

FDIC News

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Bridge Bank Simulation Gives Dallas Attorneys Critical Experience

By JEFFREY THOMAS
Legal Division—Dallas

It was as close to the real thing as possible. From October 18 to 21, the Dallas Regional Office Legal Division, along with Corporate University (CU), DRR, DIT, and DOA, conducted a bridge bank simulation as part of the Legal Division's large-bank readiness initiative. Two independently operating teams, each consisting of eight attorneys, made on-the-ground legal decisions crucial to establishing, operating, and resolving a bridge bank. Under real-time deadlines, they weighed in on issues related to litigation, asset disposition, professional liability, and resolutions and receiverships.

For three-and-a-half days, the teams functioned in a virtual-reality world resolving the failure of AGB, a fictitious Oklahoma-based state bank with \$48.3 billion in assets. Negative publicity about AGB, followed by a system-wide bank run, had caused the acquirer of the bank to back out. AGB even had a colorful history: it was founded in 1903 by oil industry pioneers when Oklahoma was still a territory. AGB's Chairman and majority shareholder, CB Barnwell, was a renowned

energy industry entrepreneur.

Preparation for closing AGB and standing up the bridge bank had to be done in 36 hours. Sequestered in their alternate reality, the teams had to act, and fast.

How it Began

What ended up as a full-blown simulation began as a few themes in the mind of Dallas Regional Counsel Bob Bracken as he made plans in January for the coming year. Succession planning was a paramount concern. Bracken also wanted to focus on readiness for large bridge bank resolutions. "I was concerned that two or three years from now, the few people who had operational experience with bridge banks would no longer be here," Bracken said.

Another concern was cross-training. The number of Dallas Regional legal staff had declined significantly since the financial crisis, but even so, Bracken had to find ways for his team to cover all the same functions as before.

Thinking long-term, Bracken also wanted to create a bridge bank playbook. "We wanted something we could put on the shelf for use

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BRIDGE BANK SIMULATION

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long after many of us are gone,” he said.

After consulting with his management team, Bracken envisioned a basic table-top exercise. For help, he turned to Counsel Jeffrey Thomas, who had large-bank experience from his time at the IndyMac Federal Bank Conservatorship. Bracken also enlisted Counsel Steve Pruss as part of the project team.

Thomas enlisted CU’s Randy Cheek, a simulations expert. Cheek was more than happy to help. “Randy has more than 31 years of experience conducting strategic simulation exercises with the Air Force, State Department, Department of Defense, National Defense University, and the Africa Center for Strategic Studies,” Thomas said. “He was exactly the right person for this project.”

With Cheek on board, the “Project Team Bob” expanded to include additional CU staff as well as staff from DRR, DOA, and DIT. From February to October, the team created and developed the simulation.

Show Time

On October 18, the two teams assembled in separate rooms. The members were: Linda J. Berberian, Kevin Carver, Richard E. Elsea, Fiona Fallon, Robert J. (Hoot) Gibson, Thomas A. Krause, Carl T. Maxwell, Janet Pletcher, Laura L. Brewer, Jennifer W. Davis, George de Verges, Krystil A. Fox, Christine Hsu, Kevin A. Kinnan, Aaron A. Moore, and Steven E. Smith.

The simulation incorporated the television series “Game of Thrones” for a theme. The two teams were named Team Arya’s Army and Team Khaleesi’s Dragon Riders.

The DIT contingent was on hand to make sure all IT aspects ran smoothly, and Chief Learning Officer and CU Director Suzannah Susser attended as an observer. Providing added realism was Mike Lamb, DRR Senior Strategic Operations Specialist, who served as the simulation’s Receiver-in-Charge.

Each of the first three days focused on a separate piece of the process: Day 1—closing AGB and standing up the bridge bank; Day 2—operating the receivership and the bridge bank; and Day 3—resolving the bridge bank.

“We intentionally set it up as a pressured environment,” said Bracken. “These were three-and-a-half long days, and each day had what we called a different ‘move.’ Each ‘move’ had a series of problems that the teams had to solve and report out at the end of the day.”

The attorneys got to work, researching the legal issues assigned to them and formulating opinions. Senior Attorney Linda Berberian dealt with an environmental issue relating to AGB. “We had to size up the issue and weigh in right away,” she said.

