

FDIC News



The Federal Deposit Insurance Corporation Employee Newsletter

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Looking Ahead for 2016

At this time of the year, many of us are scanning our calendars and firming up plans for the months ahead. With that in mind, *FDIC News* asked various leaders to share their goals or areas of focus for 2016—as generally or specifically as they wished. Their contributions follow.

Barbara Ryan, Deputy to the Chairman and Chief Operating Officer/Chief of Staff

During 2016, I'll be focused on many of the broad agency objectives identified in the 2016 FDIC Performance Goals. In addition to ensuring that we have the leadership and capabilities required to carry out our mission, Chairman Gruenberg has identified a number of challenging high-priority initiatives including the Workforce Development Initiative and our continued focus on the resolution and supervision of systemically important financial institutions, community banking, economic inclusion, and important efforts to promote employee engagement and satisfaction, including the Workplace Excellence and diversity and inclusion. My efforts will cut across all of these priorities to some degree, as well as to ensuring that we maximize opportunities to collaborate cross-divisionally and address the challenges we face with a shared vision for the future.

Doreen Eberley, Director, Division of Risk Management Supervision (RMS)

In 2016, in addition to our continuing focus on FDIC performance goals, RMS will also continue to focus on the three key areas of its 2013-2017 Strategic Plan: Knowledge Transfer; Building Bench Strength; and Embedding Lessons Learned. Our work under these broad goals will ensure that: the knowledge, expertise, and experiences of our most tenured workforce are shared with and transferred to less tenured

staff; our workforce has sufficient capabilities, skills, and understanding in complex areas, particularly large bank supervision and information technology (IT); and that our supervision program reflects and reinforces the lessons learned from past crises.

In support of these goals, this year we will roll out a new IT examination program called InTREx, revise our core IT examination course, and develop more advanced IT subject matter experts (SMEs). Our large bank area will continue to add capacity and roll out more refined program procedures. Our complex financial institutions branch will enhance training and assessments of resolvability under the Dodd-Frank Act and implementing rules, and develop new tracking and reporting capabilities. We are developing a number of case studies and horizontal reviews to capture lessons learned from the recent crisis and incorporate them into forward-looking supervision that identifies and mitigates risk when it is building.

We are continuing to build our skilled workforce, developing formal programs for SME designation and training. Further, we are holding leadership training for field supervisors, supervisory examiners, and assistant regional directors.

— RMS Director Doreen Eberley

We are continuing to build our skilled workforce, developing formal programs for SME designation and training. Further, we are holding leadership training for field supervisors, supervisory examiners, and

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assistant regional directors. We are also providing tools to support examiners, with the rollout of the Examination Tools Suite. Our examiners will continue to focus on interest rate risk, credit risk, and cybersecurity. We are working to complete Dodd-Frank rule-making, and simultaneously our policy staff is working to review all of our rules to identify areas to reduce regulatory burden. Finally, we will continue to support the FDIC's Community Bank Initiative, participating in the April 2016 Community Banking Conference and the FDIC's Advisory Committee on Community Banking, refreshing corporate governance guidance, developing additional technical assistance videos, and holding banker outreach and training.

We plan to complete the final report on the Youth Savings Pilot to identify and highlight promising approaches to offering financial education tied to the opening of safe, low-cost savings accounts to school-aged children and youth.

— DCP Director Mark Pearce

Mark Pearce, Director, Division of Depositor and Consumer Protection (DCP)

Our Division has two key programmatic areas: (1) promoting economic inclusion to enhance public confidence in the banking system; and (2) supervising institutions to identify, address, and mitigate the risk of consumer and depositor harm. Within economic inclusion, a key area of focus in 2016 will be promoting access to and use of safe, affordable insured accounts. We intend to publish the 2015 FDIC National Survey of Unbanked and Underbanked Households and additional research on bank efforts to serve these populations; work on the ground with local coalitions to promote awareness of the availability of SAFE transaction accounts; and implement strategies to reach populations disproportionately likely to be unbanked or underbanked. In addition, we plan to complete the final report on the Youth Savings Pilot to identify and highlight promising approaches to offering financial education tied to the opening of safe, low-cost savings accounts to school-aged children and youth. With regard to our

efforts to identify, address, and mitigate the risk of consumer harm, the key objective is to continue to conduct our core operations in examinations, consumer response, and deposit insurance at a high level, and watch for trends or issues presenting elevated risk to consumers or depositors. We will also monitor CFPB (Consumer Financial Protection Bureau) rulemaking in some key areas, such as small-dollar credit and overdraft programs, and work with other agencies to update consumer compliance ratings systems to reflect the evolution in agencies' examination approach.

