

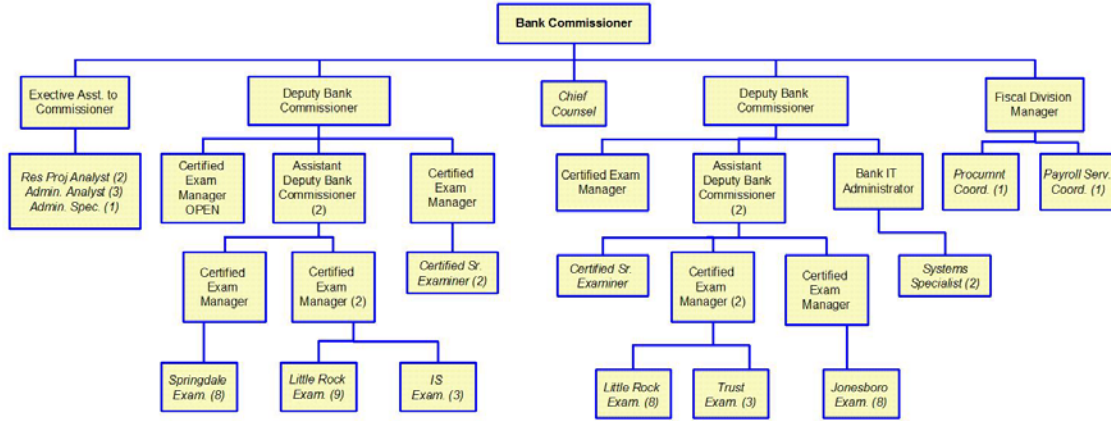
Arkansas State Bank Department

Strategic Plan



2016

Effective June 21, 2015



Arkansas State Bank Department
AGENCY 0405
Organization Chart

MISSION STATEMENT

The mission of the State Bank Department is to efficiently allocate available human and other resources existing in our Examination, Information Technology and Administrative Services Divisions to maintain a legal and regulatory structure for Arkansas that provides the public with convenient, safe and competitive banking, which allows for economic development within this State.

VISION STATEMENT

To provide an efficient structure for safe and sound economic stability in all financial institutions.

ACTION PLAN: Examination/Regulation

OBJECTIVE: Continue to efficiently strengthen the examination/regulation program.

GOAL #1: Continue to discharge areas of responsibility in an efficient and timely manner.

STRATEGIES:

- A. Maintain maximum commercial examination schedule of 36 months while accepting intermediate examination reports from federal regulatory agencies
- B. Maintain and distribute examination frequency policy to include requirements of the Cooperative Agreements with Federal Deposit Insurance Corporation and Federal Reserve Bank.
- C. Coordinate different types of examinations when feasible (i.e. commercial, trust, to reduce time in banks)
- D. Maintain ALERT, GENESYS and ETS on all examiner laptops
- E. Continue role of Senior Examiner in management level of responsibility
- F. Maintain examination and monitoring procedures for large or complex banking organizations
- G. Maintain NED (National Examination Database) and BOND access for all appropriate personnel
- H. Maintain FDIC Extranet access for all personnel
- I. Maintain access to FinCen Database
- J. Continue to identify and incorporate technology into examination process

GOAL #2 Maintain effective off-site monitoring.

STRATEGIES:

- A. Experienced examiners will be assigned responsibility for off-site monitoring of certain banks
- B. Self-examination reports with identified problems are given to Assistant Deputy Bank Commissioners. Remaining reports are available to Certified Bank Examiner Managers through electronic format. Maintain monthly problem bank list from self-examination program and distribute to Commissioner, Deputy Bank Commissioners, Assistant Deputy Bank Commissioners and Group Supervisors
- C. Follow-up on questionable items should be made prior to the next month's self examination report
- D. Maintain problem bank list database and watch list database
- E. Maintain automated review of self-examination reports

GOAL #3 Develop and review policy/regulation/legislation.

STRATEGIES:

- A. Identify subject matter
- B. Assign areas of responsibility
- C. Research, formulate, and/or revise existing/new policy, regulation, or legislation
- D. Implement final policy, regulation, or legislation
- E. Review existing policies/regulations on an as needed basis due to legal, regulatory and industry changes

MEASUREMENT:

- 1) Monthly analysis of examination schedule by Assistant Deputy Bank Commissioners

- 2) Modification of commercial report, new technologies and procedures, as needed

REPORTING REQUIREMENTS:

- 1) Executive Committee Meetings
- 2) Bi-monthly Supervisors Meetings
- 3) Bi-monthly Advisory Committee Meetings

ACTION PLAN: Career Development/Education/Training

OBJECTIVE: Implement departmental guidelines applicable to training for examination, administrative, information technology, and support staff personnel.