“We had to answer questions quickly,” said Counsel George de Verges. “The problems were realistic—the sort of thing you would encounter in a large bank failure.”

Senior Attorney Krystil Fox thought the exercise mimicked a real situation. “The facts we were given were pretty logical and based on actual scenarios we have encountered in closed banks, which lent credence to the exercise,” she said.

Not only the content but the setting was true to life. “They put us in a tiny room with poor ventilation and lots of candy—very realistic!” said de Verges. Bracken agreed. “We have to

work anywhere, whether in hotel rooms or bank basements. The teams were jammed into small rooms—no large, cushy conference rooms for them!”

How it Went

On the final half-day, Randy Cheek gathered the participants together and went around the room, asking each person for feedback. Fox later recalled her input. “I thought the exercise was very effective in evaluating our reactions to stress and dynamic factual situations,” she said.

“I had never worked on a bridge bank of that size, so I thought the simulation was great,” de Verges said. “You can’t take what you do for a \$100 million bank and scale it up for a \$48.3 billion bank. It just won’t work. You have to take a different approach. We had to ask what we would do when faced with a much larger institution.”

“The whole thing came together really well,” said Ortiz. “This was a very important tool that created a sense of the real experience. Banks are evolving and getting larger and more complex and moving fast in adopting technology. The simulation is probably one of our best strategies for getting ahead of the curve and identifying weak spots. We are developing a game plan to be prepared.”

Berberian thought the simulation could have included more participants. “We underestimated the number we needed to do the various tasks,” she said. “Even though we have experience with bank closings, going forward we need to think on a bigger scale.”

A Worthwhile Exercise

Bob Bracken was pleased with the outcome. “Our team put together a terrific training exercise and accomplished the goal of succession planning, cross training, and bridge bank readiness,” he said. “The project involved cooperation among several divisions. All told, about 40 people were involved in the planning and execution. We plan to do more training and ultimately another simulation exercise in 2017.”

Members of the project team included: Legal Division: David Gearin, Fred Ortiz, Steve Pruss, Larry Swenson, Jasa Gitomer, Bryce Quine, Doug Lane, Leslie Sallberg, Steve Nash, Carlos Hernandez, and Jeff Thomas. Corporate University: Randy Cheek, James Johnson, and Cheyann Houts. DIT: John Irizarry, Raymond Zimmerman, Joseph Jordan, and Rudy Rampersad. 🏠



Team Khaleesi’s Dragon Riders hard at work on the simulation.

Business Journalists and Editors Learn the Latest on FDIC Data Resources

By LAJUAN WILLIAMS-YOUNG
Office of Communications

Participants in the Society of American Business Editors and Writers (SABEW) Goldschmidt Seminar visited FDIC headquarters on January 10 for a tutorial on accessing the agency's financial and economic data. DIR Senior Banking Analyst Ross Waldrop led the one-and-a-half hour presentation to a group of business journalists from all over the country.

The FDIC was one stop among many for the program fellows, who spent five days in Washington, D.C., learning from experts about federal financial and economic data resources. Also on the itinerary were the Federal Reserve, the Council of Economic Advisors, the U.S. Bureau of Economic Analysis, the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the U.S. Department of Agriculture.

Waldrop showed the attendees the financial and structural data and interactive query tools that the FDIC makes available on its

website, including how to find information on individual banks, how to aggregate data for groups of banks, how to obtain information on banks' geographic operations, and

how to get data on the composition of geographic banking markets.

The Waldrop tutorial has become an annual event for SABEW. 📄



Senior Banking Analyst Ross Waldrop discusses FDIC financial and economic data resources with visiting business journalists.

AFDICA

Signing Ceremony Marks Milestone for FDIC Alumni Association

By SALLY KEARNEY
Office of Communications

Chairman Martin Gruenberg and former DRR Director Mitchell Glassman signed a Memorandum of Understanding (MOU) on December 21 that formalizes the relationship between the FDIC and the newly established Association of Federal Deposit Insurance Corporation Alumni, Inc. (AFDICA). Chairman Gruenberg and Glassman hailed the agreement as a major step forward in creating an association for both retirees and other former employees. Anyone having served with the FDIC and/or RTC, whether in a regional, field, temporary, or liquidation office, or at headquarters, will be eligible to join AFDICA.