Joni Creamean, Associate Director, Consumer Protection, DCP

The DCP Deposit Insurance Section has six banker telephone training seminars scheduled in 2016 that will provide a comprehensive overview of FDIC deposit insurance rules. Since 2008, nearly 300,000 bank employees have attended these seminars. Last year, three YouTube videos were released that offered specific training on Fundamentals of Deposit Insurance Coverage, Deposit Insurance Coverage for Revocable Trust Accounts, and Advanced Topics in Deposit Insurance Coverage, which are available at www.youtube.com/user/FDIC-channel/videos.

In 2016, the DCP Deposit Insurance section will also issue an updated publication for bank employees—*The Financial Institution Employee's Guide to Deposit Insurance*, a comprehensive resource on FDIC deposit insurance coverage. Additionally, each year, the Deposit Insurance Section speaks to thousands of depositors and bankers regarding specific individual situations.

My goal is to support our organization to implement a mobility strategy that improves the users' experience, simplifies system access, and provides regularized introduction of new state-of-the-art technology that meets FDIC business needs.

— Lawrence Gross, Jr.,

Chief Information Officer (CIO)

Lawrence Gross, Jr., Chief Information Officer (CIO)

The FDIC CIO organization is focused on providing modern technology to the FDIC that facilitates mobility and contin-

ued access to information at any time from any place securely. My goal is to support our organization to implement a mobility strategy that improves the users' experience, simplifies system access, and provides regularized introduction of new state-of-the-art technology that meets FDIC business needs.

Bret Edwards, Director, Division of Resolutions and Receiverships (DRR)

Key DRR goals for this year are as follows:

- Enhance resolution readiness, especially for large IDIs (Insured Depository institutions) and SIFIs (Systemically Important Financial Institutions).
- Wind up much of the work related to the 515 failures we have had since the crisis began in 2008.
- Continue to adjust the size of the workforce consistent with DRR's projected workload.
- Implement the major reorganization recommended in the DRR management study.

One initiative that I will highlight is our focus on developing employees.

We plan to offer a developmental rotation to fill the Special Assistant to the DOA Director vacancy.

— DOA Director Arleas Upton Kea

Arleas Upton Kea, Director, Division of Administration (DOA)

The Division of Administration completed a highly productive year, creating, implementing, managing and maintaining a wide variety of important and diverse programs and initiatives. My DOA colleagues and I look forward to continuing our support of the broad agency objectives contained in the 2016 FDIC Performance Goals and the large volume of goals in our Division of Administration Performance Goals. One initiative that I will highlight is our focus on developing employees. We plan to offer a developmental rotation to fill the Special Assistant to the DOA Director vacancy. This rotation will afford an opportunity for the selected employee to engage in a variety of high-level, high-visibility activities and assignments with agency-wide impact. In addition, the opportunity to serve in this

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developmental position will assist in preparing a future generation of employees to grow, learn, and assume more challenging and progressively responsible roles as they progress in their careers. This rotational detail will also support the principles that we have adopted pursuant to the Workforce Development Initiative. The Expression of Interest will be posted on the FDIC Board in the next few weeks.

DIR will participate in the upcoming April 6th FDIC community banking conference, entitled “Strategies for Long-Term Success.” The conference will provide an opportunity to engage community bankers in discussions of key strategic issues, including topics addressed in recent DIR community banking research reports.

— DIR Director Diane Ellis

Diane Ellis, Director, Division of Insurance and Research (DIR)

Following are some key areas of focus for DIR in 2016:

Survey of Small Business Lending: DIR and DCP are conducting the first Survey of Banks’ Small Business Lending. The industry-wide survey of about 2,000 banks will examine a number of questions including: the extent of small business lending in the industry, what types of loan products are offered by different size banks, what banks consider a small business, and what are the banks’ major competitors for small business customers. The survey is scheduled to go into the field in mid-summer 2016.

