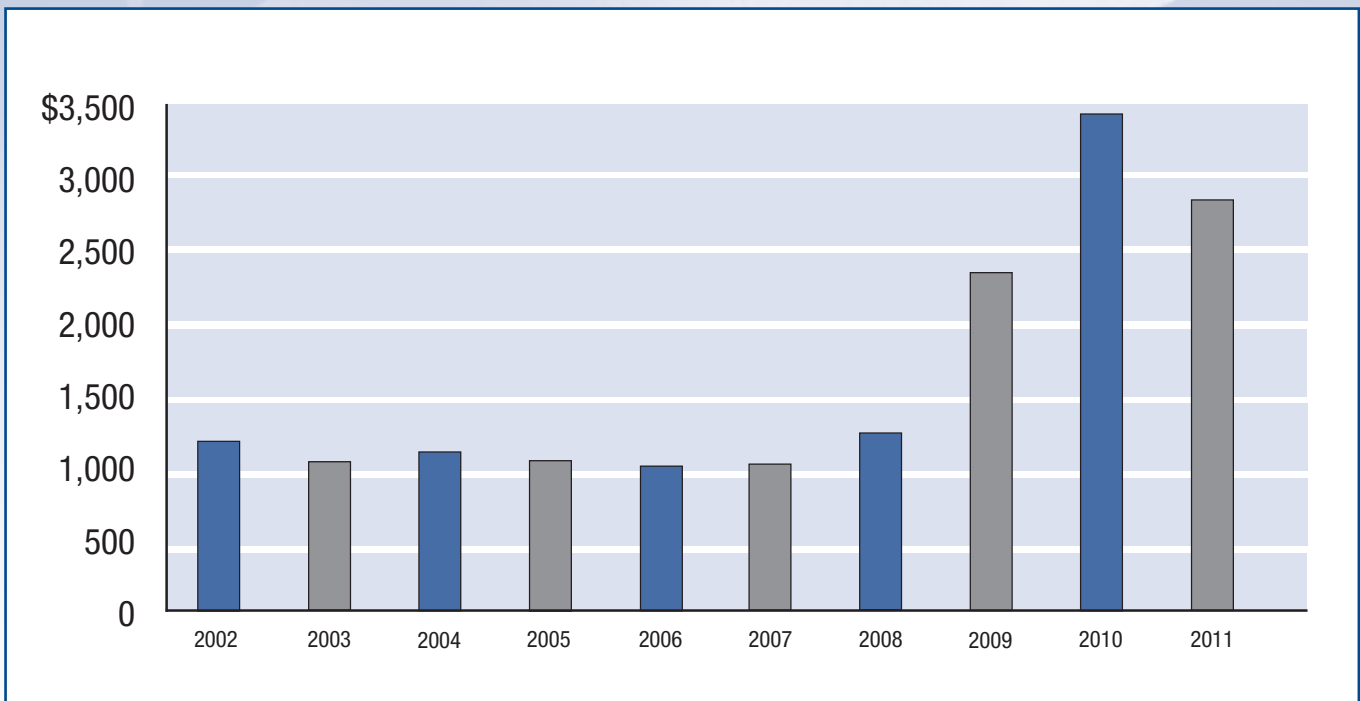


## 6. APPENDICES

### FDIC Expenditures 2002-2011

Dollars in Millions



#### A. KEY STATISTICS

The FDICs Strategic Plan and Annual Performance Plan provide the basis for annual planning and budgeting for needed resources. The 2011 aggregate budget (for corporate, receivership, and investment spending) was \$3.88 billion, while actual expenditures for the year were \$2.83 billion, about \$590 million less than 2010 expenditures.

Over the past decade the FDIC's expenditures have varied in response to workload. After peaking in 2010, expenditure levels subsided in 2011, largely due to decreasing resolution and receivership activity.

### FDIC Actions on Financial Institutions Applications 2009–2011

	2011	2010	2009
<b>Deposit Insurance</b>	10	16	19
Approved <sup>1</sup>	10	16	19
Denied	0	0	0
<b>New Branches</b>	442	461	521
Approved	442	459	521
Denied	0	2	0
<b>Mergers</b>	206	182	190
Approved	206	182	190
Denied	0	0	0
<b>Requests for Consent to Serve<sup>2</sup></b>	876	839	503
Approved	875	839	503
Section 19	24	10	20
Section 32	851	829	483
Denied	1	0	0
Section 19	0	0	0
Section 32	1	0	0
<b>Notices of Change in Control</b>	21	33	18
Letters of Intent Not to Disapprove	21	33	18
Disapproved	0	0	0
<b>Brokered Deposit Waivers</b>	84	66	35
Approved	83	65	34
Denied	1	1	1
<b>Savings Association Activities<sup>3</sup></b>	30	31	39
Approved	30	31	39
Denied	0	0	0
<b>State Bank Activities/Investments<sup>4</sup></b>	9	3	2
Approved	9	3	2
Denied	0	0	0
<b>Conversion of Mutual Institutions</b>	6	2	6
Non-Objection	6	2	6
Objection	0	0	0

<sup>1</sup> Includes deposit insurance application filed on behalf of: (1) newly organized institutions, (2) existing uninsured financial services companies seeking establishment as an insured institution, and (3) interim institutions established to facilitate merger or conversion transactions, and applications to facilitate the establishment of thrift holding companies.

<sup>2</sup> Under Section 19 of the Federal Deposit Insurance (FDI) Act, an insured institution must receive FDIC approval before employing a person convicted of dishonesty or breach of trust. Under Section 32, the FDIC must approve any change of directors or senior executive officers at a state nonmember bank that is not in compliance with capital requirements or is otherwise in troubled condition.

<sup>3</sup> Amendments to Part 303 of the FDIC Rules and Regulations changed FDIC oversight responsibility in October 1998. In 1998, Part 303 changed the Delegations of Authority to act upon applications.

<sup>4</sup> Section 24 of the FDI Act, in general, precludes a federally insured state bank from engaging in an activity not permissible for a national bank and requires notices to be filed with the FDIC.

**Compliance, Enforcement, and Other Related Legal Actions 2009–2011**

	2011	2010	2009
<b>Total Number of Actions Initiated by the FDIC</b>	550	758	551
<b>Termination of Insurance</b>			
<b>Involuntary Termination</b>			
Sec. 8a For Violations, Unsafe/Unsound Practices or Conditions	0	0	0
<b>Voluntary Termination</b>			
Sec. 8a By Order Upon Request	0	0	0
Sec. 8p No Deposits	7	4	4
Sec. 8q Deposits Assumed	2	1	2
<b>Sec. 8b Cease-and-Desist Actions</b>			
Notices of Charges Issued*	7	1	3
Consent Orders	183	372	302
<b>Sec. 8e Removal/Prohibition of Director or Officer</b>			
Notices of Intention to Remove/Prohibit	11	10	2
Consent Orders	100	111	64
<b>Sec. 8g Suspension/Removal When Charged With Crime</b>	1	0	0
<b>Civil Money Penalties Issued</b>			
Sec. 7a Call Report Penalties	0	0	1
Sec. 8i Civil Money Penalties	193	212	154
Sec. 8i Civil Money Penalty Notices of Assessment	5	8	0
<b>Sec. 10c Orders of Investigation</b>	29	15	10
<b>Sec. 19 Waiver Orders</b>			
Approved Section 19 Waiver Orders	10	24	12
Denied Section 19 Waiver Orders	1	0	0
<b>Sec. 32 Notices Disapproving Officer/Director's Request for Review</b>	0	0	0
<b>Truth-in-Lending Act Reimbursement Actions</b>			
Denials of Requests for Relief	0	0	0
Grants of Relief	0	0	0
Banks Making Reimbursement*	84	64	94
<b>Suspicious Activity Reports (Open and closed institutions)*</b>	125,460	126,098	128,973
<b>Other Actions Not Listed</b>	8	1	0

\*These actions do not constitute the initiation of a formal enforcement action and, therefore, are not included in the total number of actions initiated.

### Estimated Insured Deposits and the Deposit Insurance Fund, December 31, 1934, through December 31, 2011

DOLLARS IN MILLIONS (except Insurance Coverage)

YEAR	INSURANCE COVERAGE <sup>1</sup>	DEPOSITS IN INSURED INSTITUTIONS		INSURANCE FUND AS A PERCENTAGE OF			
		TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS <sup>2</sup>	PERCENTAGE OF INSURED DEPOSITS	DEPOSIT INSURANCE FUND	TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS
2011	\$250,000	\$8,779,282	\$6,979,126	79.5	\$11,826.5	0.13	0.17
2010	250,000	7,887,732	6,315,302	80.1	(7,352.2)	(0.09)	(0.12)
2009	250,000	7,705,353	5,407,757	70.2	(20,861.8)	(0.27)	(0.39)
2008	100,000	7,505,409	4,750,783	63.3	17,276.3	0.23	0.36
2007	100,000	6,921,678	4,292,211	62.0	52,413.0	0.76	1.22
2006	100,000	6,640,097	4,153,808	62.6	50,165.3	0.76	1.21
2005	100,000	6,229,823	3,891,000	62.5	48,596.6	0.78	1.25
2004	100,000	5,724,775	3,622,213	63.3	47,506.8	0.83	1.31
2003	100,000	5,224,030	3,452,606	66.1	46,022.3	0.88	1.33
2002	100,000	4,916,200	3,383,720	68.8	43,797.0	0.89	1.29
2001	100,000	4,565,068	3,216,585	70.5	41,373.8	0.91	1.29
2000	100,000	4,211,895	3,055,108	72.5	41,733.8	0.99	1.37
1999	100,000	3,885,826	2,869,208	73.8	39,694.9	1.02	1.38
1998	100,000	3,817,150	2,850,452	74.7	39,452.1	1.03	1.38
1997	100,000	3,602,189	2,746,477	76.2	37,660.8	1.05	1.37
1996	100,000	3,454,556	2,690,439	77.9	35,742.8	1.03	1.33
1995	100,000	3,318,595	2,663,873	80.3	28,811.5	0.87	1.08
1994	100,000	3,184,410	2,588,619	81.3	23,784.5	0.75	0.92
1993	100,000	3,220,302	2,602,781	80.8	14,277.3	0.44	0.55
1992	100,000	3,275,530	2,677,709	81.7	178.4	0.01	0.01
1991	100,000	3,331,312	2,733,387	82.1	(6,934.0)	(0.21)	(0.25)
1990	100,000	3,415,464	2,784,838	81.5	4,062.7	0.12	0.15
1989	100,000	3,412,503	2,755,471	80.7	13,209.5	0.39	0.48
1988	100,000	2,337,080	1,756,771	75.2	14,061.1	0.60	0.80
1987	100,000	2,198,648	1,657,291	75.4	18,301.8	0.83	1.10
1986	100,000	2,162,687	1,636,915	75.7	18,253.3	0.84	1.12
1985	100,000	1,975,030	1,510,496	76.5	17,956.9	0.91	1.19
1984	100,000	1,805,334	1,393,421	77.2	16,529.4	0.92	1.19

### Estimated Insured Deposits and the Deposit Insurance Fund, December 31, 1934, through December 31, 2011

DOLLARS IN MILLIONS (except Insurance Coverage)

CONTINUED

YEAR	INSURANCE COVERAGE <sup>1</sup>	DEPOSITS IN INSURED INSTITUTIONS		PERCENTAGE OF INSURED DEPOSITS	DEPOSIT INSURANCE FUND	INSURANCE FUND AS A PERCENTAGE OF	
		TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS <sup>2</sup>			TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS
1983	100,000	1,690,576	1,268,332	75.0	15,429.1	0.91	1.22
1982	100,000	1,544,697	1,134,221	73.4	13,770.9	0.89	1.21
1981	100,000	1,409,322	988,898	70.2	12,246.1	0.87	1.24
1980	100,000	1,324,463	948,717	71.6	11,019.5	0.83	1.16
1979	40,000	1,226,943	808,555	65.9	9,792.7	0.80	1.21
1978	40,000	1,145,835	760,706	66.4	8,796.0	0.77	1.16
1977	40,000	1,050,435	692,533	65.9	7,992.8	0.76	1.15
1976	40,000	941,923	628,263	66.7	7,268.8	0.77	1.16
1975	40,000	875,985	569,101	65.0	6,716.0	0.77	1.18
1974	40,000	833,277	520,309	62.4	6,124.2	0.73	1.18
1973	20,000	766,509	465,600	60.7	5,615.3	0.73	1.21
1972	20,000	697,480	419,756	60.2	5,158.7	0.74	1.23
1971	20,000	610,685	374,568	61.3	4,739.9	0.78	1.27
1970	20,000	545,198	349,581	64.1	4,379.6	0.80	1.25
1969	20,000	495,858	313,085	63.1	4,051.1	0.82	1.29
1968	15,000	491,513	296,701	60.4	3,749.2	0.76	1.26
1967	15,000	448,709	261,149	58.2	3,485.5	0.78	1.33
1966	15,000	401,096	234,150	58.4	3,252.0	0.81	1.39
1965	10,000	377,400	209,690	55.6	3,036.3	0.80	1.45
1964	10,000	348,981	191,787	55.0	2,844.7	0.82	1.48
1963	10,000	313,304	177,381	56.6	2,667.9	0.85	1.50
1962	10,000	297,548	170,210	57.2	2,502.0	0.84	1.47
1961	10,000	281,304	160,309	57.0	2,353.8	0.84	1.47
1960	10,000	260,495	149,684	57.5	2,222.2	0.85	1.48
1959	10,000	247,589	142,131	57.4	2,089.8	0.84	1.47
1958	10,000	242,445	137,698	56.8	1,965.4	0.81	1.43
1957	10,000	225,507	127,055	56.3	1,850.5	0.82	1.46
1956	10,000	219,393	121,008	55.2	1,742.1	0.79	1.44

