstore, and they had it on the counter when he walked in.

Laughter...

CB Jr: One story we never figured out: after his death, they found a diamond in his safety deposit box. I don't know what it was. Eight carat or ten carat? Something huge.

CB Sr: I still have it.

CB Jr: Anyway, they figured out it was a fake diamond. But nobody knows the story of where the diamond came from or if he loaned money...

CB Sr: He probably loaned some money on it and didn't say anything.

CB Jr: But back then, they used to loan a lot of personal money. You can't do that now, it's against the [law]...

CB Sr: Yes, if it was not a particularly good loan, he would give a personal loan.

CB Jr: Yeah, he loaned out of his pocket instead of the bank.

CB Sr: How much money did they lose? There was a story about that—the whole time that he was there, how much did they discount...?

CB Jr: I don't remember the number. Of course, I've cured that, but when I started at the bank, they...Let's see, it would have been—[he was] close to seventy years old then, and they had lost less than \$1 million in all of his seventy years, seventy-plus years. I've fixed that record, but that was pretty remarkable.

MJH: On day one, was it chartered as First National Bank of Hooker?

CB Jr: Yes. They came back in the thirties and incorporated them then, so it looks like a charter type thing, but it was actually an incorporation. And the FDIC came in, back in...And then that changed quite a few things, when they came in. Of course, the Federal Reserve actually started after that, so there were a lot of changes that way...

CB Sr: When Roosevelt closed—the bank holiday, remember that, and I can't remember what year it was...

CB Jr: It was in the twenties, wasn't it?

MJH: It would have been in '33, right after he took office.

CB Sr: I think I was still in high school. Daddy spread the word around town that they were going to have to close. There was another bank here, the Farmers and Merchants Bank, and it closed down. But Daddy sent the word out, and he got a phone call from the governor that he was sending the militia out if he didn't close, because he didn't close at the time they were supposed to. He was letting everybody get just some cash on hand, before he closed.

MJH: The same thing happened in Enid.

CB Sr: Is that right?

MJH: The same thing happened over there. And the Champlins—old Mr. Champlin at the First National Bank of Enid—and they actually did send the militia out, and some militia guys escorted him out of the bank.

Laughter...

MJH: So did [Mr. Wilson] go ahead and close the bank?

CB Sr: Yes, he closed it, but he had already sent the word around. People had money.

CB Jr: What was the closure period? Four days?

CB Sr: I can't even remember. Everybody was holding their breath at the time. Who was the governor at that time?

MJH: Governor Murray. Alfalfa Bill Murray.

CB Sr: Murray. Alfalfa Bill, that's who it was.

MJH: So your dad actually got a call from him saying, "We're coming after you if you don't shut it down."

CB Sr: Un huh. If they didn't close. That must have been in '36 or '37, because I was in college... '36 or '37.

MJH: What other milestones or stories do you have about your dad? These are marvelous stories. He was active, you say, into the 1970s?

CB Sr: He was 83 when he died. He was in the bank from '14 to '70. He never did retire.

CB Jr: He sold Kansas City Life Insurance for sixty years. We've got a plaque in the back somewhere; he was in the "Sixty Year Club" for selling life insurance!

CB Sr: Life insurance—he sold for Kansas City Life.

MJH: Then, your dad took over the bank?

CB Jr: No, we kind of skipped a generation there. My dad was in the grain elevator business. He was a director, and mother was a director.

CB Sr: But we didn't know what was going on!

CB Jr: You can't say that. You'd just say you were a director.

CB Sr: We were directors, but we would ask questions, if everything was fine...

CB Jr: Two gentlemen that he brought into the bank...And then a nephew. Right?

CB Sr: Yes, but Orville's son-in-law, Larry...

CB Jr: Well, this was before that. If he's chasing family history here, my granddad's nephew was involved in the bank...

CB Sr: After one or two persons before him...

CB Jr: But when I went in...He never was president. Orville was president, through that period.

CB Sr: He was CEO.

CB Jr: Yeah, J.D. Wolf (sp?) was his name, and he called himself CEO, but he pretty much ran the bank. Verbally, I guess, he was a banker. He was kind of a PR guy, and that kind of stuff. He was there when I went to the bank.

MJH: And you started in...?

CB Sr: In '83. And he retired in, I don't know, soon after, '86 or '87, probably.

CB Sr: He married Dr. Blackmer's daughter. That's why he was in the bank. Dr. Blackmer still had quite a bit of stock in the bank.

CB Jr: Your mother was...his aunt, right?

CB Sr: Yes...

CB Jr: There's a relationship both ways. But anyway, that was the...

MJH: So there was a hiatus. Between C.E. Wilson and you, there were about twelve years?

CB Jr: Yeah, a little more than that, but yeah, twelve or thirteen years.

MJH: And you have been on the board of directors pretty much all of this time.

CB Sr: No...

CB Jr: You went off in '80...something.

CB Sr: I don't remember when I went off it...

CB Jr: I'd have to look back and see, but it was mid eighties, mid to late eighties.