SIMS Redesign: The Structure Information Management System (SIMS) Redesign Program is a multi-year investment that will modernize SIMS, the FDIC’s system of record for all non-financial structure data on every FDIC-insured financial institution and branch office. The project will provide material and measurable business value to the FDIC through increased business process efficiency, enhanced data quality, improved business responsiveness, and improved data availability and dissemination.

Deposit Insurance Fund: We expect the

DIF reserve ratio to hit 1.15 percent in 2016. The Dodd-Frank Act requires the FDIC to offset the effect of increasing the reserve ratio from 1.15 percent to 1.35 percent on banks with assets less than \$10 billion.

Emerging Risks: DIR will continue to work collaboratively with the other Divisions and Offices in identifying and analyzing emerging risks and sharing that information through the FDIC External Risk Forum and the Risk Analysis Center Publications Portal. Prominent among the risk topics we will be following in 2016 are the effects of sharply lower prices for oil and other key commodities on regional economies and FDIC-insured institutions.

Community Banking Initiative: DIR will participate in the upcoming April 6th FDIC community banking conference, entitled “Strategies for Long-Term Success.” The conference will provide an opportunity to engage community bankers in discussions of key strategic issues, including topics addressed in recent DIR community banking research reports.

One priority for OCOM is to further explore ways to more effectively communicate to staff across the country. We want to make sure that people are getting the news they need, when they need it, and in a manner that is as accessible as possible.

— Barbara Hagenbaugh, Deputy to the Chairman for Communications

Barbara Hagenbaugh, Deputy to the Chairman for Communications

This year OCOM (Office of Communications) will have two key priorities. The first is to further explore ways to more effectively communicate to staff across the country. We want to make sure that people are getting the news they need, when they need it, and in a manner that is as accessible as possible. On that front, we are always eager to hear new ideas people may have, so feel free to reach out to us!

Our second priority is to look at ways to strengthen our presence and outreach on social media. Social media is a great way to deliver our messages to a wide audience, and we want to make sure we are maximizing the potential opportunities of social media in a responsible manner.

Given the large number of DOF employees who will be eligible to retire over the next few years, we also intend to concentrate on succession management, making sure we retain institutional knowledge, and preparing our staff for future management and capability needs.

— DOF Director Craig Jarvill

Craig Jarvill, Director, Division of Finance (DOF)

Before turning to 2016, I want to first comment on the accomplishments of 2015. I especially want to point to the great efforts of the DOF Workplace Excellence (WE) Council and the enthusiastic support given to it by both managers and staff during the year. Besides arranging career planning sessions for DOF employees with Corporate University, the WE Council organized seven DOF lunch-and-learn sessions to better enable DOF staff to understand what their colleagues are doing. In addition, the Council, working with DOF’s managers and executives, created six “Career Development Opportunities” and issued eight EOIs.

In looking forward to 2016, we expect to expand on these efforts as well as pursue other WE Council initiatives expected to arise from analyzing the 2015 All-Employee Survey results. In addition to the WE Council’s initiatives, DOF’s leaders and managers will embrace and support employee interests associated with opportunities being rolled out under the Chairman’s Workforce Development Initiative. Given the large number of DOF employees who will be eligible to retire over the next few years, we also intend to concentrate on succession management, making sure we retain institutional knowledge, and preparing our staff for future management and capability needs. DOF has done a good job over the last several years of recruiting a group of talented, skilled, and diverse staff through the Pathways Program. Along with the talented and experienced staff that were already in place, DOF has a solid core of talented staff ready to fulfill DOF’s mission to support the agency in carrying out its responsibilities.

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Suzannah Susser, Chief Learning Officer and Director, Corporate University (CU)

In 2016, in addition to focusing on meeting the specific training needs of Divisions and Offices, Corporate University will continue to invest in its evaluation strategies to better measure the impact of the FDIC's investment in learning and development. The University also will continue to offer leadership education opportunities to meet both FDIC and individual needs, including comprehensive support

of a number of Workforce Development Initiatives. The University will invest in itself as well to drive improvement and innovation in service delivery and stakeholder satisfaction.