## Estimated Insured Deposits and the Deposit Insurance Fund, December 31, 1934, through December 31, 2011

DOLLARS IN MILLIONS (except Insurance Coverage)

CONTINUED

YEAR	INSURANCE COVERAGE <sup>1</sup>	DEPOSITS IN INSURED INSTITUTIONS		PERCENTAGE OF INSURED DEPOSITS	DEPOSIT INSURANCE FUND	INSURANCE FUND AS A PERCENTAGE OF	
		TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS <sup>2</sup>			TOTAL DOMESTIC DEPOSITS	EST. INSURED DEPOSITS
1955	10,000	212,226	116,380	54.8	1,639.6	0.77	1.41
1954	10,000	203,195	110,973	54.6	1,542.7	0.76	1.39
1953	10,000	193,466	105,610	54.6	1,450.7	0.75	1.37
1952	10,000	188,142	101,841	54.1	1,363.5	0.72	1.34
1951	10,000	178,540	96,713	54.2	1,282.2	0.72	1.33
1950	10,000	167,818	91,359	54.4	1,243.9	0.74	1.36
1949	5,000	156,786	76,589	48.8	1,203.9	0.77	1.57
1948	5,000	153,454	75,320	49.1	1,065.9	0.69	1.42
1947	5,000	154,096	76,254	49.5	1,006.1	0.65	1.32
1946	5,000	148,458	73,759	49.7	1,058.5	0.71	1.44
1945	5,000	157,174	67,021	42.6	929.2	0.59	1.39
1944	5,000	134,662	56,398	41.9	804.3	0.60	1.43
1943	5,000	111,650	48,440	43.4	703.1	0.63	1.45
1942	5,000	89,869	32,837	36.5	616.9	0.69	1.88
1941	5,000	71,209	28,249	39.7	553.5	0.78	1.96
1940	5,000	65,288	26,638	40.8	496.0	0.76	1.86
1939	5,000	57,485	24,650	42.9	452.7	0.79	1.84
1938	5,000	50,791	23,121	45.5	420.5	0.83	1.82
1937	5,000	48,228	22,557	46.8	383.1	0.79	1.70
1936	5,000	50,281	22,330	44.4	343.4	0.68	1.54
1935	5,000	45,125	20,158	44.7	306.0	0.68	1.52
1934	5,000	40,060	18,075	45.1	291.7	0.73	1.61

<sup>1</sup> The Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act) temporarily provides unlimited coverage for non-interest bearing transaction accounts for two years beginning December 31, 2010. Coverage limits do not reflect temporary increases authorized by the Emergency Economic Stabilization Act of 2008. Coverage for certain retirement accounts increased to \$250,000 in 2006. Initial coverage limit was \$2,500 from January 1 to June 30, 1934.

<sup>2</sup> Beginning in the fourth quarter 2010, estimates of insured deposits include the Dodd-Frank Act temporary unlimited coverage for non-interest bearing transaction accounts. Prior to 1989, figures are for the Bank Insurance Fund (BIF) only and exclude insured branches of foreign banks. For 1989 to 2005, figures represent sum of the BIF and Savings Association Insurance Fund (SAIF) amounts; for 2006 to 2011, figures are for DIF. Amounts for 1989 - 2011 include insured branches of foreign banks. Prior to year-end 1991, insured deposits were estimated using percentages determined from June Call and Thrift Financial Reports.

### Income and Expenses, Deposit Insurance Fund, from Beginning of Operations, September 11, 1933, through December 31, 2011

DOLLARS IN MILLIONS

YEAR	INCOME					EXPENSES AND LOSSES					
	TOTAL	ASSESSMENT INCOME	ASSESSMENT CREDITS	INVESTMENT AND OTHER	EFFECTIVE ASSESSMENT RATE <sup>1</sup>	TOTAL	PROVISION FOR INS. LOSSES	ADMIN. AND OPERATING EXPENSES <sup>2</sup>	INTEREST & OTHER INS. EXPENSES	FUNDING TRANSFER FROM THE FSLIC RESOLUTION FUND	NET INCOME/ (LOSS)
<b>TOTAL</b>	<b>\$172,116.7</b>	<b>\$115,379.3</b>	<b>\$11,392.7</b>	<b>\$68,718.9</b>		<b>\$161,430.1</b>	<b>\$130,481.0</b>	<b>\$21,356.9</b>	<b>\$9,592.2</b>	<b>\$139.5</b>	<b>\$10,826.1</b>
2011	\$16,342.0	13,499.5	0.9	2,843.4	0.1110%	(2,915.4)	(4,413.6)	1,625.4	(127.2)	0	19,257.4
2010	13,379.9	13,611.2	0.8	(230.5)	0.1772%	75.0	(847.8)	1,592.6	(669.8)	0	13,304.9
2009	24,706.4	17,865.4	148.0	6,989.0	0.2330%	60,709.0	57,711.8	1,271.1	1,726.1	0	(36,002.6)
2008	7,306.3	4,410.4	1,445.9	4,341.8	0.0418%	44,339.5	41,838.8	1,033.5	1,467.2	0	(37,033.2)
2007	3,196.2	3,730.9	3,088.0	2,553.3	0.0093%	1,090.9	95.0	992.6	3.3	0	2,105.3
2006	2,643.5	31.9	0.0	2,611.6	0.0005%	904.3	(52.1)	950.6	5.8	0	1,739.2
2005	2,420.5	60.9	0.0	2,359.6	0.0010%	809.3	(160.2)	965.7	3.8	0	1,611.2
2004	2,240.3	104.2	0.0	2,136.1	0.0019%	607.6	(353.4)	941.3	19.7	0	1,632.7
2003	2,173.6	94.8	0.0	2,078.8	0.0019%	(67.7)	(1,010.5)	935.5	7.3	0	2,241.3
2002	1,795.9	107.8	0.0	2,276.9	0.0023%	719.6	(243.0)	945.1	17.5	0	1,076.3
2001	2,730.1	83.2	0.0	2,646.9	0.0019%	3,123.4	2,199.3	887.9	36.2	0	(393.3)
2000	2,570.1	64.3	0.0	2,505.8	0.0016%	945.2	28.0	883.9	33.3	0	1,624.9
1999	2,416.7	48.4	0.0	2,368.3	0.0013%	2,047.0	1,199.7	823.4	23.9	0	369.7
1998	2,584.6	37.0	0.0	2,547.6	0.0010%	817.5	(5.7)	782.6	40.6	0	1,767.1
1997	2,165.5	38.6	0.0	2,126.9	0.0011%	247.3	(505.7)	677.2	75.8	0	1,918.2
1996	7,156.8	5,294.2	0.0	1,862.6	0.1622%	353.6	(417.2)	568.3	202.5	0	6,803.2
1995	5,229.2	3,877.0	0.0	1,352.2	0.1238%	202.2	(354.2)	510.6	45.8	0	5,027.0
1994	7,682.1	6,722.7	0.0	959.4	0.2192%	(1,825.1)	(2,459.4)	443.2	191.1	0	9,507.2
1993	7,354.5	6,682.0	0.0	672.5	0.2157%	(6,744.4)	(7,660.4)	418.5	497.5	0	14,098.9
1992	6,479.3	5,758.6	0.0	720.7	0.1815%	(596.8)	(2,274.7)	614.8 <sup>3</sup>	1,063.1	35.4	7,111.5
1991	5,886.5	5,254.0	0.0	632.5	0.1613%	16,925.3	15,496.2	326.1	1,103.0	42.4	(10,996.4)
1990	3,855.3	2,872.3	0.0	983.0	0.0868%	13,059.3	12,133.1	275.6	650.6	56.1	(9,147.9)
1989	3,494.8	1,885.0	0.0	1,609.8	0.0816%	4,352.2	3,811.3	219.9	321.0	5.6	(851.8)
1988	3,347.7	1,773.0	0.0	1,574.7	0.0825%	7,588.4	6,298.3	223.9	1,066.2	0	(4,240.7)

### Income and Expenses, Deposit Insurance Fund, from Beginning of Operations, September 11, 1933, through December 31, 2011

DOLLARS IN MILLIONS

CONTINUED

YEAR	INCOME					EXPENSES AND LOSSES					
	TOTAL	ASSESSMENT INCOME	ASSESSMENT CREDITS	INVESTMENT AND OTHER	EFFECTIVE ASSESSMENT RATE <sup>1</sup>	TOTAL	PROVISION FOR INS. LOSSES	ADMIN. AND OPERATING EXPENSES <sup>2</sup>	INTEREST & OTHER INS. EXPENSES	FUNDING TRANSFER FROM THE FSLIC RESOLUTION FUND	NET INCOME/ (LOSS)
1987	3,319.4	1,696.0	0.0	1,623.4	0.0833%	3,270.9	2,996.9	204.9	69.1	0	48.5
1986	3,260.1	1,516.9	0.0	1,743.2	0.0787%	2,963.7	2,827.7	180.3	(44.3)	0	296.4
1985	3,385.5	1,433.5	0.0	1,952.0	0.0815%	1,957.9	1,569.0	179.2	209.7	0	1,427.6
1984	3,099.5	1,321.5	0.0	1,778.0	0.0800%	1,999.2	1,633.4	151.2	214.6	0	1,100.3
1983	2,628.1	1,214.9	164.0	1,577.2	0.0714%	969.9	675.1	135.7	159.1	0	1,658.2
1982	2,524.6	1,108.9	96.2	1,511.9	0.0769%	999.8	126.4	129.9	743.5	0	1,524.8
1981	2,074.7	1,039.0	117.1	1,152.8	0.0714%	848.1	320.4	127.2	400.5	0	1,226.6
1980	1,310.4	951.9	521.1	879.6	0.0370%	83.6	(38.1)	118.2	3.5	0	1,226.8
1979	1,090.4	881.0	524.6	734.0	0.0333%	93.7	(17.2)	106.8	4.1	0	996.7
1978	952.1	810.1	443.1	585.1	0.0385%	148.9	36.5	103.3	9.1	0	803.2
1977	837.8	731.3	411.9	518.4	0.0370%	113.6	20.8	89.3	3.5	0	724.2
1976	764.9	676.1	379.6	468.4	0.0370%	212.3	28.0	180.4 <sup>4</sup>	3.9	0	552.6
1975	689.3	641.3	362.4	410.4	0.0357%	97.5	27.6	67.7	2.2	0	591.8
1974	668.1	587.4	285.4	366.1	0.0435%	159.2	97.9	59.2	2.1	0	508.9
1973	561.0	529.4	283.4	315.0	0.0385%	108.2	52.5	54.4	1.3	0	452.8
1972	467.0	468.8	280.3	278.5	0.0333%	65.7	10.1	49.6	6.0 <sup>5</sup>	0	401.3
1971	415.3	417.2	241.4	239.5	0.0345%	60.3	13.4	46.9	0.0	0	355.0
1970	382.7	369.3	210.0	223.4	0.0357%	46.0	3.8	42.2	0.0	0	336.7
1969	335.8	364.2	220.2	191.8	0.0333%	34.5	1.0	33.5	0.0	0	301.3
1968	295.0	334.5	202.1	162.6	0.0333%	29.1	0.1	29.0	0.0	0	265.9
1967	263.0	303.1	182.4	142.3	0.0333%	27.3	2.9	24.4	0.0	0	235.7
1966	241.0	284.3	172.6	129.3	0.0323%	19.9	0.1	19.8	0.0	0	221.1
1965	214.6	260.5	158.3	112.4	0.0323%	22.9	5.2	17.7	0.0	0	191.7
1964	197.1	238.2	145.2	104.1	0.0323%	18.4	2.9	15.5	0.0	0	178.7
1963	181.9	220.6	136.4	97.7	0.0313%	15.1	0.7	14.4	0.0	0	166.8



### Income and Expenses, Deposit Insurance Fund, from Beginning of Operations, September 11, 1933, through December 31, 2011