Over the years, alumni have gathered informally around the country for meals, outings, reunions, and other events. AFDICA will build on these informal networks by providing an official framework for alumni to stay in touch with each other, participate in charitable activities, and maintain informal ties to the FDIC. Chairman Gruenberg commented that throughout his tenure on the FDIC Board of Directors, he has often heard employees and retirees describe their FDIC careers as defining events in their lives. “The attachment that people have to the agency is strong and genuine,” he said. “They value having worked here.”

What made the FDIC experience meaningful for many alumni, Glassman said, was participating in the larger FDIC mission of protecting depositors and promoting public confidence in the financial system. Keeping that spirit of service alive is a central AFDICA principle. Exemplified by the motto “Fellowship, Education, Charity,” AFDICA will provide opportunities to participate in educational and charitable activities, including financial literacy efforts such as delivering the FDIC’s Money Smart curriculum to local communities. Chairman Gruenberg commented that “former FDIC employees by definition bring a lot of knowledge and skills to help out with financial literacy.”

AFDICA will also establish a central database of members who are willing to volunteer as part of a ready reserve should the FDIC need their assistance in the future. During the financial crisis, about 200



Chairman Gruenberg and Glassman with the new logo.

rehired annuitants played an essential role in the FDIC’s response to the crisis. “The central database will provide the FDIC with a dependable line of communication and immediate access to potential volunteers in the event of a future crisis,” said Gregory Coyle, a founding member who leads communications. Glassman said that he anticipates being able to compile a list of “between 500 and 1,000 people with various skills and backgrounds.”

A Timely Idea

The idea of an alumni organization, discussed casually for years, gained serious consideration during a conversation between DRR Director Bret Edwards and former DRR Director Ron Bieker in the fall of 2015. One impetus was the alumni reunion that retirees Nick Ketcha and John Stone had organized in 2013 in New Orleans. That event, which had drawn about 120 alumni and their spouses from around the country, resulted in many attendees re-

questing more gatherings.

Bieker reached out to Glassman, who contacted FDIC Chief of Staff and Deputy to the Chairman/COO Barbara Ryan in January 2016 to gauge the FDIC’s level of interest. Glassman met with Ryan and senior officials, and Chairman Gruenberg supported establishing an alumni association. An FDIC steering committee was formed to provide guidance on creating the organization’s by-laws and drafting the MOU.

DOF Senior Management Analyst Stuart Levy, working on detail for COO Ryan, acted as FDIC project manager and was named agency liaison. Levy researched and benchmarked comparable alumni associations. “I found that the vast majority of alumni associations affiliated with federal agencies are independent nonprofit organizations,” Levy said. After he discussed his findings with the FDIC steering committee, the commit-

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AFDICA

Alumni, from page 4

tee agreed that an independent nonprofit alumni association would be appropriate for the FDIC. Glassman and the founding members decided to adopt this structure for AFDICA. In further discussions with Glassman and FDIC colleagues, Levy helped map out expectations and parameters for the relationship between AFDICA and the FDIC, an important step in the formulation of the MOU.

A Team Effort

A group of alumni, dubbed the “founders,” began laying the foundation for AFDICA in early 2016.

Nick Ketcha said, “The organizing committee has made significant progress, including selecting a name, creating a motto, designing a logo, developing a mission, launching a Website, establishing a legal framework with by-laws, helping draft an MOU, and founding the association as a nonprofit organization incorporated in Delaware and pending IRS status as a 501(c)(3) organization.”

“Each person brought unique skill sets to the table to accomplish a myriad of tasks,” said Coyle. “The founders have devoted hundreds of volunteer hours over the past year since we started this adventure to create the association.”

Interim officers are leading the association until Board elections are held in 2017. The interim officers are Nick Ketcha, President; Ron Bieker, Executive Director; Mitchell Glassman, Secretary; Fred Selby, Treasurer; Sandy Warren, Vice President for Charitable

Services; Rickey McCullough, Vice President for Membership; and Rob Schoppe, Vice President for Programming. “The interim Board will put in motion a nominating process to elect permanent officers by the second quarter of 2017,” Ketcha said.