GOAL #1 Identify external schools and seminars for training of personnel.

STRATEGIES:

- A. Continuing analysis of schools and seminars
- B. Determine schools and seminars best suited for external training with emphasis on local/regional basis availability
- C. Assign schools as necessary based on Career Path, OPM guidelines and personnel needs
- D. Solicit information from ASBD staff, trade associations, and federal agencies for additional training courses available
- E. Enhance use of on-line avenues (Shark, Rapid Response, Ask the Fed)
- F. Modification of commercial report, new technologies and procedures, as needed

GOAL #2 Identify internal training programs for personnel.

STRATEGIES:

- A. Determine schools and seminars best suited for internal training
- B. Identify available instructors:
 - 1. State/federal agency representatives
 - 2. Private/academic sector
 - 3. Maintain reference pool of qualified trainers/instructors (in-house)
- C. Conduct annual Training Session

- D. Schedule additional training on an as needed basis
- E. Conduct Rules and Regulations training periodically

GOAL #3 Maintain nucleus of in-house instructors.

STRATEGIES:

- A. Identify existing and potential instructors and conduct/schedule instructor training
- B. Maintain database for instructors listing:
 - 1. Courses for which they are trained
 - 2. Dates on which they instructed
 - 3. Level of personnel instructed
 - 4. Organization which sponsored course instruction
- C. Identify minimum training standards for instructors, basic course outline

GOAL #4 Continue Examiner Review Program.

STRATEGIES:

- A. Assistant Deputy Bank Commissioners to interview trainees on a six and eleven month basis after performance evaluations during probationary period utilizing an established format of questions
- B. Assistant Deputy Bank Commissioners provide feedback to Certified Bank Examiner Managers and Certified Bank Examiner Manager/Training
- C. Complete “rookie sheet” for at least the first two years on trainees, and loan/EIC rookie sheet for juniors once a year. Assistant Deputy Bank Commissioners to review rookie sheet using automated database
- D. Assistant Deputy Bank Commissioners and supervisors to meet with trainee and assistant examiners to review measurement test at 6, 12, 18 and 24 months
- E. Ensure Commissioner is notified of performance problems prior to submission of performance evaluations

MEASUREMENT:

- 1) Monthly monitoring of budget expenditures
- 2) Monitoring of individual employee progression in present job duties

REPORTING RESPONSIBILITIES:

- 1) Bi-monthly Supervisors Meetings

ACTION PLAN: Communication

OBJECTIVE: Maintain effective communication with bankers, general public, public entities, department personnel and regulatory agencies.

GOAL #1 Maintain effective communication with bankers.

STRATEGIES:

- A. Hold an annual "Day With The Commissioner" program to address current banking issues
- B. Encourage directors to see the examination process, attend exit meetings, and talk informally with examination personnel, include statement in pre-exam packet to directors
- C. Department personnel to attend ABA group meetings, and ABA/ACB conventions and seminars
- D. Commissioner, Deputy Bank Commissioners, and Assistant Deputy Bank Commissioners will visit banks for communication outreach
- E. Maintain information packet and website information on benefits of being a state-chartered bank
- F. Provide examiners and bankers with information regarding benefits of CSBS Membership, maintain information on website
- G. Maintain Commissioner's newsletter to bankers on a quarterly basis
- H. Bank Management Training presented by ASBD staff members
- I. All new bank directors are required to attend Director training

GOAL #2: Maintain effective communication with other regulators.

STRATEGIES:

- A. Schedule meetings with federal regulatory agencies as needed

- B. Confer with federal regulatory agencies concerning examination schedules, enforcement actions, and economic and industry trends
- C. Invite other regulators to in-house training sessions
- D. Even month conference calls with FDIC and FED to monitor report progress and other matters
- E. Plan annual meeting with Federal Reserve, St. Louis

GOAL #3: Maintain effective communication with department employees.

STRATEGIES:

- A. Stress the role of the Advisory Committee to help promote efficiencies and cohesiveness of the different exam teams and the field and office staff, Chairman of committee to report to supervisors after each meeting (verbal report or copy of minutes)
- B. Assistant Deputy Bank Commissioners to work with each group
- C. Commissioner, Deputy Bank Commissioners, or Assistant Deputy Bank Commissioners to visit examination groups on a monthly basis
- D. Maintain open lines of communication throughout the organization

GOAL #4: Maintain effective communication with the general public.