DOLLARS IN MILLIONS

CONTINUED

YEAR	INCOME					EXPENSES AND LOSSES					
	TOTAL	ASSESSMENT INCOME	ASSESSMENT CREDITS	INVESTMENT AND OTHER	EFFECTIVE ASSESSMENT RATE <sup>1</sup>	TOTAL	PROVISION FOR INS. LOSSES	ADMIN. AND OPERATING EXPENSES <sup>2</sup>	INTEREST & OTHER INS. EXPENSES	FUNDING TRANSFER FROM THE FSLIC RESOLUTION FUND	NET INCOME/ (LOSS)
1962	161.1	203.4	126.9	84.6	0.0313%	13.8	0.1	13.7	0.0	0	147.3
1961	147.3	188.9	115.5	73.9	0.0323%	14.8	1.6	13.2	0.0	0	132.5
1960	144.6	180.4	100.8	65.0	0.0370%	12.5	0.1	12.4	0.0	0	132.1
1959	136.5	178.2	99.6	57.9	0.0370%	12.1	0.2	11.9	0.0	0	124.4
1958	126.8	166.8	93.0	53.0	0.0370%	11.6	0.0	11.6	0.0	0	115.2
1957	117.3	159.3	90.2	48.2	0.0357%	9.7	0.1	9.6	0.0	0	107.6
1956	111.9	155.5	87.3	43.7	0.0370%	9.4	0.3	9.1	0.0	0	102.5
1955	105.8	151.5	85.4	39.7	0.0370%	9.0	0.3	8.7	0.0	0	96.8
1954	99.7	144.2	81.8	37.3	0.0357%	7.8	0.1	7.7	0.0	0	91.9
1953	94.2	138.7	78.5	34.0	0.0357%	7.3	0.1	7.2	0.0	0	86.9
1952	88.6	131.0	73.7	31.3	0.0370%	7.8	0.8	7.0	0.0	0	80.8
1951	83.5	124.3	70.0	29.2	0.0370%	6.6	0.0	6.6	0.0	0	76.9
1950	84.8	122.9	68.7	30.6	0.0370%	7.8	1.4	6.4	0.0	0	77.0
1949	151.1	122.7	0.0	28.4	0.0833%	6.4	0.3	6.1	0.0	0	144.7
1948	145.6	119.3	0.0	26.3	0.0833%	7.0	0.7	6.3 <sup>6</sup>	0.0	0	138.6
1947	157.5	114.4	0.0	43.1	0.0833%	9.9	0.1	9.8	0.0	0	147.6
1946	130.7	107.0	0.0	23.7	0.0833%	10.0	0.1	9.9	0.0	0	120.7
1945	121.0	93.7	0.0	27.3	0.0833%	9.4	0.1	9.3	0.0	0	111.6
1944	99.3	80.9	0.0	18.4	0.0833%	9.3	0.1	9.2	0.0	0	90.0
1943	86.6	70.0	0.0	16.6	0.0833%	9.8	0.2	9.6	0.0	0	76.8
1942	69.1	56.5	0.0	12.6	0.0833%	10.1	0.5	9.6	0.0	0	59.0
1941	62.0	51.4	0.0	10.6	0.0833%	10.1	0.6	9.5	0.0	0	51.9
1940	55.9	46.2	0.0	9.7	0.0833%	12.9	3.5	9.4	0.0	0	43.0
1939	51.2	40.7	0.0	10.5	0.0833%	16.4	7.2	9.2	0.0	0	34.8
1938	47.7	38.3	0.0	9.4	0.0833%	11.3	2.5	8.8	0.0	0	36.4

## Income and Expenses, Deposit Insurance Fund, from Beginning of Operations, September 11, 1933, through December 31, 2011

DOLLARS IN MILLIONS

CONTINUED

YEAR	INCOME					EXPENSES AND LOSSES					
	TOTAL	ASSESSMENT INCOME	ASSESSMENT CREDITS	INVESTMENT AND OTHER	EFFECTIVE ASSESSMENT RATE <sup>1</sup>	TOTAL	PROVISION FOR INS. LOSSES	ADMIN. AND OPERATING EXPENSES <sup>2</sup>	INTEREST & OTHER INS. EXPENSES	FUNDING TRANSFER FROM THE FSLIC RESOLUTION FUND	NET INCOME/ (LOSS)
1937	48.2	38.8	0.0	9.4	0.0833%	12.2	3.7	8.5	0.0	0	36.0
1936	43.8	35.6	0.0	8.2	0.0833%	10.9	2.6	8.3	0.0	0	32.9
1935	20.8	11.5	0.0	9.3	0.0833%	11.3	2.8	8.5	0.0	0	9.5
1933-34	7.0	0.0	0.0	7.0	N/A	10.0	0.2	9.8	0.0	0	(3.0)

<sup>1</sup> Figures represent only BIF-insured institutions prior to 1990, BIF- and SAIF-insured institutions from 1990 through 2005, and DIF-insured institutions beginning in 2006. After 1995, all thrift closings became the responsibility of the FDIC and amounts are reflected in the SAIF. The effective assessment rate is calculated from annual assessment income (net of assessment credits), excluding transfers to the Financing Corporation (FICO), Resolution Funding Corporation (REFCORP) and FSLIC Resolution Fund, divided by the four quarter average assessment base. The effective rates from 1950 through 1984 varied from the statutory rate of 0.0833 percent due to assessment credits provided in those years. The statutory rate increased to 0.12 percent in 1990 and to a minimum of 0.15 percent in 1991. The effective rates in 1991 and 1992 varied because the FDIC exercised new authority to increase assessments above the statutory minimum rate when needed. Beginning in 1993, the effective rate was based on a risk-related premium system under which institutions paid assessments in the range of 0.23 percent to 0.31 percent. In May 1995, the BIF reached the mandatory recapitalization level of 1.25 percent. As a result, BIF assessment rates were reduced to a range of 0.04 percent to 0.31 percent of assessable deposits, effective June 1995, and assessments totaling \$1.5 billion were refunded in September 1995. Assessment rates for the BIF were lowered again to a range of 0 to 0.27 percent of assessable deposits, effective the start of 1996. In 1996, the SAIF collected a one-time special assessment of \$4.5 billion. Subsequently, assessment rates for the SAIF were lowered to the same range as the BIF, effective October 1996. This range of rates remained unchanged for both funds through 2006. As part of the implementation of the Federal Deposit Insurance Reform Act of 2005, assessment rates were increased to a range of 0.05 percent to 0.43 percent of assessable deposits effective at the start of 2007, but many institutions received a one-time assessment credit (\$4.7 billion in total) to offset the new assessments. On December 16, 2008, the FDIC Board of Directors (the "Board") adopted a final rule to temporarily increase assessment rates for the first quarter of 2009 to a range of 0.12 percent to 0.50 percent of assessable deposits. On February 27, 2009, the Board adopted a final rule effective April 1, 2009, setting initial base assessment rates to a range of 0.12 percent to 0.45 percent of assessable deposits. On June 30, 2009, a special assessment was imposed on all insured banks and thrifts, which amounted in aggregate to approximately \$5.4 billion. For 8,106 institutions, with \$9.3 trillion in assets, the special assessment was 5 basis points of each institution's assets minus tier one capital; 89 other institutions, with assets of \$4.0 trillion, had their special assessment capped at 10 basis points of their second quarter assessment base.

<sup>2</sup> These expenses, which are presented as operating expenses in the Statement of Income and Fund Balance, pertain to the FDIC in its corporate capacity only and do not include costs that are charged to the failed bank receiverships that are managed by the FDIC. The receivership expenses are presented as part of the "Receivables from Resolutions, net" line on the Balance Sheet. The narrative and graph presented in the "Corporate Planning and Budget" section of this report (page 127) show the aggregate (corporate and receivership) expenditures of the FDIC.

<sup>3</sup> Includes \$210 million for the cumulative effect of an accounting change for certain postretirement benefits.

<sup>4</sup> Includes a \$106 million net loss on government securities.

<sup>5</sup> This amount represents interest and other insurance expenses from 1933 to 1972.

<sup>6</sup> Includes the aggregate amount of \$81 million of interest paid on capital stock between 1933 and 1948.

### Number, Assets, Deposits, Losses, and Loss to Funds of Insured Thrifts Taken Over or Closed Because of Financial Difficulties, 1989 through 1995<sup>1</sup>

DOLLARS IN THOUSANDS

YEAR	TOTAL	ASSETS	DEPOSITS	ESTIMATED RECEIVERSHIP LOSS <sup>2</sup>	LOSS TO FUNDS <sup>3</sup>
<b>Total</b>	<b>748</b>	<b>\$393,986,574</b>	<b>\$317,501,978</b>	<b>\$75,979,051</b>	<b>\$81,577,711</b>
1995	2	423,819	414,692	28,192	27,750
1994	2	136,815	127,508	11,472	14,599
1993	10	6,147,962	4,881,461	267,595	65,212
1992	59	44,196,946	34,773,224	3,287,038	3,832,275
1991	144	78,898,904	65,173,122	9,235,975	9,734,271
1990	213	129,662,498	98,963,962	16,063,752	19,258,646
1989 <sup>4</sup>	318	134,519,630	113,168,009	47,085,027	48,644,958

<sup>1</sup> Beginning in 1989 through July 1, 1995, all thrift closings were the responsibility of the Resolution Trust Corporation (RTC). Since the RTC was terminated on December 31, 1995, and all assets and liabilities transferred to the FSLIC Resolution Fund (FRF), all the results of the thrift closing activity from 1989 through 1995 are now reflected on FRF's books. Year is the year of failure, not the year of resolution.

<sup>2</sup> The estimated losses represent the projected loss at the fund level from receiverships for unreimbursed subrogated claims of the FRF and unpaid advances to receiverships from the FRF.

<sup>3</sup> The Loss to Funds represents the total resolution cost of the failed thrifts in the FRF-RTC fund, which includes corporate revenue and expense items such as interest expense on Federal Financing Bank debt, interest expense on escrowed funds, and interest revenue on advances to receiverships, in addition to the estimated losses for receiverships.

<sup>4</sup> Total for 1989 excludes nine failures of the former FSLIC.

## FDIC-Insured Institutions Closed During 2011

DOLLARS IN THOUSANDS

## CODES FOR BANK CLASS:

**NM = State-chartered bank that is not a member of the Federal Reserve System**

**N = National Bank**

**SB = Savings Bank**

**SI = Stock and Mutual Savings Bank**

**SM = State-chartered bank that is a member of the Federal Reserve System**

**SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
<b>Purchase and Assumption – All Deposits</b>								
The First National Bank of Davis Davis, OK	N	2,334	\$90,183	\$68,331	\$117,515	\$25,925	03/11/11	The Pauls Valley National Bank Pauls Valley, OK
<b>Whole Bank Purchase and Assumption – All Deposits</b>								
First Commercial Bank of Florida Orlando, FL	SM	14,657	\$578,638	\$537,223	\$532,370	\$113,687	01/07/11	First Southern Bank Boca Raton, FL
Legacy Bank Scottsdale, AZ	NM	1,262	\$136,446	\$119,685	\$115,300	\$39,529	01/07/11	Enterprise Bank and Trust St. Louis, MO
Oglethorpe Bank Brunswick, GA	NM	8,414	\$211,149	\$201,369	\$199,988	\$77,875	01/14/11	Bank of the Ozarks Little Rock, AR
Community South Bank and Trust Easley, SC	NM	13,832	\$340,986	\$314,250	\$321,432	\$65,732	01/21/11	CertusBank, National Association Easley, SC
The Bank of Asheville Asheville, NC	NM	10,489	\$204,925	\$199,394	\$194,360	\$58,361	01/21/11	First Bank Troy, NC
United Western Bank Denver, CO	SA	6,388	\$2,153,690	\$1,535,194	\$1,628,067	\$372,785	01/21/11	First-Citizens Bank and Trust Company Raleigh, NC
Evergreen State Bank Stoughton, WI	NM	7,084	\$240,949	\$193,694	\$193,625	\$37,690	01/28/11	MacFarland State Bank McFarland, WI
First Community Bank Taos, NM	SM	81,640	\$2,188,154	\$1,847,851	\$1,815,138	\$299,150	01/28/11	U.S. Bank, National Association Minneapolis, MN
First State Bank Camargo, OK	NM	1,528	\$44,546	\$41,204	\$43,105	\$35,122	01/28/11	Bank 7 Oklahoma City, OK
American Trust Bank Roswell, GA	NM	4,260	\$238,205	\$222,161	\$225,382	\$79,591	02/04/11	Renasant Bank Tupelo, MS
Community First Bank Chicago, IL	SM	1,404	\$51,083	\$49,504	\$50,032	\$17,456	02/04/11	Northbrook Bank and Trust Company Northbrook, IL

**FDIC-Insured Institutions Closed During 2011****DOLLARS IN THOUSANDS****CONTINUED****CODES FOR BANK CLASS:****NM = State-chartered bank that is not a member of the Federal Reserve System****SB = Savings Bank****SM = State-chartered bank that is a member of the Federal Reserve System****N = National Bank****SI = Stock and Mutual Savings Bank****SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
North Georgia Bank Watkinsville, GA	NM	3,833	\$153,172	\$139,672	\$137,002	\$54,619	02/04/11	BankSouth Greensboro, GA
Badger State Bank Cassville, WI	NM	5,386	\$83,828	\$78,549	\$77,786	\$20,798	02/11/11	Royal Bank Elroy, WI
Canyon National Bank Palm Springs, CA	N	9,588	\$210,859	\$205,285	\$205,839	\$19,065	02/11/11	Pacific Premier Bank Costa Mesa, CA
Peoples State Bank Hamtramck, MI	NM	21,775	\$390,524	\$389,868	\$388,437	\$134,570	02/11/11	First Michigan Bank Troy, MI
Sunshine State Community Bank Port Orange, FL	NM	8,387	\$125,531	\$116,715	\$111,658	\$34,884	02/11/11	Premier American Bank, N.A. Miami, FL
Charter Oak Bank Napa, CA	NM	2,416	\$120,833	\$105,309	\$100,297	\$25,905	02/18/11	Bank of Marin Novato, CA
Citizens Bank of Effingham Springfield, GA	NM	11,329	\$214,275	\$206,490	\$208,501	\$55,387	02/18/11	HeritageBank of the South Albany, GA
Habersham Bank Clarkesville, GA	NM	21,586	\$387,681	\$339,934	\$342,242	\$121,456	02/18/11	SCBT National Association Orangeburg, SC
San Luis Trust Bank, FSB San Luis Obispo, CA	SA	3,993	\$332,596	\$272,216	\$272,049	\$96,403	02/18/11	First California Bank Westlake Village, CA
Valley Community Bank St. Charles, IL	NM	6,176	\$123,774	\$124,179	\$123,022	\$30,277	02/25/11	First State Bank Mendota, IL
Legacy Bank Milwaukee, WI	SM	4,761	\$190,418	\$183,309	\$199,694	\$53,309	03/11/11	Seaway Bank and Trust Company Chicago, IL
The Bank of Commerce Wood Dale, IL	NM	3,139	\$163,074	\$161,379	\$165,795	\$47,322	03/25/11	Advantage National Bank Group Elk Grove Village, IL
Nevada Commerce Bank Las Vegas, NV	NM	1,601	\$135,064	\$128,573	\$130,778	\$39,818	04/08/11	City National Bank Los Angeles, CA
Western Springs National Bank and Trust Western Springs, IL	N	6,870	\$186,677	\$182,441	\$185,555	\$32,523	04/08/11	Heartland Bank and Trust Company Bloomington, IL