Joleen Macek, Career Management Program (CMP) Manager

The Career Management Program (CMP) is looking forward to another exciting year of programs and services in 2016 to support employee development. In October 2015, we announced the Leadership Mentoring Program (LMP). The LMP is a Workforce Development Initiative for CM and EM employees and a welcome

addition to our already successful Mentoring Program that is open to all employees. We look forward to the official kick-off of the LMP during the orientation session in April. Another Workforce Development initiative we are proud to support is Administrative Career Paths. As a part of this program, we have developed tailored programming as well as coaching services for eligible employees. Additionally, in 2016, we are looking forward to eligible employees taking advantage of the Emerging Manager Coaching service and the newly introduced Clifton StrengthsFinder 2.0 assessment for individuals and teams. 🏠

TRANSITIONS



Robert C. Fick

Robert C. Fick retired on December 31, 2015, after a 28-year career with the FDIC. Most recently, Fick served as Senior Counsel of the Legal Division's Bank Activities Section.

Fick joined the FDIC in 1987 as a staff attorney in the former Irvine, California, Consolidated Field Office, where among other things he served as a legal adviser to teams that established receiverships for failed banks. "There wasn't a great onslaught of failures when I first started, but soon the pace began to pick up," he said.

Before long, Fick was also advising teams that placed savings and loan institutions into conservatorship. Between those events, he also helped liquidators dispose of the failed institutions' assets and advised the staff managing the receiverships and

conservatorships. One of his more interesting assignments took him to Phoenix, Arizona, for three months, where he served as one of the attorneys managing the conservatorship of Charles Keating's Lincoln Savings and Loan Association.

In 1991, Fick moved to the Resolution Trust Corporation (RTC) in Washington D.C. as a Counsel with the Resolutions Section of that agency's Legal Division. "I was one of five attorneys responsible for documenting and closing the sale of large S&Ls in conservatorships," he said. "I was involved in that work until the RTC's sunset at the end of 1995."

On his return to the FDIC in January 1996, Fick briefly joined the former Closed Bank Litigation and Policy Section of the Legal Division and then crossed over to the open bank side with the former Regulations and Legislation Section. "I had an opportunity to work on open bank issues, including mergers, changes in control, branching, assessments, and deposit insurance applications, and I couldn't pass it up," he said. When the section was ultimately reorganized, Fick became a member of the new Bank Activities Section, led by then-Senior Counsel Marilyn Anderson, and continued working on open bank issues. In addition to the usual open bank matters, he became a resource for the issues presented by Industrial Loan Companies (ILCs). He was instrumental in establishing and extend-

ing a moratorium on new ILCs and later in publishing a notice of proposed rulemaking to ensure that the companies that control these institutions also serve as a source of strength for them.

"I had an opportunity to work on open bank issues, including mergers, changes in control, branching, assessments, and deposit insurance applications, and I couldn't pass it up."
— Senior Counsel Robert Fick

During the recent financial crisis, Fick served as one of the principal drafters of the regulations that established the FDIC's very successful Temporary Liquidity Guarantee Program. As a member of the Bank Activities Section, Fick was honored as the first recipient of the Legal Division's Douglas H. Jones Legal Excellence Award.

In 2010, Fick was promoted to Supervisory Counsel and oversaw a staff of five attorneys and two paralegals. Most recently, in 2013, he was promoted to the position of Senior Counsel, responsible for managing the Bank Activities Section, which included two Supervisory Counsel, 10 attorneys, a management analyst, and a secretary.

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Commending Fick's contributions, Marilyn Anderson said: "It was a privilege to have worked with Bob for so many years. He was a wonderful colleague, a talented lawyer, and a valuable resource. I relied heavily on him in the Bank Activities Section for his expertise on so many open bank activities issues."

Fick said that he particularly enjoyed the diversity of opportunities that came his way at the FDIC and RTC. His previous experience was also diverse: he was the City Attorney for a small Midwestern city, worked as bank counsel, served in the U.S. Army, and was an engineer for the former AT&T. He holds an undergraduate degree in mechanical engineering from the University of Missouri at Rolla and a law degree from the University of Missouri at Columbia.

Fick's retirement plans include "volunteer work, traveling, spoiling a grandson, and whatever else seems fun and interesting."