STRATEGIES:

- A. Actively participate in workshops and schools
- B. Maintain use of Internet to disseminate information
- C. Commissioner to speak at civic organizations

GOAL #5: Maintain effective communication with public entities.

STRATEGIES:

- A. Invite the Governor's liaison to the department to observe its function

- B Communicate with legislature on current banking issues
- C. Continue participation in College Career Days and participate in the active recruitment of students from colleges and universities

MEASUREMENT:

- 1) Monthly monitoring of desired results

REPORTING REQUIREMENTS:

- 1) Executive Committee Meetings
- 2) Bi-monthly Supervisors Meetings

ACTION PLAN: Physical Resources

OBJECTIVE: Acquire necessary physical resources in order to efficiently perform duties of the department.

GOAL #1 Determine information technology equipment needs and acquire necessary items annually.

STRATEGIES:

- A. Assess equipment needs
- B. Develop Information Technology Plan by July 1 of each year
- C. Seek advice of Executive Committee and approval of Office of Information Technology when necessary
- D. Prepare bids
- E. Award bids
- F. Maintain procedures to ensure timely repair and return of malfunctioning equipment

GOAL #2: Determine vehicle needs.

STRATEGIES:

- A. Assess needs for additional vehicles and appropriate models
- B. Determine existing vehicles to be replaced
- C. Request bids to be completed
- D. Award bids

GOAL #3: Determine other capital outlay needs.

STRATEGIES:

- A. Assess needs for additional furniture, fixtures and equipment
- B. Determine need to replace existing furniture, fixtures and equipment
- C. Prepare appropriate bid documents
- D. Award bids

ACTION PLAN: Information Technology

OBJECTIVE: Develop and enhance electronic information technology.

GOAL #1 Maintain an Information Technology Plan to efficiently and effectively monitor and project information technology needs.

STRATEGIES:

- A. Maintain IT standards
- B. Approve annual Information Technology Plan
- C. Implement Information Technology Plan
- D. Maintain databases and examination tools
- E. Maintain imaging system
- F. Maintain security procedures

MEASUREMENT:

- 1) Monitoring of program status
- 2) Evaluation of completed applications and anticipated progress to determine effectiveness and efficiency

REPORTING REQUIREMENTS:

- 1) Executive Committee Meetings
- 2) Bi-monthly Supervisors Meeting

ACTION PLAN: Employee Enrichment

OBJECTIVE: Improve quality of life, benefits, morale and overall employee perspective in the department.

GOAL #1 Encourage positive reinforcement from all levels of the department.

STRATEGIES:

- A. Encourage positive verbal and/or written commendations and support
- B. Use constructive criticism, not destructive criticism, when criticism is warranted
- C. Encourage employees to seek continued education courses other than required criteria
- A. Encourage employee input on regulatory strategies, encouraging suggestions for effective examinations and department efficiencies

GOAL #2: Continue Strategic Planning Conference.

STRATEGIES:

- A. Establish date and location
- B. Solicit input from staff
- C. Formulate Strategic Plan
- D. Establish time for mid-year review of identified goals and objectives

GOAL #3 Address yearly strategic plan survey

STRATEGIES:

- A. Establish and modify guidelines of survey as needed
- B. Combine survey results into plan

- C. Review survey results at annual conference

MEASUREMENT:

- 1) Periodic evaluation of program effectiveness
- 2) Yearly evaluation of survey effectiveness

REPORTING REQUIREMENTS:

- 1) Executive Committee Meetings
- 2) Bi-monthly Supervisors Meetings
- 3) Annual Strategic Planning conference
- 4) One full staff meeting a year

EXECUTIVE COMMITTEE

PURPOSE:	The purpose of the Executive Committee is to implement effective and efficient policies and to improve communications throughout the department.
MEMBERSHIP:	Bank Commissioner, Deputy Bank Commissioners, Assistant Deputy Bank Commissioners, Fiscal Division Manager, Staff Attorney, Bank IT Administrator, Executive Assistant to Commissioner,
FREQUENCY:	Weekly
AGENDA:	Primary responsibility of each member to report activity, issues, and agenda within their respective areas of responsibility.
CHAIRMAN:	Bank Commissioner
SECRETARY:	Executive Assistant to Commissioner
REPORTING:	Bank Commissioner
CURRENT MEMBERS:	Candy Franks Luther Guinn Susannah Marshall Wilks Marshall Richard Buzbee Gail Green Baker Moseley Robert Hughes Cynthia Nixon Michael Saunders John Ahlen