## FDIC-Insured Institutions Closed During 2011

DOLLARS IN THOUSANDS

CONTINUED

## CODES FOR BANK CLASS:

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**SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
Bartow County Bank Cartersville, GA	NM	20,216	\$314,019	\$290,005	\$290,241	\$78,302	04/15/11	Hamilton State Bank Hoschton, GA
Heritage Banking Group Carthage, MS	NM	11,820	\$228,328	\$205,035	\$205,753	\$57,429	04/15/11	Trustmark National Bank Jackson, MS
New Horizons Bank East Ellijay, GA	NM	3,251	\$103,055	\$99,022	\$99,562	\$37,622	04/15/11	Citizens South Bank Gastonia, NC
Nexity Bank Birmingham, AL	NM	11,141	\$757,574	\$611,681	\$609,677	\$196,204	04/15/11	Alostar Bank of Commerce Birmingham, AL
Rosemount National Bank Rosemount, MN	N	2,887	\$21,454	\$20,980	\$22,899	\$8,986	04/15/11	Central Bank Stillwater, MN
Superior Bank Birmingham, AL	SA	110,217	\$2,977,290	\$2,736,201	\$2,752,261	\$276,107	04/15/11	Superior Bank, N.A. Birmingham, AL
Community Central Bank Mount Clemens, MI	NM	9,558	\$451,683	\$371,494	\$359,734	\$191,415	04/29/11	Talmer Bank & Trust Troy, MI
Cortez Community Bank Brooksville, FL	NM	2,751	\$66,282	\$65,439	\$66,587	\$26,709	04/29/11	Premier American Bank, N.A. Miami, FL
First Choice Community Bank Dallas, GA	NM	11,419	\$291,196	\$294,769	\$295,306	\$100,197	04/29/11	Bank of the Ozarks Little Rock, AR
First National Bank of Central Florida Winter Park, FL	N	7,247	\$342,079	\$308,784	\$306,179	\$53,519	04/29/11	Premier American Bank, N.A. Miami, FL
The Park Avenue Bank Valdosta, GA	SM	38,484	\$849,409	\$724,483	\$694,752	\$326,980	04/29/11	Bank of the Ozarks Little Rock, AR
Coastal Bank Cocoa Beach, FL	SA	3,880	\$129,429	\$123,950	\$124,171	\$20,561	05/06/11	Premier American Bank, N.A. Miami, FL
Atlantic Southern Bank Macon, GA	NM	22,000	\$741,855	\$707,643	\$680,442	\$279,539	05/20/11	CertusBank, N.A. Easley, SC
First Georgia Banking Co. Franklin, GA	NM	27,959	\$730,981	\$702,231	\$672,275	\$177,408	05/20/11	CertusBank, N.A. Easley, SC

**FDIC-Insured Institutions Closed During 2011****DOLLARS IN THOUSANDS****CONTINUED****CODES FOR BANK CLASS:****NM = State-chartered bank that is not a member of the Federal Reserve System****SB = Savings Bank****SM = State-chartered bank that is a member of the Federal Reserve System****N = National Bank****SI = Stock and Mutual Savings Bank****SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
Summit Bank Burlington, WA	NM	4,495	\$142,729	\$131,631	\$127,373	\$21,969	05/20/11	Columbia State Bank Tacoma, WA
First Heritage Bank Snohomish, WA	NM	9,427	\$173,478	\$163,303	\$161,772	\$41,368	05/27/11	Columbia State Bank Tacoma, WA
Atlantic Bank and Trust Charleston, SC	SA	3,996	\$208,204	\$191,614	\$185,844	\$44,145	06/03/11	First Citizens Bank and Trust Company, Inc. Columbia, SC
First Commercial Bank of Tampa Bay Tampa, FL	NM	2,163	\$98,624	\$92,641	\$92,400	\$34,940	06/17/11	Stonegate Bank Fort Lauderdale, FL
McIntosh State Bank Jackson, GA	NM	20,633	\$339,929	\$324,403	\$312,588	\$87,540	06/17/11	Hamilton State Bank Hoschton, GA
Mountain Heritage Bank Clayton, GA	NM	2,779	\$103,716	\$89,554	\$91,032	\$45,738	06/24/11	First American Bank and Trust Company Athens, GA
Colorado Capital Bank Castle Rock, CO	NM	7,078	\$665,806	\$635,202	\$628,260	\$287,099	07/08/11	First-Citizens Bank & Trust Company Raleigh, NC
First Chicago Bank and Trust Chicago, IL	SM	17,859	\$896,864	\$830,530	\$834,519	\$275,894	07/08/11	Northbrook Bank & Trust Company Northbrook, IL
Signature Bank Windsor, CO	NM	2,723	\$62,518	\$60,349	\$61,752	\$26,373	07/08/11	Points West Community Bank Julesburg, CO
First Peoples Bank Port Saint Lucie, FL	NM	8,323	\$225,035	\$207,621	\$214,077	\$12,387	07/15/11	Florida Community Bank, N.A. Miami, FL
High Trust Bank Stockbridge, GA	NM	2,440	\$180,340	\$177,221	\$177,388	\$70,381	07/15/11	Ameris Bank Moultrie, GA
One Georgia Bank Atlanta, GA	NM	1,861	\$177,715	\$158,123	\$157,917	\$48,939	07/15/11	Ameris Bank Moultrie, GA
Summit Bank Prescott, AZ	NM	2,455	\$73,066	\$67,471	\$68,365	\$15,428	07/15/11	The Foothills Bank Yuma, AZ

## FDIC-Insured Institutions Closed During 2011

DOLLARS IN THOUSANDS

CONTINUED

## CODES FOR BANK CLASS:

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NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
Bank of Choice Greeley, CO	NM	33,194	\$954,106	\$818,670	\$812,887	\$216,810	07/22/11	Bank Midwest, N.A. Kansas City, MO
Landmark Bank of Florida Sarasota, FL	SM	7,972	\$266,482	\$244,362	\$238,884	\$38,542	07/22/11	American Momentum Bank Tampa, FL
Southshore Community Bank Apollo Beach, FL	NM	1,337	\$41,252	\$41,434	\$42,091	\$12,515	07/22/11	American Momentum Bank Tampa, FL
BankMeridian, N.A. Columbia, SC	N	3,650	\$232,648	\$209,737	\$206,959	\$69,114	07/29/11	SCBT National Association Orangeburg, SC
Integra Bank, N.A. Evansville, IN	N	140,008	\$1,994,430	\$1,693,592	\$2,219,143	\$205,874	07/29/11	Old National Bank Evansville, IN
Virginia Business Bank Richmond, VA	SM	581	\$83,493	\$72,955	\$78,785	\$21,523	07/29/11	Xenith Bank Richmond, VA
Bank of Shorewood Shorewood, IL	NM	6,681	\$110,723	\$104,021	\$106,460	\$29,692	08/05/11	Heartland Bank & Trust Company Bloomington, IL
Bank of Whitman Colfax, WA	SM	23,299	\$548,570	\$515,732	\$498,979	\$135,323	08/05/11	Columbia State Bank Tacoma, WA
First National Bank of Olathe Olathe, KS	N	27,367	\$538,091	\$524,290	\$511,819	\$119,472	08/12/11	Enterprise Bank & Trust Clayton, MO
Public Savings Bank Huntingdon Valley, PA	SB	904	\$46,818	\$45,770	\$48,185	\$14,982	08/18/11	Capital Bank, N.A. Rockville, MD
First Choice Bank Geneva, IL	NM	3,221	\$141,016	\$137,215	\$131,111	\$35,184	08/19/11	Inland Bank & Trust Oak Brook, IL
First Southern National Bank Stateboro, GA	N	8,873	\$164,599	\$159,673	\$147,285	\$43,901	08/19/11	Heritage Bank of the South Albany, GA
Lydian Private Bank Palm Beach, FL	SA	26,875	\$1,700,117	\$1,253,835	\$1,277,109	\$292,057	08/19/11	Sabadell United Bank, N.A. Miami, FL
Creekside Bank Woodstock, GA	NM	2,204	\$102,338	\$96,583	\$98,591	\$32,227	09/02/11	Georgia Commerce Bank Atlanta, GA
Patriot Bank of Georgia Cumming, GA	NM	2,468	\$150,751	\$140,612	\$136,077	\$48,986	09/02/11	Georgia Commerce Bank Atlanta, GA



**FDIC-Insured Institutions Closed During 2011**

DOLLARS IN THOUSANDS

CONTINUED

## CODES FOR BANK CLASS:

**NM = State-chartered bank that is not a member of the Federal Reserve System****SB = Savings Bank****SM = State-chartered bank that is a member of the Federal Reserve System****N = National Bank****SI = Stock and Mutual Savings Bank****SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
The First National Bank of Florida Milton, FL	N	12,096	\$296,841	\$280,095	\$248,052	\$50,203	09/09/11	CharterBank West Point, GA
Bank of the Commonwealth Norfolk, VA	SM	20,383	\$985,096	\$901,845	\$864,974	\$268,111	09/23/11	Southern Bank & Trust Company Mount Olive, NC
Citizens Bank of Northern California Nevada City, CA	NM	16,248	\$288,765	\$253,079	\$241,383	\$41,053	09/23/11	Tri Counties Bank Chico, CA
First International Bank Plano, TX	NM	9,148	\$239,916	\$208,775	\$205,505	\$57,644	09/30/11	American First National Bank Houston, TX
The RiverBank Wyoming, MN	NM	31,327	\$419,723	\$384,120	\$385,166	\$74,971	10/07/11	Central Bank Stillwater, MN
Sun Security Bank Ellington, MO	NM	19,213	\$351,492	\$280,649	\$282,436	\$121,734	10/07/11	Great Southern Bank Springfield, MO
Blue Ridge Savings Bank, Inc. Asheville, NC	SB	5,503	\$161,430	\$159,628	\$161,760	\$41,985	10/14/11	Bank of North Carolina Thomasville, NC
Country Bank Aledo, IL	NM	6,476	\$195,034	\$180,835	\$180,555	\$67,225	10/14/11	Blackhawk Bank & Trust Milan, IL
First State Bank Cranford, NJ	NM	3,883	\$191,852	\$188,099	\$190,497	\$49,650	10/14/11	Northfield Bank Staten Island, NY
Piedmont Community Bank Gray, GA	NM	5,022	\$198,993	\$178,773	\$177,419	\$75,872	10/14/11	State Bank & Trust Company Macon, GA
Community Banks of Colorado Greenwood Village, CO	SM	52,119	\$1,280,964	\$1,239,630	\$1,217,323	\$227,340	10/21/11	Bank Midwest, N.A. Kansas City, MO
Community Capital Bank Jonesboro, GA	NM	4,032	\$165,291	\$157,808	\$157,578	\$66,293	10/21/11	State Bank & Trust Company Macon, GA
Decatur First Bank Decatur, GA	NM	8,213	\$184,750	\$172,042	\$171,399	\$36,898	10/21/11	Fidelity Bank Atlanta, GA

## FDIC-Insured Institutions Closed During 2011

DOLLARS IN THOUSANDS

CONTINUED

## CODES FOR BANK CLASS:

**NM = State-chartered bank that is not a member of the Federal Reserve System**

**SB = Savings Bank**

**SM = State-chartered bank that is a member of the Federal Reserve System**

**N = National Bank**

**SI = Stock and Mutual Savings Bank**

**SA = Savings Association**

NAME AND LOCATION	BANK CLASS	NUMBER OF DEPOSIT ACCOUNTS	TOTAL ASSETS <sup>1</sup>	TOTAL DEPOSITS <sup>1</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	ESTIMATED LOSS TO THE DIF <sup>2</sup>	DATE OF CLOSING OR ACQUISITION	RECEIVER/ASSUMING BANK AND LOCATION
Old Harbor Bank Clearwater, FL	NM	7,506	\$209,048	\$212,184	\$211,246	\$43,507	10/21/11	1st United Bank Boca Raton, FL
All American Bank Des Plaines, IL	NM	1,341	\$34,800	\$30,542	\$32,075	\$11,594	10/28/11	International Bank of Chicago Chicago, IL
Mid City Bank, Inc. Omaha, NE	NM	6,638	\$106,075	\$105,461	\$102,662	\$17,390	11/04/11	Premier Bank Purdum, NE
SunFirst Bank Saint George, UT	NM	4,862	\$198,081	\$169,135	\$150,980	\$53,230	11/04/11	Cache Valley Bank Logan, UT
Community Bank of Rockmart Rockmart, GA	NM	2,567	\$62,383	\$55,906	\$57,481	\$18,898	11/11/11	Century Bank of Georgia Cartersville, GA
Central Progressive Bank Lacombe, LA	NM	26,761	\$383,132	\$347,720	\$346,598	\$61,919	11/18/11	First NBC Bank New Orleans, LA
Polk County Bank Johnston, IA	NM	7,112	\$91,580	\$81,967	\$82,181	\$17,339	11/18/11	Grinnell State Bank Grinnell, IA
Premier Community Bank of the Emerald Coast Crestview, FL	NM	2,782	\$125,976	\$112,050	\$111,322	\$35,512	12/16/11	Summit Bank, N.A. Panama City, FL
Western National Bank Phoenix, AZ	N	2,678	\$162,872	\$144,491	\$145,903	\$42,869	12/16/11	Washington Federal Seattle, WA

## Insured Deposit Transfer/Purchase &amp; Assumption

Enterprise Banking Co. McDonough, GA	NM	2,173	\$99,461	\$94,591	\$106,020	\$44,600	01/21/11	Federal Deposit Insurance Corporation
FirsTier Bank Louisville, CO	NM	10,399	\$764,090	\$718,797	\$768,384	\$270,815	01/28/11	Federal Deposit Insurance Corporation

<sup>1</sup> Total Assets and Total Deposits data is based upon the last Call Report filed by the institution prior to failure.