With the MOU now in effect, Glassman said the agreement will benefit both the FDIC and AFDICA. “The FDIC’s support and collaboration is enormously important to our success. Alternatively, the ability of the FDIC to broaden its financial literacy efforts nationwide and use our central database as a readiness platform for contacting alumni with specialized skill sets is noteworthy.”

In addition to being elected to the Board, members will have the opportunity to serve on various committees, including a Charitable Action Committee, Membership Committee, Social Committee, Audit Committee, Volunteer Services Committee, and Communications Committee.

Diversity and inclusion are fundamental tenets of AFDICA. Bieker emphasized that any alumni member in good standing will be eligible to become a Board member regardless of length of FDIC and/or RTC service or grade level. “We hope that folks from

all parts of the FDIC and all types of backgrounds will want to serve on the Board and the committees,” he said.

Interest in AFDICA is growing exponentially. About 1,000 alumni, including former chairmen, have been contacted and expressed an interest in joining. “We believe we will enroll about 2,000 members in 2017 and plan an outreach program aimed at 10,000 alumni who have served with the FDIC and/or RTC during the past four decades,” Glassman said.

Conducting such an extensive outreach campaign will be challenging, Glassman acknowledged, but he believes the strong support AFDICA has garnered to date will help expand its membership.

The founders are looking forward to a year in which AFDICA will be fully operating, enrolling members, electing Board members, conducting outreach, and rounding out the membership of its committees. “We are excited about getting up and running,” Bieker said.

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AFDICA will open for membership this month. To learn more, go to www.AFDICA.com ■

Catching up With Mitchell Glassman

A leader in the FDIC's response to the recent financial crisis is now combating another serious problem: hunger.

By SALLY KEARNEY
Office of Communications

After retiring from the FDIC and working in the private sector for five years, Mitchell Glassman was ready for something new. "I wanted to take a complete break from the financial side," said the former DRR Director, who retired in 2010. "I always had a strong interest in doing something to give back."

Glassman focused on a problem that he cares strongly about: food insecurity. "This is about people in our society who sometimes do not know where their next meal is coming from," he said. "Many of our neighbors require food assistance, including seniors, those fleeing domestic crises, the intellectually and physically disabled, and the working poor, who are often faced with choices between healthy meals and rent payments."

An Urgent Need

Parlaying his considerable executive skills, Glassman established a limited liability corporation (LLC), MLG Consulting, and became a strategic advisor for Manna Food Center in Montgomery County, Maryland. "Manna serves as the county's largest non-profit food bank," Glassman said. "Manna serves approximately 40,000 individuals annually, sharing four million pounds of food each year. This is just one step to enable them to break the cycle of hunger and food insecurity."

Glassman helped the nonprofit create a three-year strategic plan, led focus groups to gather information, and offered his expertise in leadership development, budgeting, and communications. "I was able to bridge my FDIC experience into this new arena," he said. "A willingness to help people is embedded in the FDIC's DNA, so doing this work enabled me to keep that fire burning. I empathize with these folks because I never want my neighbors to have to get in line for a box of food."

Unfortunately, many people did have to get in line during the financial crisis. "A lot of folks would not have been able to make ends meet without food banks," Glassman said. "Food insecurity cuts across all ethnicities, geographic boundaries, and age groups.



Mitchell Glassman at the Manna Food Center Warehouse.

You see a single mother with three hungry kids and a hungry baby, and it breaks your heart."

Glassman sees hunger as a national problem, but points to one strategy as readily available. "We throw away about 40 percent of our food in this country, so organizations like Manna Food Center are leading community food rescues," he said. "Community food rescue is a first-of-its-kind effort to improve and scale up food rescue and distribution throughout the county. Manna partners with a range of hunger relief organizations, volunteers, and businesses to make sure that edible food reaches hungry neighbors."

Glassman cited some sources for community food rescues. "Fruits and vegetables that are slightly bruised may not be usable by grocery

stores for aesthetic reasons, but they are still healthy and nutritious," he said. And, leftover fresh cooked food from restaurants and caterers is picked up daily by volunteers and distributed to homeless shelters."