SUPERVISORS' COMMITTEE

PURPOSE:	To discuss administrative, supervisory, regulatory, and examination issues.	
MEMBERSHIP:	Bank Commissioner, Deputy Bank Commissioners, Assistant Deputy Bank Commissioners, Staff Attorney, Certified Bank Examiner Managers, (Commercial, Trust, BHC and IS), Certified Bank Examiner Manager (FA), Bank Examiner Manager for Training, Bank IT Administrator, Fiscal Division Manager, Executive Assistant to Commissioner	
FREQUENCY:	Second Monday of odd months	
AGENDA:	Outstanding (Unresolved) Issues Safety and Soundness Policies and Procedures Personnel Advisory Committee Report New Business Summary - Assign Responsibilities, Establish Time Frames	
SECRETARY:	Cynthia Nixon	
CHAIRPERSON:	Deputy Commissioner	
REPORTING:	Executive Committee	
CURRENT MEMBERS:	Candace Franks Michael Saunders Baker Moseley Luther Guinn Wilks Marshall Richard Buzbee Jeff Cameron Robert Hughes Bob Henry	Stacey Leder Gary Bush Susannah Marshall John Ashby Richard Plotkin Gail Green Cynthia Nixon John Householder

PERFORMANCE EVALUATION COMMITTEE

PURPOSE:	To review Performance Evaluations to ensure methodology employed consistently meets the specifications of law.
MEMBERSHIP:	Bank Commissioner, Deputy Bank Commissioners, and Fiscal Division Manager
FREQUENCY:	On Call
AGENDA:	Review performance evaluations submitted to ensure conformance with purpose stated above.
CHAIRPERSON:	Bank Commissioner
REPORTING:	Bank Commissioner
CURRENT MEMBERS:	Candace Franks Luther Guinn Susannah Marshall Gail Green

ADVISORY COMMITTEE

PURPOSE: Identify and present issues of concern regarding examination practices and examiner issues, including suggestions for examination practices and efficiencies.

MEMBERSHIP: One examiner from each commercial group and one from each specialty group (as needed) one support staff member and one alternate designee. Rotated on annual basis.

FREQUENCY: Second Monday of odd months

AGENDA: Identify Issues of Concern
Recommend Method of Resolution
Establish Time Frames

CHAIRPERSON: Determined by Executive Committee

SECRETARY: To be determined by Committee. Minutes to be distributed to committee members by following Monday.

REPORTING: Supervisors' Committee

CURRENT MEMBERS:

J.D. Chambliss	Jordan Hurst
Kent Darr	Scott Smith
Raychel Pendergist	Dharmin Patel
Matt Rose	Lance Nutt
Michael Green	Jeff Cameron
Mark Rye	Stacey Leder
Lori Morrison	Wilks Marshall
Jack Powell	Greg Langley
Devan May	

ACCREDITATION COMMITTEE

PURPOSE:	To perform annual reviews relating to the CSBS accreditation program; prepare re-accreditation data; and submit results of the reviews and/or re-accreditation preparation to CSBS.
MEMBERSHIP:	Commissioner, Deputy Bank Commissioners, Assistant Deputy Bank Commissioners, Fiscal Division Manager and a coordinator appointed by the Bank Commissioner
FREQUENCY:	Annually in January or on call
AGENDA:	Discuss assignment of responsibility for completion of annual reviews or re-accreditation reports. Establish Time Frames Review Final Prepared Materials
COORDINATOR:	Jack Powell
SECRETARY:	Appointed by Bank Commissioner, if needed
REPORTING:	Bank Commissioner
CURRENT MEMBERS:	Candace Franks Luther Guinn Wilks Marshall Gail Green Jack Powell John Ahlen Richard Buzbee Susannah Marshall Michael Saunders Baker Moseley

DISASTER COMMITTEE

PURPOSE: To support the banking industry as well as the Bank Department in a widespread emergency.

MEMBERSHIP: As appointed by the Commissioner or Committee Chairman.

FREQUENCY: Quarterly/as needed

AGENDA: Maintain a Statewide Catastrophic Disaster Policy/COOP.

CHAIRMAN: John Ashby

SECRETARY: To be selected and rotated by the Committee

REPORTING: Exec Committee

CURRENT MEMBERS: John Ashby
Susannah Marshall
Robert Hughes
Cynthia Nixon
Gail Green
John Householder
Ken Leavell
Richard Buzbee
Michael Green
Kevin Mosley
John Ahlen