<sup>2</sup> Estimated losses are as of 12/31/11. Estimated losses are routinely adjusted with updated information from new appraisals and asset sales, which ultimately affect the asset values and projected recoveries. Represents the estimated loss to the DIF from deposit insurance obligations. This amount does not include the estimated loss allocable to the Transaction Account Guarantee and Debt Guarantee Program claims.

## Recoveries and Losses by the Deposit Insurance Fund on Disbursements for the Protection of Depositors, 1934 - 2011

DOLLARS IN THOUSANDS

### Bank and Thrift Failures<sup>1</sup>

YEAR <sup>2</sup>	NUMBER OF BANKS / THRIFTS	TOTAL ASSETS <sup>3</sup>	TOTAL DEPOSITS <sup>3</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	RECOVERIES	ESTIMATED ADDITIONAL RECOVERIES	ESTIMATED LOSSES
	<b>2,509</b>	<b>\$914,003,552</b>	<b>\$685,069,066</b>	<b>\$561,016,616</b>	<b>\$390,577,746</b>	<b>\$48,373,749</b>	<b>\$122,065,121</b>
2011	92	34,922,997	31,071,862	31,531,359	910,708	22,675,379	7,945,272
2010 <sup>4</sup>	157	92,084,987	79,548,141	82,172,287	49,268,600	9,999,848	22,903,839
2009 <sup>4</sup>	140	169,709,160	137,067,132	135,863,380	85,330,857	11,800,273	38,732,250
2008 <sup>4</sup>	25	371,945,480	234,321,715	205,431,491	182,605,479	2,651,137	20,174,875
2007	3	2,614,928	2,424,187	1,917,408	1,368,679	343,954	204,775
2006	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0
2004	4	170,099	156,733	138,912	134,978	17	3,917
2003	3	947,317	901,978	883,772	812,933	8,192	62,647
2002	11	2,872,720	2,512,834	2,126,922	1,689,034	68,928	368,960
2001	4	1,821,760	1,661,214	1,605,191	1,128,577	180,378	296,236
2000	7	410,160	342,584	297,313	265,175	0	32,138
1999	8	1,592,189	1,320,573	1,307,226	711,758	4,584	590,884
1998	3	290,238	260,675	292,686	58,248	11,608	222,830
1997	1	27,923	27,511	25,546	20,520	0	5,026
1996	6	232,634	230,390	201,533	140,918	0	60,615
1995	6	802,124	776,387	609,043	524,571	0	84,472
1994	13	1,463,874	1,397,018	1,224,769	1,045,718	0	179,051
1993	41	3,828,939	3,509,341	3,841,658	3,209,012	0	632,646
1992	120	45,357,237	39,921,310	14,540,882	10,866,745	110	3,674,027
1991	124	64,556,512	52,972,034	21,499,236	15,656,282	629,341	5,213,613
1990	168	16,923,462	15,124,454	10,812,484	8,040,995	0	2,771,489
1989	206	28,930,572	24,152,468	11,443,281	5,247,995	0	6,195,286
1988	200	38,402,475	26,524,014	10,432,655	5,055,158	0	5,377,497
1987	184	6,928,889	6,599,180	4,876,994	3,014,502	0	1,862,492
1986	138	7,356,544	6,638,903	4,632,121	2,949,583	0	1,682,538
1985	116	3,090,897	2,889,801	2,154,955	1,506,776	0	648,179

## Recoveries and Losses by the Deposit Insurance Fund on Disbursements for the Protection of Depositors, 1934 - 2011

DOLLARS IN THOUSANDS

CONTINUED

### Bank and Thrift Failures<sup>1</sup>

YEAR <sup>2</sup>	NUMBER OF BANKS / THRIFTS	TOTAL ASSETS <sup>3</sup>	TOTAL DEPOSITS <sup>3</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	RECOVERIES	ESTIMATED ADDITIONAL RECOVERIES	ESTIMATED LOSSES
1984	78	2,962,179	2,665,797	2,165,036	1,641,157	0	523,879
1983	44	3,580,132	2,832,184	3,042,392	1,973,037	0	1,069,355
1982	32	1,213,316	1,056,483	545,612	419,825	0	125,787
1981	7	108,749	100,154	114,944	105,956	0	8,988
1980	10	239,316	219,890	152,355	121,675	0	30,680
1934 – 1979	558	8,615,743	5,842,119	5,133,173	4,752,295	0	380,878

## Recoveries and Losses by the Deposit Insurance Fund on Disbursements for the Protection of Depositors, 1934 - 2011

DOLLARS IN THOUSANDS

CONTINUED

### Assistance Transactions

YEAR <sup>2</sup>	NUMBER OF BANKS / THRIFTS	TOTAL ASSETS <sup>3</sup>	TOTAL DEPOSITS <sup>3</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	RECOVERIES	ESTIMATED ADDITIONAL RECOVERIES	ESTIMATED LOSSES
	154	\$3,317,099,253	\$1,442,173,417	\$11,630,356	\$6,199,875	\$0	\$5,430,481
2011 <sup>5</sup>	0	0	0	0	0	0	0
2010 <sup>5</sup>	0	0	0	0	0	0	0
2009 <sup>5</sup>	8	1,917,482,183	1,090,318,282	0	0	0	0
2008 <sup>5</sup>	5	1,306,041,994	280,806,966	0	0	0	0
2007	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0
2002	0	0	0	0	0	0	0
2001	0	0	0	0	0	0	0
2000	0	0	0	0	0	0	0
1999	0	0	0	0	0	0	0
1998	0	0	0	0	0	0	0
1997	0	0	0	0	0	0	0
1996	0	0	0	0	0	0	0
1995	0	0	0	0	0	0	0
1994	0	0	0	0	0	0	0
1993	0	0	0	0	0	0	0
1992	2	33,831	33,117	1,486	1,236	0	250
1991	3	78,524	75,720	6,117	3,093	0	3,024
1990	1	14,206	14,628	4,935	2,597	0	2,338
1989	1	4,438	6,396	2,548	252	0	2,296
1988	80	15,493,939	11,793,702	1,730,351	189,709	0	1,540,642
1987	19	2,478,124	2,275,642	160,877	713	0	160,164
1986	7	712,558	585,248	158,848	65,669	0	93,179

## Recoveries and Losses by the Deposit Insurance Fund on Disbursements for the Protection of Depositors, 1934 - 2011

DOLLARS IN THOUSANDS

CONTINUED

### Assistance Transactions

YEAR <sup>2</sup>	NUMBER OF BANKS / THRIFTS	TOTAL ASSETS <sup>3</sup>	TOTAL DEPOSITS <sup>3</sup>	INSURED DEPOSIT FUNDING AND OTHER DISBURSEMENTS	RECOVERIES	ESTIMATED ADDITIONAL RECOVERIES	ESTIMATED LOSSES
1985	4	5,886,381	5,580,359	765,732	406,676	0	359,056
1984	2	40,470,332	29,088,247	5,531,179	4,414,904	0	1,116,275
1983	4	3,611,549	3,011,406	764,690	427,007	0	337,683
1982	10	10,509,286	9,118,382	1,729,538	686,754	0	1,042,784
1981	3	4,838,612	3,914,268	774,055	1,265	0	772,790
1980	1	7,953,042	5,001,755	0	0	0	0
1934 – 1979	4	1,490,254	549,299	0	0	0	0

<sup>1</sup> Institutions closed by the FDIC, including deposit payoff, insured deposit transfer, and deposit assumption cases.

<sup>2</sup> For 1990 through 2005, amounts represent the sum of BIF and SAIF failures (excluding those handled by the RTC); prior to 1990, figures are only for the BIF. After 1995, all thrift closings became the responsibility of the FDIC and amounts are reflected in the SAIF. For 2006 to 2011, figures are for the DIF.

<sup>3</sup> Assets and deposit data are based on the last Call Report or TFR filed before failure.

<sup>4</sup> Includes amounts related to transaction account coverage under the Transaction Account Guarantee Program (TAG). The estimated losses as of 12/31/10 for TAG accounts in 2010, 2009, and 2008 are \$571 million, \$1,639 million, and \$19 million, respectively.

<sup>5</sup> Includes institutions where assistance was provided under a systemic risk determination. Any costs that exceed the amounts estimated under the least cost resolution requirement would be recovered through a special assessment on all FDIC-insured institutions.

## B. MORE ABOUT THE FDIC

### FDIC Board of Directors



*Seated (left to right): John Walsh, Martin J. Gruenberg, Thomas J. Curry*

### Martin J. Gruenberg

**Martin J. Gruenberg** became the Acting Chairman of the FDIC upon the resignation of Chairman Sheila C. Bair on July 8, 2011. Mr. Gruenberg was sworn in as Vice Chairman of the FDIC Board of Directors on August 22, 2005. Upon the resignation of Chairman Donald Powell, he also served as Acting Chairman from November 15, 2005, to June 26, 2006. On November 2, 2007, Mr. Gruenberg was named Chairman of the Executive Council and President of the International Association of Deposit Insurers (IADI).

Mr. Gruenberg joined the FDIC Board after broad congressional experience in the financial services and regulatory areas. He served as Senior Counsel to Senator Paul S. Sarbanes (D-MD) on the staff of the Senate Committee on Banking, Housing, and Urban Affairs from

1993 to 2005. Mr. Gruenberg advised the Senator on issues of domestic and international financial regulation, monetary policy and trade. He also served as Staff Director of the Banking Committee's Subcommittee on International Finance and Monetary Policy from 1987 to 1992. Major legislation in which Mr. Gruenberg played an active role during his service on the Committee includes the Financial Institutions Reform, Recovery, and Enforcement Act of 1989 (FIRREA), the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA), the Gramm-Leach-Bliley Act, and the Sarbanes-Oxley Act of 2002.

Mr. Gruenberg holds a J.D. from Case Western Reserve Law School and an A.B. from Princeton University, Woodrow Wilson School of Public and International Affairs.

## Thomas J. Curry

Thomas J. Curry took office on January 12, 2004, as a member of the Board of Directors of the Federal Deposit Insurance Corporation. Mr. Curry served as Chairman of the FDIC's Assessment Appeals Committee and Case Review Committee. He also served as Chairman of the Audit Committee and the Supervision Appeals Review Committee for the latter half of 2011 and into 2012.

Mr. Curry also serves as the Chairman of the NeighborWorks® America Board of Directors. NeighborWorks® America is a national nonprofit organization chartered by Congress to provide financial support, technical assistance, and training for community-based neighborhood revitalization efforts.

Prior to joining the FDIC's Board of Directors, Mr. Curry served five Massachusetts Governors as the Commonwealth's Commissioner of Banks from 1990 to 1991 and from 1995 to 2003. He served as Acting Commissioner from February 1994 to June 1995. He previously served as First Deputy Commissioner and Assistant General Counsel within the Massachusetts Division of Banks. He entered state government in 1982 as an attorney with the Massachusetts' Secretary of State's Office.

Director Curry served as the Chairman of the Conference of State Bank Supervisors from 2000 to 2001. He served two terms on the State Liaison Committee of the Federal Financial Institutions Examination Council, including a term as Committee chairman.

He is a graduate of Manhattan College (summa cum laude), where he was elected to Phi Beta Kappa. He received his law degree from the New England School of Law.

## John Walsh

John Walsh became Acting Comptroller of the Office of the Comptroller of the Currency (OCC) on August 15, 2010. He also served on the FDIC Board of Directors and as a board member of NeighborWorks® America. Mr. Walsh joined the OCC in October 2005 and previously served as Chief of Staff and Public Affairs.

Prior to joining the OCC, Mr. Walsh was the Executive Director of the Group of Thirty, a consultative group that focuses on international economic and monetary affairs. He joined the Group in 1992, and became Executive Director in 1995. Mr. Walsh served on the Senate Banking Committee from 1986 to 1992, and as an international economist for the U.S. Department of the Treasury from 1984 to 1986. Mr. Walsh also served with the Office of Management and Budget as an international program analyst, with the Mutual Broadcasting System, and in the U.S. Peace Corps in Ghana.

Mr. Walsh holds a masters' degree in public policy from the Kennedy School of Government, Harvard University (1978), and graduated magna cum laude from the University of Notre Dame in 1973. He lives in Catonsville, Maryland, and is married with four children.