MJH: Are you primarily agricultural then? Have you stayed away, pretty much, from the energy loans that caused such havoc in the eighties?

CB Jr: No, we had the havoc of the eighties, but most of that was just banking style. I guess, the lending style then was with very little documentation, and the real free lending through the seventies and the eighties. I mean, there wasn't any restrictions at all, but not a lot of oil and gas here. We're a royalty ownership area. We haven't really—most of the oil out here is income.

But we went through a real struggle in the early nineties, getting it. That's where I can interject. We had—certainly had bank problems. They weren't, I guess, insurmountable, but what I kept telling bank regulators, at that time, I said, "We have the character, in a sense, on which our loans were based (?). I found a list—I had started a list, before all the trouble started, and I came really close to what we actually lost, during that period. We've gotten almost all of it back, and we lost money, but the character issue still repays the loans. So if someone wants to beat you, they can.

MJH: What did the regulators think about "character loans?"

CB Jr: They have no idea what you're talking about. They never did. That was an argument that I had with them all the time. In fact, I had a regulator tell me, "I can't believe you came back, after yesterday." I told him, I said, "I'm going to be here long after you're gone."

I wasn't smart enough to back away—just tenacity—but I told him, "I'll collect this money." And I did, most of it. But in recent history, we haven't had a loan loss year in the bank in...fifteen years, or longer. Part of that, with the stuff in the nineties, we fought 'em for years and years and years, finally got 'em paid.

MJH: What would you say was the dividing line between the character loan days and the documentation days?

CB Jr: Regulations. And you know, regulations make sense. If you think long enough, or say it real fast...And times have changed. There's not many handshake deals anymore.

MJH: Did you feel any direct, or even indirect, repercussions from the Penn Square Bank fiasco, of '82, or was that...?

CB Jr: Well, I think that was the beginning of the...We finally figured out that banking was just running rampant, and they had no control, no idea of what was going on. I'm not sure we haven't seen that again, recently, not in oil and gas, but in housing, commercial property, and that type of stuff. It's almost a repeat of Penn Square, I think.

CB Sr: On the larger banks, un huh.

CB Jr: You can dress it up on paper, whether you're talking about Fannie Mae or one of the hundred and some banks that failed last year, or the sixty-five so far this year.

CB Sr: Oh really, I didn't know that.

MJH: What other changes would have been striking to you? You've talked some about the banks that have gone from handshake deals to regulations and so forth. What have you seen in the community at large? I mean, you were talking about bridge parties and golf tournaments and all that stuff. Have you seen that change...?

CB Sr: The bridge [games] is gone by the wayside. I think there's still one... Isn't there still one men's bridge club?

CB Jr: Yeah, one men's and one women's. I think people are a lot busier than they used to be, or think they are. Television and...

The Hooker bank was the first bank in Texas County to reach a million dollars in assets. I've got that article somewhere on my desk. That changed the... Hooker's actually stayed fairly stagnant. It was bigger earlier than it is now. When Guymon got the courthouse and Goodwell got Panhandle State University, and Hooker's kind of hanging out on its own.

MJH: As an agricultural center, do you get much of an economic boost from Seaboard...?

CB Jr: That's a matter of opinion. There's a lot of people that have moved in. That's the other change we've had. We've had a big ethnic change here. Guymon says their school is fifty percent Hispanic. I'm not sure we're not close, in the grade school, for sure. That's a cultural change, and it has made a lot of difference. You see that in banking, or in the grocery store—anywhere you go. In the school system has changed. You used to have a teacher. Now you have a teacher and an interpreter in each class. Two teachers try to teach through the language barrier. Things like that. And I don't know—there's a turning point there...

CB Sr: For awhile, you didn't have very many Spanish, Mexican customers, because they kept their cash, or sent it to Mexico.

CB Jr: The Spanish are real untrusting of banks. However, we started with the Hispanics in here in the feedlot industry, thirty years ago, and had a rapport built with them. The Seaboard deal is more of a transient-type worker. They go from Texas to Guymon to Liberal to Dodge [City] to Garden [City], and then they repeat that cycle. It's a different family value. They live with multiple generations in one house, because they're not real segregated in their socializing.

CB Sr: Fortunately, we have a group here that takes part in the schools, and in the community. Guymon has had a little problem, but so far, that I know of, anyway, we haven't had any problem in the school. The children accept...

CB Jr: But I don't know... Hooker was... Tyrone, it's the next town down, and it used to be a sort of booming community, now it's a community of Liberal, primarily. I think the biggest change in Hooker in my period of time is Wal-Mart. We've got a Wal-Mart on both sides; there's one in Guymon and one in Liberal. So then, here goes the retail stores; out with the mom-and-pop operations...

CB Sr: The drugstores and the pharmacies. The pharmacies are in Liberal or Guymon.

CB Jr: So to pinpoint...I'm probably a little prejudiced. That's a real long answer to your Seaboard issue. It hasn't been a real benefit, I don't think, to the local ag community, other than, maybe, a little better pricing on the products. That's a two or three percent type price change, maybe.