Rich Romero retired from the FDIC on December 31, 2015. Most recently, he was a Senior Ethics Program Specialist in the Legal Division.

Romero joined the FDIC's former Denver Consolidated Office in 1986. Previously, he had been a member of the Denver banking community for more than 14 years, serving in lending, operations, and management of various banking institutions. In his first FDIC position, he joined the newly formed Division of Liquidation (which later became

the current Division of Resolutions and Receiverships) as a temporary Liquidation Specialist in Investigations.

In this position, Romero had the opportunity to travel to failed bank sites across the Plains States and Western U.S. "I assisted the Legal Division in analyzing the causes of various banks' failures," he said. "We were constantly on the road from week to week in various locations investigating the failures of the institutions and the directors and officers responsible for the failures."

"I liked investigative work and the challenge of uncovering wrongdoing. I also strongly believed in the mission of tracking down these wrongdoers."

— Rich Romero, Senior Ethics Program Specialist and former Investigator

In 1989 he was selected as a staff Bank Liquidation Specialist in the Dallas Regional Office. In this role, he oversaw investigations departments in all the consolidated offices in the Dallas Region and provided policy and procedural answers to the field investigators and office management. On behalf of the consolidated offices' investigations departments, he also acted as an intermediary with the investigations group in Washington and with headquarters professional liability attorneys. In 1991 he took charge of the investigation of a \$1 billion

failed bank in San Antonio, Texas.

Romero returned to Dallas in the fall of 1991. A detail assignment in Washington, D.C., led to a permanent position with the DOL Associate Director of Operations as a liaison with the Investigations offices, the Legal Division's Professional Liability Unit, and the RTC. His last position in the Division of Resolutions and Receiverships at headquarters was managing civil and criminal investigations.

Romero loved his job. "I liked investigative work and the challenge of uncovering wrongdoing," he said. "I also strongly believed in the mission of tracking down these wrongdoers." Romero had ample opportunities to identify wrongdoers at some major institutions, including Keystone Bank and IndyMac Bank.

In 2009, Romero traded his investigative work for a new opportunity as Senior Ethics Program Specialist. But he did not totally leave his investigative skills behind; that experience was useful as he examined the suitability of FDIC job applicants as well as the review of current employees.

For Romero, much of retirement will be spent with his adult children and his five grandsons, who all live in the area. "I look forward to attending the boys' soccer matches and baseball games more regularly," he said. Romero will by no means remain only a spectator, however; he plans to play golf with his retired FDIC friends, Joe DiNuzzo and Jim Deveney, as well as some of his still-employed FDIC friends. ♣

OBITUARY

Jerie Kitchens

Special Assistant to the DOA Director

Jerie Kitchens, who served for many years as Special Assistant to Arleas Upton Kea, Director of the Division of Administration (DOA), died on December 17, 2015. She was 70.

Kitchens had earned the high regard of colleagues throughout the FDIC for her steadfast commitment to public service, for the many leadership qualities she exhibited throughout her FDIC tenure, and for her achievements within DOA and beyond.

A humble professional who preferred to

work quietly behind the scenes, Kitchens nonetheless exerted significant influence within DOA and in many corners of the FDIC. A trusted advisor and aide to Director Kea, she also shared her knowledge and expertise with colleagues as an informal counselor, mentor, and role model. An astute listener with a calm and personable demeanor, she was able to help resolve all manner of problems and issues on behalf of her co-workers and to the benefit of her division and the agency.

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OBITUARY

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Kitchens was also regularly sought after for her sound judgment, her ability to act decisively when appropriate, and her talent for offering a balanced perspective when

“She was a calm, confident trailblazer who always had just the right words to say and who used her influence for what was good, right, and just.”

— DOA Director Arleas Upton Kea

confronting difficult or complex matters.

Although not one to call attention to her accomplishments, Kitchens was a consummate professional who achieved results. She was the recipient of many awards and commendations, including the FDIC’s Annie D. Moore EEO, Diversity and Inclusion Award. She regularly endeavored to remove barriers that employees confronted in the workplace.