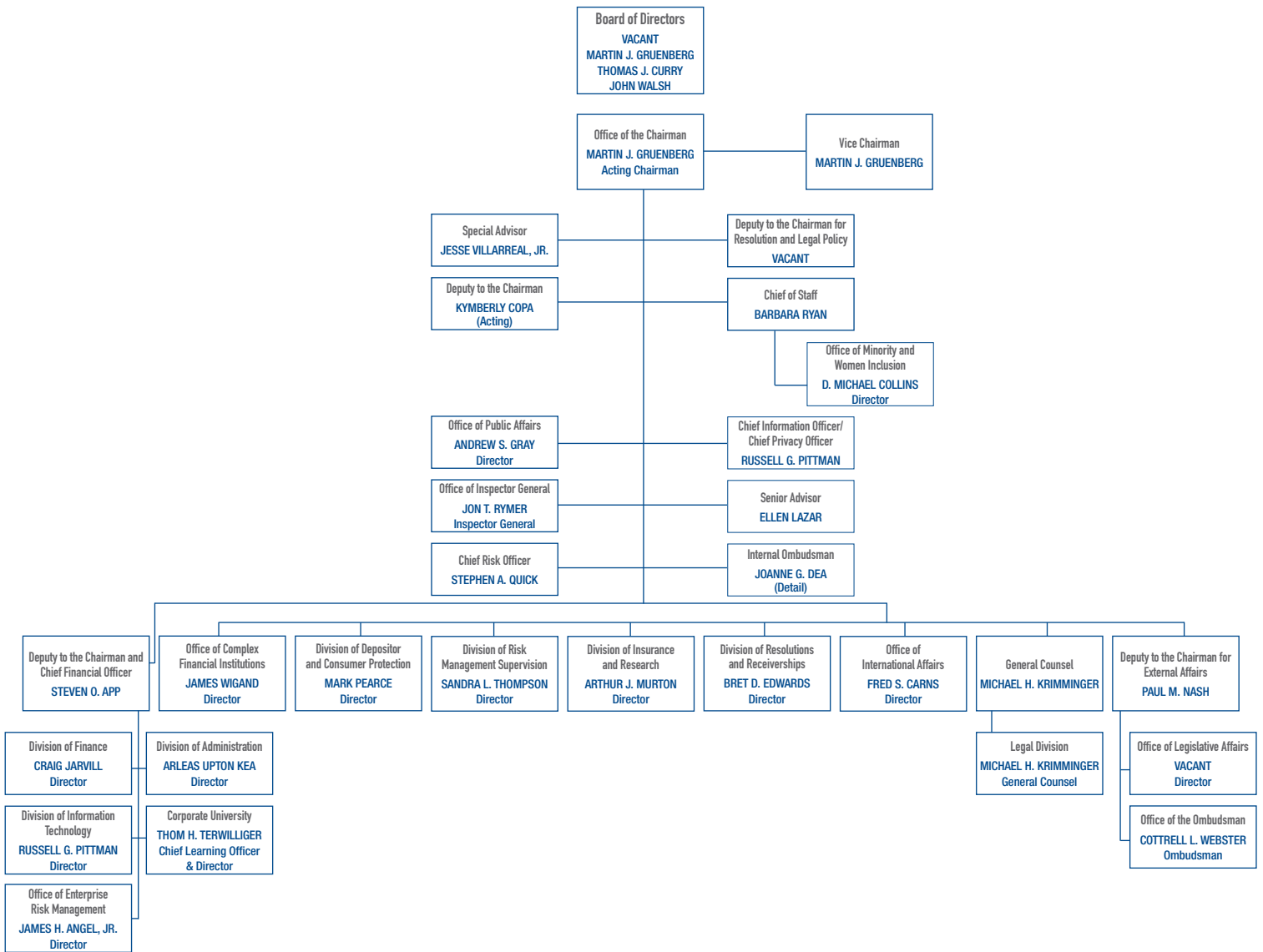
### Subsequent Events Affecting the FDIC Board of Directors

The following events occurred after year-end 2011. On January 4, 2012, Richard Cordray was sworn in as the first Director of the Consumer Financial Protection Bureau, and joined the FDIC Board of Directors. On April 9, 2012, Thomas Curry was sworn in as the 30th Comptroller of the Currency, succeeding John Walsh, and remains a Board member. On April 16, 2012, Thomas Hoening and Jeremiah Norton were sworn in as internal members of the Board.

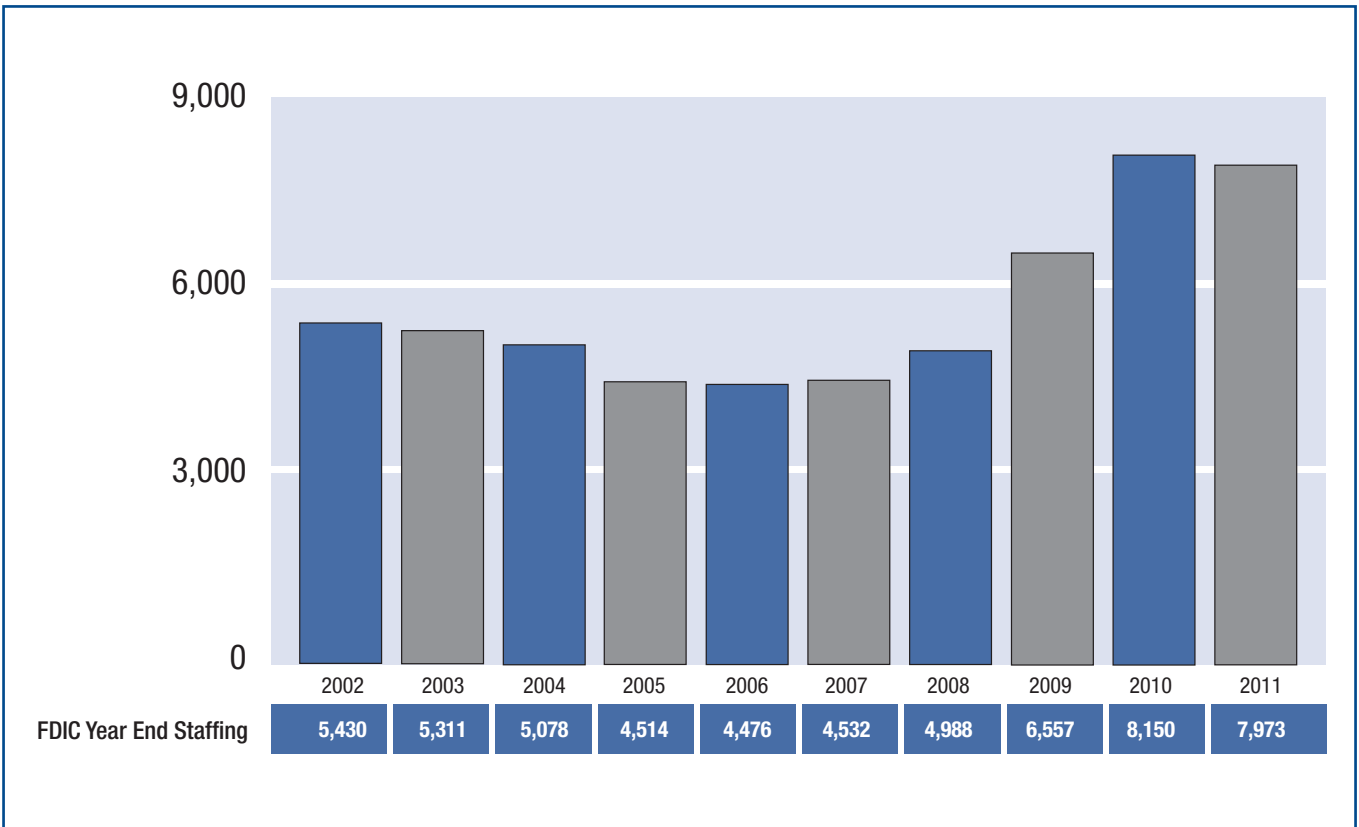


# FDIC ORGANIZATION CHART/OFFICIALS

AS OF DECEMBER 31, 2011



**Corporate Staffing  
Staffing Trends 2002-2011**



Note: 2008-2011 staffing totals reflect year-end full time equivalent staff. Prior to 2008, staffing totals reflect total employees on board.

**Number of Employees by Division/Office 2010 and 2011 (Year-End)<sup>1</sup>**

DIVISION OR OFFICE	TOTAL		WASHINGTON		REGIONAL/FIELD	
	2011	2010	2011	2010	2011	2010
Division of Supervision and Consumer Protection	0	3,648	0	378	0	3,270
Division of Risk Management Supervision	2,900	0	168	0	2,732	0
Division of Depositor and Consumer Protection	819	1	95	1	724	0
<b>Subtotal Supervision and Consumer Protection Divisions</b>	<b>3,719</b>	<b>3,649</b>	<b>263</b>	<b>379</b>	<b>3,456</b>	<b>3,270</b>
Division of Resolutions and Receiverships	1,811	2,109	139	154	1,672	1,955
Legal Division	774	805	354	352	420	453
Division of Administration	431	430	243	265	188	165
Division of Information Technology	354	328	271	245	83	83
Corporate University	176	207	163	199	13	8
Division of Insurance and Research	185	203	134	173	51	30
Division of Finance	163	165	158	165	5	0
Office of Inspector General	117	128	77	92	40	36
Office of Complex Financial Institutions	115	1	64	1	51	0
Executive Offices <sup>2</sup>	55	55	55	55	0	0
Office of the Ombudsman	29	31	12	12	17	19
Office of Minority and Women Inclusion <sup>3</sup>	30	26	30	26	0	0
Office of Enterprise Risk Management	14	13	14	13	0	0
<b>Total</b>	<b>7,973</b>	<b>8,150</b>	<b>1,977</b>	<b>2,131</b>	<b>5,996</b>	<b>6,019</b>

<sup>1</sup> The FDIC reports staffing totals using a full-time equivalent (FTE) methodology, which is based on an employee's scheduled work hours. Division/Office staffing has been rounded to the nearest whole FTE.

<sup>2</sup> Includes the Offices of the Chairman, Vice Chairman, Director (Appointive), Chief Operating Officer, Chief Financial Officer, Chief Information Officer, Legislative Affairs, Public Affairs, International Affairs, Corporate Risk Management and External Affairs.

<sup>3</sup> Previously the Office of Diversity and Economic Opportunity.

## SOURCES OF INFORMATION

### FDIC WEBSITE

[www.fdic.gov](http://www.fdic.gov)

A wide range of banking, consumer and financial information is available on the FDIC's website. This includes the FDIC's Electronic Deposit Insurance Estimator (EDIE), which estimates an individual's deposit insurance coverage; the Institution Directory, which contains financial profiles of FDIC-insured institutions; Community Reinvestment Act evaluations and ratings for institutions supervised by the FDIC; Call Reports, which are banks' reports of condition and income; and *Money Smart*, a training program to help individuals outside the financial mainstream enhance their money management skills and create positive banking relationships. Readers also can access a variety of consumer pamphlets, FDIC press releases, speeches, and other updates on the agency's activities, as well as corporate databases and customized reports of FDIC and banking industry information.

### FDIC CALL CENTER

**PHONE:** 877-275-3342 (877-ASK-FDIC)  
703-562-2222

**HEARING IMPAIRED:** 800-925-4618  
703-562-2289

The FDIC Call Center in Washington, DC, is the primary telephone point of contact for general questions from the banking community, the public, and FDIC employees. The Call Center directly, or in concert with other FDIC subject-matter experts, responds to questions about deposit insurance and other consumer issues and concerns, as well as questions about FDIC programs and activities. The Call Center also refers callers to other federal and state agencies as needed. Hours of operation are 8:00 a.m. to 8:00 p.m., Eastern Time, Monday – Friday, and 9:00 a.m. to 5:00 p.m., Saturday – Sunday. Recorded information about deposit insurance and other topics is available twenty-four hours a day at the same telephone number.

As a customer service, the FDIC Call Center has many bilingual Spanish agents on staff and has access to a translation service able to assist with over forty different languages.

### PUBLIC INFORMATION CENTER

3501 Fairfax Drive  
Room E-1021  
Arlington, VA 22226

**PHONE:** 877-275-3342 (877-ASK-FDIC)  
703-562-2200

**FAX:** 703-562-2296

**FDIC ONLINE CATALOG:**  
<https://vcart.velocitypayment.com/fdic/>

**E-MAIL:** [publicinfo@fdic.gov](mailto:publicinfo@fdic.gov)

Publications such as *FDIC Quarterly*, *Consumer News*, and a variety of deposit insurance and consumer pamphlets are available at [www.fdic.gov](http://www.fdic.gov) or may be ordered in hard copy through the FDIC online catalog. Other information, press releases, speeches and congressional testimony, directives to financial institutions, policy manuals, and FDIC documents are available on request through the Public Information Center. Hours of operation are 9:00 a.m. to 4:00 p.m., Eastern Time, Monday – Friday.

### OFFICE OF THE OMBUDSMAN

3501 Fairfax Drive  
Room E-2022  
Arlington, VA 22226

**PHONE:** 877-275-3342 (877-ASK-FDIC)

**FAX:** 703-562-6057

**E-MAIL:** [ombudsman@fdic.gov](mailto:ombudsman@fdic.gov)

The Office of the Ombudsman (OO) is an independent, neutral, and confidential resource and liaison for the banking industry and the general public. The OO responds to inquiries about the FDIC in a fair, impartial, and timely manner. It researches questions and fields complaints from bankers and bank customers. OO representatives are present at all bank closings to provide accurate information to bank customers, the media, bank employees, and the general public. The OO also recommends ways to improve FDIC operations, regulations, and customer service.