MJH: Would it be safe to say, then, that agriculture is still the driver of your bank, in terms of loans and such?

CB Jr: We're about sixty percent direct ag. But in this area, you have some oil and gas, and ag—I mean, whether it's crops or animals, it's ag. We don't have a lot of diversity here. Liberal has some light manufacturing, things like that. Guymon, actually, is almost a service industry to the hog deal.

MJH: The first time I drove by Seaboard—I have just gone east to west, and when I passed by, I didn't know what it was.

CB Jr: But then they're doing that, and then the biodiesel—there's a by-product plant behind that, and there's another something behind that...

MJH: Let me ask you an overall question: What has being a community banker mean to you? I mean, I hear that—community banking as opposed to something else: big city, or corporate, or something.

CB Jr: To me, a community bank is long-term issue. As I say, the bank is ninety-eight years old. That, to me, is a community bank. We're not probably as profit oriented as, maybe, a Penn Square or Citibank or Bank of New York—that type of thing. We're here for the long run. And, you're dealing with your friends, and you want them to succeed. It would be a little more partnership type logic than just a business relationship.

MJH: Are you active in the OBA or the Community Bankers Association?

CB Jr: We're a member in all of them. I'm not politically active; I'll just put it that way. My son, who's in the bank now, he's been there, going on six years. He's a little more active than I am in that side of it.

CB Sr: He's worked in the Oklahoma City banks...

CB Jr: But that's a little bit of a personality difference too. He's more outgoing than I am.

MJH: What's his name?

CB Jr: Shannon. S-H-A-N-O-N.

CB Sr: He worked in several banks in Oklahoma City, didn't he?

CB Jr: No, he worked in Norman, at the Republic Bank, and he worked at the First in Guthrie bank. That was actually a workout deal—they hired him as a clean-up guy. Then he worked...He was in the Oklahoma City area for six or seven years, after school.

MJH: So that would be—the third generation. You kind of skipped your dad, in terms of...

CB Jr: It would be the fourth generation. We did skip a generation. However, there was family in it, so, of direct family, with the Wilson family, he'll be the fourth generation.

MJH: Do you have any thoughts about where your business is, your kind of bank, or your specific bank—where you are now, looking ahead five years—what are your thoughts about where a smaller town, community bank is headed?

CB Jr: I think it's promising. I may be a little like my grandfather—I'm pretty optimistic. We don't have a lot of growth. What I tell my son, is just hit singles. We're not hitting home runs; we're just hitting singles and getting on base. We're playing a game that's fairly boring, actually, we just kind of sit there.

CB Sr: We're the hub of the town.

CB Jr: We employ twenty-five people, and pay a million plus in salary every year. So it makes a difference in a town of 1,800.

MJH: Is that the population—about 1,800?

CB Jr: I don't have the new census, but that's about in the ballpark. Seventeen something, I think it was.

MJH: Any thoughts about all the regulations that seem to be raining down on our heads now?

CB Jr: Banking has always been the most regulated industry there is. Some of it's asinine, for [lack of] a better word. If you're doing business, and doing it correctly, you're going to do that kind of stuff. You don't want to get me started on that, probably! The change there has been in the last twenty years has just been, amazing, what's happened! You've got politicians trying to regulate an industry that they don't understand. We're actually policing now. We police money laundering, and illegal immigration, of course identity theft, and everything else. They want us to be the...And of course, money laundering, and then you get drug money from whatever source, and we're supposed to police that and tell them if we spend something and do that. I saw a quote the other day. A guy said he had 1.2 people in compliance for every person he had on staff working. He said, if you were a construction company, and you had to have one person to watch the other guy for OSHA purposes, you...it wouldn't work. And that's what they're doing to banking. I actually have about two

people, full-time—ten percent of my staff is full-time compliance. And of course, the rest of us are having to deal with it, non-stop.

But this newest deal—they're making it where we can't make a residential home loan, legally. We're going to have a regulation issue, or a violation, or something in it. I've got one person, and that's all they do, is residential real estate, because it's so meticulous. And, I mean, you file that, too, whether it's a \$20,000 home or a \$2 million home. They have actually, in my opinion, gone to the other extreme. A few years ago, they wanted everybody to own a home. Now they're making it where you can't own a home. It's almost impossible.

MJH: And your granddad used to have a pad of notes!

CB Jr: Yep. And then, back to your community banker theory, we're part of the community, and we intend to be here from now on. We're doing things in the safest, most reasonable manner for our own perseverance, for our own survival. They don't have to regulate that!

Laughter...

But it's hard to regulate every bank, by the same set of rules. Just like every farm. I mean, we follow the same set of farm rules that you do in Illinois or Georgia or California or wherever. It's all—it's getting so nationalized that you can't write laws for every group, and for everything. But they're trying!

MJH: Well, you've got a lot of company out there, with people who are getting kind of fed up with it.

If I didn't have to run on to Beaver, I'd stick around. This is the most delightful place I've been yet!

CB Jr: I appreciate you, Michael...

End