Children suffering from food insecurity are sometimes invisible, Glassman said. "More than 35 percent of public school students are eligible for free or reduced meals during the school week. Manna helps bridge the gap between Friday and Monday, providing nutritious foods for children and their families who might not have another meal until after the weekend. Today, the program, with the help of 50 business and community organizations, operates in 60 local elemen-

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FDIC RETIREE

Glassman, from page 6

tary schools and feeds approximately 2,500 children each week.”

Glassman’s work with the Manna Food Center led to a new role as an advocate and advisor to the Montgomery County Innovation Officer and Montgomery County Food Council. “A bill was recently passed by the county council to create a strategic plan to achieve food security and make Montgomery County completely hunger-free,” Glassman said. “The Food Security Plan is a working document that is being created to greatly enhance the level of food security in the county, link county dollars spent on food assistance to the metrics defined in the plan, and most importantly, guide nonprofits seeking food assistance to grant funding from the government.”

Establishing an FDIC Alumni Association

Fighting hunger has not eclipsed Glassman’s commitment to the FDIC community.

Glassman helped the nonprofit create a three-year strategic plan, led focus groups to gather information, and offered his expertise in leadership development, budgeting, and communications.

“I was able to bridge my FDIC experience into this new arena,” he said. “A willingness to help people is embedded in the FDIC’s DNA, so doing this work enabled me to keep that fire burning. I empathize with these folks because I never want my neighbors to have to get in line for a box of food.”

Since January 2016, he has worked tirelessly, along with a core group of founding mem-

bers, to establish the Association of Federal Deposit Insurance Alumni, Inc. (AFDICA), a nonprofit organization pending IRS status as a 501(c)(3) corporation. Noting that anyone who worked for the FDIC and/or RTC is eligible to join AFDICA, Glassman said that about 1,000 alumni have already expressed an interest in becoming members. In December, Chairman Gruenberg and Glassman signed a Memorandum of Understanding formalizing the relationship between the FDIC and AFDICA. (To learn more about AFDICA, see *Signing Ceremony Marks Milestone for FDIC Alumni Association* on page 4.)

What is Next

Glassman has no intention of slowing his pace in 2017. “I will continue to work with other local and national nonprofits dealing with social justice issues and help the AFDICA grow,” he said. “Most of all, there will always be quality time to spend with my family, especially my grandson.”



Kathy L. Moe

Kathy L. Moe was recently named Regional Director for the San Francisco Region. As Regional Director, Moe oversees the FDIC's bank supervision and consumer protection activities in Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming. The San Francisco Region supervises 294 institutions with assets of more than \$597 billion.

"Kathy has done an excellent job serving as the Acting Regional Director for the past nine months and brings a proven record of leadership, expertise, and sound judgment to the position," RMS Director Doreen R. Eberley said. Mark Pearce, Director of the Division of Depositor and Consumer Protection, added, "Kathy is a proven and capable leader and has demonstrated a strong commitment to holistic and effective supervision."

Previously, Moe served as Acting Regional Director and Deputy Regional Director in San Francisco. She was also Field Supervisor for the Phoenix, Arizona, Field Territory for 16 years.

In addition, Moe performed an extended detail as Acting Deputy in DIR, where she focused on making the division's research more readily available to supervision staff. Earlier in her career, she served a detail assignment with the Office of the Chairman, where she worked on the taskforce to combine the Resolution Trust Corporation into the FDIC.

Moe was the inaugural recipient of the 2009 Champion of Corporate Culture Chairman's Award—Individual and the 2010 DSC (Division of Supervision and Consumer Protection) Corporate Manager of the Year



John McGee

Award. She serves on the Board of Directors of the Pacific Bankers Management Institute and is a graduate of the Graduate School of Banking at the University of Colorado. She has a bachelor's degree in finance from the University of Nebraska.

John McGee was selected as DIR Regional Manager in the San Francisco Regional Office. He previously served as Acting Regional Manager.

McGee joined the FDIC in 2010 as DIR Senior Financial Analyst in San Francisco. In this role, he analyzed and wrote about banking conditions in the San Francisco Region and gave many presentations at FDIC outreach events, including at director colleges and banker roundtables. He also co-authored a study for the *FDIC Quarterly* entitled "Brick-and-Mortar Banking Remains Prevalent in an Increasingly Virtual World."

Previously, he worked in the finance department at First Niagara Bank, a \$30 billion institution headquartered in Buffalo, New York, and as a financial analyst for M&T Bank and two Fortune 500 firms.