## REGIONAL AND AREA OFFICES

### ■ ATLANTA REGIONAL OFFICE

10 Tenth Street, NE  
Suite 800  
Atlanta, Georgia 30309  
(678) 916-2200

Alabama  
Florida  
Georgia  
North Carolina  
South Carolina  
Virginia  
West Virginia

### ■ CHICAGO REGIONAL OFFICE

300 South Riverside Plaza  
Suite 1700  
Chicago, Illinois 60606  
(312) 382-6000

Illinois  
Indiana  
Kentucky  
Michigan  
Ohio  
Wisconsin

### ■ DALLAS REGIONAL OFFICE

1601 Bryan Street  
Dallas, Texas 75201  
(214) 754-0098

Colorado  
New Mexico  
Oklahoma  
Texas

### ■ MEMPHIS AREA OFFICE

5100 Poplar Avenue  
Suite 1900  
Memphis, Tennessee 38137  
(901) 685-1603

Arkansas  
Louisiana  
Mississippi  
Tennessee

### ■ KANSAS CITY REGIONAL OFFICE

1100 Walnut Street  
Suite 2100  
Kansas City, Missouri 64106  
(816) 234-8000

Iowa  
Kansas  
Minnesota  
Missouri  
Nebraska  
North Dakota  
South Dakota

■ **NEW YORK REGIONAL OFFICE**

350 Fifth Avenue  
Suite 1200  
New York, New York 10118  
(917) 320-2500

Delaware  
District of Columbia  
Maryland  
New Jersey  
New York  
Pennsylvania  
Puerto Rico  
Virgin Islands

■ **BOSTON AREA OFFICE**

15 Braintree Hill Office Park  
Suite 100  
Braintree, Massachusetts 02184  
(781) 794-5500

Connecticut  
Maine  
Massachusetts  
New Hampshire  
Rhode Island  
Vermont

■ **SAN FRANCISCO REGIONAL OFFICE**

25 Jessie Street at Ecker Square  
Suite 2300  
San Francisco, California 94105  
(415) 546-0160

Alaska  
Arizona  
California  
Guam  
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## C. OFFICE OF INSPECTOR GENERAL'S ASSESSMENT OF THE MANAGEMENT AND PERFORMANCE CHALLENGES FACING THE FDIC

Under the Reports Consolidation Act of 2000, the Office of Inspector General (OIG) is required to identify the most significant management and performance challenges facing the Corporation and provide its assessment to the Corporation for inclusion in the FDIC's annual performance and accountability report. The OIG conducts this assessment annually and identifies specific areas of challenge facing the Corporation at the time. In identifying the challenges, the OIG keeps in mind the Corporation's overall program and operational responsibilities; financial industry, economic, and technological conditions and trends; areas of congressional interest and concern; relevant laws and regulations; the Chairman's priorities and corresponding corporate goals; and the ongoing activities to address the issues involved.

In looking at the recent past and the current environment and anticipating—to the extent possible—what the future holds, the OIG believes that the FDIC faces challenges in the areas listed below. While the Corporation will sustain its efforts to maintain public confidence and stability, particularly as it continues to implement key provisions and authorities of the Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), challenges will persist in other areas as well. We note in particular that the Corporation is continuing to carry out a massive resolution and receivership workload and at the same time is assuming a new resolution authority. Concurrently, the FDIC faces challenges in meeting its deposit insurance responsibilities, supervising financial institutions, protecting consumers, and managing its workforce and other corporate resources. It is conducting all of these activities in a corporate environment that has substantially changed over the past year and one that remains in constant flux.

As the FDIC and the banking industry emerge from the most severe crisis since the 1930s, the Corporation can take pride in having helped restore stability and confidence in the nation's banking system. It has completed or sustained a number of new initiatives, responded to new demands, and played a key part in shaping bank regulation for the post-crisis period. Passage of the Dodd-Frank Act has presented new opportunities and challenges for the FDIC in its efforts to restore the vitality and stability of the financial system, and the Corporation has met these head-on. Perhaps the biggest uncertainty, and the backdrop against which the FDIC will operate going forward, is whether the U.S. economy can sustain current economic growth and what impact the outlook in Europe will have on the banking and financial services industry in the months ahead.

### CARRYING OUT NEW RESOLUTION AUTHORITY

Reforms under the Dodd-Frank Act involve far-reaching changes designed to restore market discipline, internalize the costs of risk-taking, protect consumers, and make the regulatory process more attuned to systemic risks. The Dodd-Frank Act created the Financial Stability Oversight Council (FSOC), of which the FDIC is a voting member. The FSOC monitors sources of systemic risk and promulgates rules that will be implemented by the various financial regulators represented on the FSOC. The Dodd-Frank Act also established an independent Consumer Financial Protection Bureau (CFPB) within the Federal Reserve System; abolished the Office of Thrift Supervision (OTS) and transferred its supervisory responsibilities for federal and state-chartered thrift institutions and thrift holding companies to the Office of the Comptroller of the Currency (OCC), the FDIC, and the Federal Reserve System, respectively; and has given the FDIC significant new authorities to help address the risks in systemically important financial companies or institutions (SIFIs).

To carry out its most critical responsibilities under the Dodd-Frank Act in an effective and credible manner, the FDIC established its Office of Complex Financial Institutions (OCFI). This office continues to establish

itself and will face challenges during the upcoming year as it continues to evolve. New responsibilities for OCFI in connection with SIFIs include an Orderly Liquidation Authority to resolve bank holding companies and non-bank financial institutions, if necessary, and a requirement for resolution plans that will give regulators additional tools with which to manage the failure of large, complex enterprises. The FDIC's OCFI has taken steps in three key areas over the past year to carry out these responsibilities—monitoring risk within and across these large, complex firms from the standpoint of resolution; conducting resolution planning and developing strategies to respond to potential crisis situations; and coordinating with regulators overseas regarding the significant challenges associated with cross-border resolution.

OCFI has also been developing its own resolution plans in order to be ready to resolve a failing systemic financial company. These internal FDIC resolution plans—developed pursuant to the Orderly Liquidation Authority, provided under Title II of the Dodd-Frank Act—apply many of the same powers that the FDIC has long used to manage failed-bank receiverships to a failing SIFI. If the FDIC is appointed as receiver of such an institution, it will be required to carry out an orderly liquidation in a manner that maximizes the value of the company's assets and ensures that creditors and shareholders appropriately bear any losses. The goal is to close the institution without putting the financial system at risk.

According to the Acting Chairman of the FDIC, this internal resolution planning work is the foundation of the FDIC's implementation of its new responsibilities under the Dodd-Frank Act. In addition, the FDIC has largely completed the extensive related rulemaking necessary to carry out its responsibilities under Dodd-Frank. Notwithstanding such progress, the coming months will be challenging for the FDIC and all of the regulatory agencies as they work collaboratively to reposition themselves to carry out the mandates of the Dodd-Frank Act, continuing to develop rules to implement key

sections, and undertaking their new responsibilities as members of the FSOC.

## RESOLVING FAILED INSTITUTIONS AND MANAGING RECEIVERSHIPS

In addition to the future challenges associated with exercising this new resolution authority, the Corporation is currently dealing with a daunting resolution and receivership workload. As of December 31, 2011, approximately 415 institutions had failed during the crisis, with total assets at inception of \$664.3 billion. Estimated losses resulting from the failures total approximately \$86.3 billion. As of year-end 2011, the number of institutions on the FDIC's "Problem List" was 813, with \$319.4 billion in assets, indicating the potential of more failures to come and corresponding challenges with regard to management and disposition of failed bank assets.

Franchise marketing activities are at the heart of the FDIC's resolution and receivership work, and as failures persist, continue to challenge the Corporation. The FDIC must determine and pursue the least costly resolution to the Deposit Insurance Fund (DIF) for each failing institution. Each failing institution is subject to the FDIC's franchise marketing process, which includes valuation, marketing, bidding and bid evaluation, and sale components. The FDIC is often able to market institutions such that all deposits, not just insured deposits, are purchased by acquiring institutions, thus avoiding losses to uninsured depositors.

Of special note, through purchase and assumption (P&A) agreements with acquiring institutions, the Corporation has entered into 272 shared-loss agreements (SLA) involving about \$209.4 billion in initial covered assets. Under these agreements, the FDIC agrees to absorb a portion of the loss—generally 80-95 percent—which may be experienced by the acquiring institution with regard to those assets, for a period of up to 10 years. In addition, the FDIC has entered into 31 structured asset sales to dispose of about \$25.4 billion in assets. Under these arrangements,



the FDIC retains a participation interest in future net positive cash flows derived from third-party management of these assets.

Other post-closing asset management activities will continue to require much FDIC attention. FDIC receiverships manage assets from failed institutions, mostly those that are not purchased by acquiring institutions through P&A agreements or involved in structured sales. As of year-end 2011, the FDIC was managing 426 receiverships holding about \$28.5 billion in assets, mostly securities, delinquent commercial real-estate and single-family loans, and participation loans. Post-closing asset managers are responsible for managing many of these assets and rely on receivership assistance contractors to perform day-to-day asset management functions. Since these loans are often sub-performing or nonperforming, workout and asset disposition efforts are intensive.

The FDIC increased its permanent resolution and receivership staffing and significantly increased its reliance on contractor and term employees to fulfill the critical resolution and receivership responsibilities associated with the ongoing FDIC interest in the assets of failed financial institutions. At the end of 2008, on-board resolution and receivership staff totaled 491, while on-board staffing as of November 30, 2011 was 1,858. As of year-end 2010, the dollar value of contracts awarded in the resolution and receivership functions accounted for approximately \$2.4 billion of the total value of \$2.6 billion. As of December 31, 2011, the dollar value of such contracts awarded for 2011 totaled \$1.2 billion of a total \$1.4 billion for all contracts.

The significant surge in failed-bank assets and associated contracting activities will continue to require effective and efficient contractor oversight management and technical monitoring functions. Bringing on so many contractors and new employees in a short period of time can strain existing controls and administrative resources in such areas as employee background checks, for example, which,

if not timely and properly executed, can compromise the integrity of FDIC programs and operations.

## ENSURING AND MAINTAINING THE VIABILITY OF THE DEPOSIT INSURANCE FUND

Federal deposit insurance remains at the heart of the FDIC's commitment to maintain stability and public confidence in the nation's financial system. With enactment of the Emergency Economic Stabilization Act of 2008, the limit of the basic FDIC deposit insurance coverage was raised temporarily from \$100,000 to \$250,000 per depositor, through December 31, 2009. Such coverage was subsequently extended through December 31, 2013, and the Dodd-Frank Act made permanent the increase in the coverage limit to \$250,000. It also provided deposit insurance coverage on the entire balance of non-interest bearing transaction accounts at all insured depository institutions until December 31, 2012. A priority and ongoing challenge for the FDIC is to ensure that the DIF remains viable to protect all insured depositors. To maintain sufficient DIF balances, the FDIC collects risk-based insurance premiums from insured institutions and invests deposit insurance funds.

Since year-end 2007, the failure of FDIC-insured institutions has imposed total estimated losses of more than \$86 billion on the DIF. The sharp increase in bank failures over the past several years caused the fund balance to become negative. The DIF balance turned negative in the third quarter of 2009 and hit a low of negative \$20.9 billion in the following quarter. As the DIF balance declined, the FDIC adopted a statutorily required Restoration Plan and increased assessments to handle the high volume of failures and begin replenishing the fund. The FDIC increased assessment rates at the beginning of 2009. In June 2009, the FDIC imposed a special assessment that brought in additional funding from the banking industry. Further, in December 2009, to increase the FDIC's liquidity, the FDIC required that the industry prepay almost \$46 billion in assessments, representing over 3 years of estimated assessments.

Since the FDIC imposed these measures, the DIF balance has steadily improved. It increased throughout 2010 and stood at negative \$1.0 billion as of March 31, 2011. During the second quarter of 2011, the fund rose to a positive \$3.9 billion. Under the Restoration Plan for the DIF, the FDIC has put in place assessment rates necessary to achieve a reserve ratio (the ratio of the fund balance to estimated insured deposits) of 1.35 percent by September 30, 2020, as the Dodd-Frank Act requires. FDIC analysis of the past two banking crises has shown that the DIF reserve ratio must be 2 percent or higher in advance of a banking crisis to avoid high deposit insurance assessment rates when banking institutions are strained and least able to pay. Consequently, the FDIC established a 2-percent reserve ratio target as a critical component of its long-term fund management strategy.

The FDIC has also implemented the Dodd-Frank Act requirement to redefine the base used for deposit insurance assessments as average consolidated total assets minus average tangible equity rather than an assessment based on domestic deposits. The FDIC does not expect this change to materially affect the overall amount of assessment revenue that otherwise would have been collected. However, as Congress intended, the change in the assessment base will generally shift some of the overall assessment burden from community banks to the largest institutions, which rely less on domestic deposits for their funding than do smaller institutions. The result will be a sharing of the assessment burden that better reflects each group's share of industry assets. The FDIC estimates that aggregate premiums paid by institutions with less than \$10 billion in assets will decline by approximately 30 percent, primarily due to the assessment base change.

The FDIC, in cooperation with the other primary federal regulators, proactively identifies and evaluates the risk and financial condition of every insured depository institution. The FDIC also identifies broader economic and financial risk factors that affect all insured institutions. The FDIC is committed to providing accurate and timely bank data related to the financial condition of the banking industry.