Director Kea recounted her friendship with Kitchens and her role in the FDIC community. “I had the honor of working very closely with Jerie for 32 years,” she said. “Jerie was far more than a co-worker and advisor; she was a confidante and beloved friend. She touched the lives of so many people in her professional and personal lives with her strong presence. She was strong in faith, character, and values. She was a calm, confident trailblazer who always had just the right words to say and who used her influence for what was good, right, and just. Jerie was a wonderful mother, a nurturing grandmother, a loving aunt, a dedicated sister, a loyal friend, and a compassionate co-worker. I will miss Jerie tremendously, but I am sure that she would want us to focus on the happy times she spent with us, and I know that she is still here with us in spirit.”

DOA Administrative Assistant Penny Bouknight, who worked alongside Kitchens for many years, recalled their relationship. “Jerie was much more than a colleague to me,” she said. “She was a great friend and an excellent mentor. She was so comforting and understanding when I lost my Mom. Through the years we enjoyed

many opportunities to chat and laugh about many things together. I’ve been blessed to have learned so much from Jerie, and I often teased her that I was taking a page from her book as *the* example on many things. Though I will miss her terribly, I will always have memories of our times together as a comfort and a way of keeping her alive in my heart. God bless the kindred spirit that she was, and we were all blessed to have had her with us.”

DOA Deputy Director Julia Goodall also valued her friendship with Kitchens. “I’ve known Jerie for a long time, but over the past few years, I have had the good fortune to work closely with her,” Goodall said. “She was a gifted listener and someone whose counsel I sought regularly. Like me, many FDIC employees counted Jerie as a friend and confidante. We will greatly miss her smile and gentle presence.”

“Through the years we enjoyed many opportunities to chat and laugh about many things together. I’ve been blessed to have learned so much from Jerie, and I often teased her that I was taking a page from her book as the example on many things.”

— Penny Bouknight, Administrative Assistant, DOA

DOA Assistant Director Dan Bendler shared his recollections. “Jerie and I were unlikely friends,” he said. “We were a generation apart in age, had vastly different life experiences, and embraced opposing views on many important issues. And yet, we became close friends over the years. As next-door office neighbors, we frequently discussed world history, politics, current events, and sports. Jerie was extremely smart and intuitive. I routinely relied on her for straightforward advice and guidance on sensitive matters. She was so easy to talk to, non-judgmental, caring, and beautiful in every way possible. I was so lucky to know Jerie and will remember her always.”

Geraldine “Jerie” Loretta Dickerson Kitchens was born in Fairfield, Virginia, on July 15, 1945. The youngest of 11 children, she was doted on by her older siblings. Kitchens graduated from Lylburn Downing

High School in Lexington, Virginia, in 1963. After graduating, she moved to the Washington, D.C., metropolitan area, which became her home for more than 50 years.

In the nation’s capital, Kitchens championed civil rights as a member of the Student Nonviolent Coordinating Committee (SNCC).

Kitchens launched her federal government career as a clerk typist with the Foreign Claims Settlement Commission. A position with the Broadcast Bureau of the Federal Communications Commission followed. Along the way, Kitchens pursued her education by attending Atlantic Business College.

Kitchens spent the next several years with the Department of Labor, first as Secretary to the Counsel for Black Lung Benefits, and, after a series of promotions, finally as Paralegal Specialist in the Labor Department Office of Undersecretary—Benefits Review Board. During this time, she earned a degree in paralegal studies at University of Maryland University College. She joined the FDIC in 1991 and served in the Legal Division and the Office of the Ombudsman before advancing to her role as Special Assistant. Her career in public service spanned more than 52 years.

In her private life, Kitchens was devoted to her family, from her three children to a large extended family and many long-time friends. She was an active member of the Faith Fellowship Community Church and the First United Methodist Church, both in Laurel, Maryland. She enjoyed time with her family, reading, hunting for romance novels in her local library, traveling, and keeping up to date on local and national news. An avid sports fan, she was especially fond of watching Sunday football games and fervently hoped the Washington Redskins would make it to the playoffs.

Kitchens is survived by daughter Sonya; sons Kedron and Kofi; grandchildren De-launte Kitchens, Ashley Burgess, and Porscha Wallace; great-granddaughter Mollie Hunt; sisters Mae Thompson and Barbara Sheffield; brothers George Dickerson, William H. Dickerson (wife Lois), and Charles R. Dickerson (wife Myra); several nieces and nephews; and many other family members and friends. 🕊