Industry-wide trends and risks are communicated to the financial industry, its supervisors, and policymakers through a variety of regularly produced publications and ad hoc reports. Risk-management activities include approving the entry of new institutions into the deposit insurance system, off-site risk analysis, assessment of risk-based premiums, and special insurance examinations and enforcement actions. In light of increasing globalization and the interdependence of financial and economic systems, the FDIC also supports the development and maintenance of effective deposit insurance and banking systems world-wide.

Primary responsibility for identifying and managing risks to the DIF lies with the FDIC's Division of Insurance and Research (DIR), Division of Risk Management Supervision (RMS), Division of Resolutions and Receiverships, and now OCFI. The FDIC's new Chief Risk Officer will also play a key role in identifying risks, and his office will have a greater role to play in the months ahead. To help integrate the risk management process, the Board authorized the creation of an Enterprise Risk Committee, as a cross-divisional body to coordinate risk assessment and response across the Corporation. Also, a Risk Analysis Center monitors emerging risks and recommends responses to the National Risk Committee. In addition, a Financial Risk Committee focuses on how risks impact the DIF and financial reporting. Challenges going forward will include efficiently and effectively leveraging the risk insights of all involved in corporate risk management activities.

Over recent years, the consolidation of the banking industry resulted in fewer and fewer financial institutions controlling an ever-expanding percentage of the nation's financial assets. The FDIC has taken a number of measures to strengthen its oversight of the risks to the insurance fund posed by the largest institutions, and its key programs have included the Large Insured Depository Institution Program, Dedicated Examiner Program, Shared National Credit Program, and off-site monitoring systems.

Importantly, with respect to the largest institutions, and their risk to the DIF, Title II of the Dodd-Frank Act will help address the notion of “Too Big to Fail.” The largest institutions will be subjected to the same type of market discipline facing smaller institutions. Title II provides the FDIC authority to wind down systemically important bank holding companies and non-bank financial companies as a companion to the FDIC’s authority to resolve insured depository institutions. As noted earlier, the FDIC’s new OCFI is now playing a key role in overseeing these activities.

## ENSURING INSTITUTION SAFETY AND SOUNDNESS THROUGH AN EFFECTIVE EXAMINATION AND SUPERVISION PROGRAM

The Corporation’s supervision program promotes the safety and soundness of FDIC-supervised insured depository institutions. As of year-end 2011, the FDIC was the primary federal regulator for approximately 4,625 FDIC-insured, state-chartered institutions that are not members of the Federal Reserve Board (FRB)—generally referred to as “state non-member” institutions. As such, the FDIC is the lead federal regulator for the majority of community banks. The Acting Chairman has made it clear that one of the FDIC’s most important priorities is the future of community banks and the critical role they play in the financial system and the U.S. economy as a whole. The Corporation plans a number of upcoming initiatives to further its understanding of the challenges and opportunities facing community banks, including a conference, a study by DIR, and an assessment of both risk-management and compliance supervision practices to see if there are ways to make processes more efficient.

Historically, the Department of the Treasury (the OCC and the OTS) and the FRB have supervised other banks and thrifts, depending on the institution’s charter. The recent winding down of the OTS under the Dodd-Frank Act resulted in the transfer of supervisory responsibility for about 60 state-chartered savings associations to the FDIC, all of which are considered small and that will be absorbed into the FDIC’s existing supervisory program.

About 670 federally chartered savings associations were transferred to the OCC. As insurer, the Corporation also has back-up examination authority to protect the interests of the DIF for about 2,800 national banks, state-chartered banks that are members of the FRB, and those savings associations now regulated by the OCC.

The examination of the institutions that it regulates is a critical FDIC function. Through this process, the FDIC assesses the adequacy of management and internal control systems to identify, measure, monitor, and control risks; and bank examiners judge the safety and soundness of a bank’s operations. The examination program employs risk-focused supervision for banks. According to examination policy, the objective of a risk-focused examination is to effectively evaluate the safety and soundness of the bank, including the assessment of risk management systems, financial condition, and compliance with applicable laws and regulations, while focusing resources on the bank’s highest risks. Part of the FDIC’s overall responsibility and authority to examine banks for safety and soundness relates to compliance with the Bank Secrecy Act (BSA), which requires financial institutions to develop and implement a BSA compliance program to monitor for suspicious activity and mitigate associated money laundering risks within the financial institution. This includes keeping records and filing reports on certain financial transactions. An institution’s level of risk for potential terrorist financing and money laundering determines the necessary scope of a Bank Secrecy Act examination.

As noted earlier, the passage of the Dodd-Frank Act brought about significant organizational changes to the FDIC’s supervision program in the FDIC’s former Division of Supervision and Consumer Protection (DSC). That is, the FDIC Board of Directors approved the establishment of OCFI and a Division of Depositor and Consumer Protection. In that connection, DSC was renamed RMS. OCFI began its operations and is focusing on overseeing bank holding companies with more than \$100 billion in assets and their corresponding insured

depository institutions. OCFI is also responsible for non-bank financial companies designated as systemically important by FSOC. OCFI and RMS will coordinate closely on all supervisory activities for insured state non-member institutions that exceed \$100 billion in assets, and RMS is responsible for the overall Large Insured Depository Institution program.

As noted earlier, with the number of institutions on the FDIC's "Problem List" as of December 31, 2011 at 813, there is a potential of more failures to come and an additional asset disposition workload. The FDIC is the primary federal regulator for 533 of the 813 problem institutions, with total assets of \$175.4 billion and \$319.4 billion, respectively. Importantly, however, during the second quarter of 2011, the number of institutions on the Problem List fell for the first time in 19 quarters—from 888 to 865—and total assets of problem institutions declined during the second quarter from \$397 billion to \$372 billion. Maintaining vigilant supervisory activities of all institutions, including problem institutions, and applying lessons learned in light of the recent crisis will be critical to ensuring stability and continued confidence in the financial system going forward.

## **PROTECTING AND EDUCATING CONSUMERS AND ENSURING AN EFFECTIVE COMPLIANCE PROGRAM**

The FDIC serves a number of key roles in the financial system and among the most important is its work in ensuring that banks serve their communities and treat consumers fairly. The FDIC carries out its role by providing consumers with access to information about their rights and disclosures that are required by federal laws and regulations and examining the banks where the FDIC is the primary federal regulator to determine the institutions' compliance with laws and regulations governing consumer protection, fair lending, and community investment. As a means of remaining responsive to consumers, the FDIC's Consumer Response Center investigates consumer complaints about FDIC-supervised institutions and responds to consumer

inquiries about consumer laws and regulations and banking practices.

Currently and going forward, the FDIC will be experiencing and implementing changes related to the Dodd-Frank Act that have direct bearing on consumer protections. As noted earlier, the Dodd-Frank Act established the new Consumer Financial Protection Bureau within the FRB and transferred to this bureau the FDIC's examination and enforcement responsibilities over most federal consumer financial laws for insured depository institutions with over \$10 billion in assets and their insured depository institution affiliates. Also during early 2011, the FDIC established its new Division of Depositor and Consumer Protection, responsible for the Corporation's compliance examination and enforcement program as well as the depositor protection and consumer and community affairs activities supporting that program. These entities will face mutual challenges, and coordination will be critical.

Historically, turmoil in the credit and mortgage markets has presented regulators, policymakers, and the financial services industry with serious challenges. Many of these challenges persist, even as the economy shows signs of improvement. The FDIC has been committed to working with the Congress and others to ensure that the banking system remains sound and that the broader financial system is positioned to meet the credit needs of the economy, especially the needs of creditworthy households that may experience distress. Another important focus is financial literacy. The FDIC has promoted expanded opportunities for the underserved banking population in the United States to enter and better understand the financial mainstream. Economic inclusion continues to be a priority for the FDIC. A challenge articulated by the Acting Chairman as he looks to the future is to increase access to financial services for the unbanked and underbanked in the United States.

Consumers today are also concerned about data security and financial privacy. Banks are increasingly using third-

party servicers to provide support for core information and transaction processing functions. The FDIC must continue to ensure that financial institutions protect the privacy and security of information about customers under applicable U.S. laws and regulations.

## EFFECTIVELY MANAGING THE FDIC WORKFORCE AND OTHER CORPORATE RESOURCES

The FDIC must effectively and economically manage and utilize a number of critical strategic resources and implement effective controls in order to carry out its mission successfully, particularly with respect to its human, financial, information technology (IT), and physical resources. These resources have been stretched during the past years of the recent crisis, and the Corporation will continue to face challenges as it seeks to return to a steadier state of operations. New responsibilities, reorganizations, and changes in senior leadership and in the makeup of the FDIC Board will continue to impact the FDIC workforce in the months ahead. Promoting sound governance and effective stewardship of its core business processes and human and physical resources will be key to the Corporation's success.

Of particular note, in response to the crisis, FDIC staffing levels increased dramatically. The Board approved an authorized 2011 staffing level of 9,252 employees, up about 2.5 percent from the 2010 authorization of 9,029. On a net basis, all of the new positions were temporary, as were 39 percent of the total 9,252 authorized positions for 2011. Temporary employees were hired by the FDIC to assist with bank closings, management and sale of failed bank assets, and other activities that were expected to diminish substantially as the industry returns to more stable conditions. To that end, the FDIC opened three temporary satellite offices (East Coast, West Coast, and Midwest) for resolving failed financial institutions and managing the resulting receiverships. The FDIC closed the West Coast Office in January 2012 and plans to close the Midwest Office in September 2012.

The Corporation's contracting level has also grown significantly, especially with respect to resolution and receivership work. Contract awards in DRR totaled \$2.4 billion during 2010 and as of December 2011 totaled \$1.2 billion. To support the increases in FDIC staff and contractor resources, the Board of Directors approved a \$4.0 billion Corporate Operating Budget for 2011, down slightly from the 2010 budget the Board approved in December 2009. For 2012, the approved corporate budget was further reduced to \$3.28 billion to support 8,704 staff. The FDIC's operating expenses are paid from the DIF, and consistent with sound corporate governance principles, the Corporation's financial management efforts must continuously seek to be efficient and cost-conscious, particularly in a government-wide environment that is facing severe budgetary constraints.

Opening new offices, rapidly hiring and training many new employees, expanding contracting activity, and training those with contract oversight responsibilities placed heavy demands on the Corporation's personnel and administrative staff and operations. Now, as conditions seem a bit improved throughout the industry and the economy, a number of employees will be released—as is the case in the two temporary satellite offices referenced earlier—and staffing levels will move closer to a pre-crisis level, which may cause additional disruption to ongoing operations and introduce new risks to current workplaces and working environments. Among other challenges, pre- and post-employment checks for employees and contractors will need to ensure the highest standards of ethical conduct, and for all employees, in light of a transitioning workplace, the Corporation will seek to sustain its emphasis on fostering employee engagement and morale.

From an IT perspective, amidst the heightened activity in the industry and economy, the FDIC is engaging in massive amounts of information sharing, both internally and with external partners. This is also true with respect to sharing of highly sensitive information with other members of the newly formed FSOC and with the Council

itself. FDIC systems contain voluminous amounts of critical data. The Corporation needs to ensure the integrity, availability, and appropriate confidentiality of bank data, personally identifiable information (PII), and other sensitive information in an environment of increasingly sophisticated security threats and global connectivity. Continued attention to ensuring the physical security of all FDIC resources is also a priority. The FDIC needs to be sure that its emergency response plans provide for the safety and physical security of its personnel and ensure that its business continuity planning and disaster recovery capability keep critical business functions operational during any emergency.

The FDIC is led by a five-member Board of Directors, all of whom are to be appointed by the President and confirmed by the Senate, with no more than three being from the same political party. For much of the past year, the FDIC had in place three internal directors—the Chairman, Vice Chairman, and one independent Director—and two ex officio directors, the Comptroller of the Currency and the Director of OTS. With the passage of the Dodd-Frank Act, the OTS no longer exists, and the Director of OTS has been replaced on the FDIC Board by the Director of the Consumer Financial Protection Bureau, Richard Cordray. Former FDIC Chairman Sheila Bair left the Corporation when her term expired—in early July 2011. Vice Chairman Martin Gruenberg was serving as Acting Chairman as of the end of 2011, and had been nominated by the President to serve as Chairman. In March 2012, the Senate extended the Board term for Acting Chairman Gruenberg but did not vote on his nomination to be Chairman. The internal Director, Thomas Curry, nominated by the President to serve as Comptroller of the Currency, was confirmed as Comptroller in late March 2012 and currently occupies that position. Thomas Hoenig, nominated by the President to serve as Vice Chairman of the FDIC, was confirmed as a Board member in March 2012 and was sworn in, though not as Vice Chairman, in April 2012. Finally, Jeremiah Norton was confirmed by the Senate in March 2012 and sworn in as Board Member in April 2012.

The Board is now at its full five-member capacity for the first time since July 2011. Given the relatively frequent turnover on the Board and the new configuration of the current Board, it is essential that strong and sustainable governance and communication processes be in place throughout the FDIC. Board members, in particular, need to possess and share the information needed at all times to understand existing and emerging risks and to make sound policy and management decisions.

Beyond the Board level, enterprise risk management is a key component of governance at the FDIC. The FDIC's numerous enterprise risk management activities need to consistently identify, analyze, and mitigate operational risks on an integrated, corporate-wide basis. Additionally, such risks need to be communicated throughout the Corporation, and the relationship between internal and external risks and related risk mitigation activities should be understood by all involved. In that context, the new Office of Corporate Risk Management led by the FDIC's first Chief Risk Officer will assess external and internal risks faced by the FDIC and will report to the FDIC Chairman and periodically report back to the FDIC Board an important organizational change that should serve the best interests of the Corporation.