McGee earned his bachelor of arts degree in economics from SUNY Buffalo State and his MBA from the University of Rochester.

In her 34-plus years with the FDIC, **Kathy Harrity** saved the best for last. Starting in 1999, she served as an IT Specialist in the Kansas City Region, a job that combined her love of travel, technology, and customer service. A self-described vagabond, Harrity welcomed every opportunity to hit the open road and crisscross her vast territory stretching from Omaha and Grand Island, Nebraska, to Hays, Kansas.

Shuttling back and forth among the three field offices, Harrity was a computer EMT of sorts, part one-woman IT SWAT team, part den mother, disseminating technical guidance, warmth, and humor in equal portions. Needless to say, her RMS and DCP clients were happy to see her. "I loved my job and the FDIC," said Harrity, who retired on January 3. "The FDIC was the best thing that ever happened to me. I have a lot of friends who are as much family as my own family."

Harrity's territory expanded even further when she became a Regional Office IT Specialist and backed up her colleagues in 15 different field offices. During the financial crisis, she was onsite at bank closings, assisting wherever needed.

Harrity attributes her good fortune to a chance sighting of an FDIC posting at her local Office of Personnel Management branch. Noticing the same-day deadline, she hurriedly prepared and submitted her application and was selected for the job.

Her first assignment was manually transferring data from hundreds of paper time-and-attendance cards to paper forms, which required precision, accuracy, and patience. "Each entry had to be perfect, and they all had to add up," she said.

From those painstaking beginnings, Harrity kept pace with the march of technology. From a stint in the typing pool and a position audit-

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Kathy Harrity with granddaughter Elyssa on a trip to Disney World in Orlando, Florida.

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ing vouchers, she returned to managing time and attendance, this time using an automated system. Increasingly, she became involved with IT, eventually joining the Kansas City Regional Office Management Information Group (ROMIG). Subsequently, she landed her dream job as a FOR.

Several of Harry's colleagues spoke fondly of her professionalism and personality. "Kathy was always a big supporter of our clients and was willing to step in and assist with our field offices whenever needed," said IT Specialist Tad Ward. "She helped cover for us during vacations and assisted with equipment installations and field office remodeling. Kathy was respected and had a good working relationship with the field staff."

"Nobody could liven up a meeting quite like Kathy," said IT Specialist John Robinson. "Kathy was a great person to work with, and she left her mark on everyone. She selflessly offered to be your mentor but always became a friend."

"Kathy's personality could light up a room," said IT Specialist Peggy Chambers. "Her humor will be missed."

"Kathy transitioned from co-worker to 'sister from another mother' years ago, and we've had many adventures both in and out of the FDIC," said Patty Oswald, Acting Kansas City Regional Manager, DIT. "One example of her flexibility and support was when she offered to help me on a Sunday night in the Kansas City Regional Office on what should have been at most a one- or two-hour job. That little project unfortunately resulted in a major hardware failure [not our fault]. We both ended up spending the night in the Regional Office working to get the network up and running for our clients on Monday morning. I'm happy to say we were successful! We've laughed together, cried together, and laughed until we cried! Coming to work will not be nearly as fun, but I look forward sharing many trips with Kathy in the future."

"I've known Kathy for over 28 years, going back to my first hours of employment with the FDIC," said IT Specialist Brent Steinle. "In 1999, we both became part of the Kansas City DIT Team, and I was fortunate to be able to work closely with her throughout various projects and deployments. While we'll miss her contributions on the team, I wish her nothing but the best in retirement."

Harry is now free to make perpetual wan-

dering her preferred lifestyle. She has even found a way to mix travel with family by rotating visits among her four children. "I want to burden them evenly," she joked. Also on the calendar are several upcoming trips: a January sojourn to Disney World in Orlando, Florida, with her granddaughter; a jaunt to Disneyland in Los Angeles, California, with FDIC colleague and friend Patty Oswald; a tour of England, Scotland, Wales, and Northern Ireland; and a restorative vacation in Cozumel, Mexico, where Harry plans to relax and "lie on the beach." Doubtless even more adventures are just around the corner.



At her retirement reception, Denise Monroe expresses gratitude for a rewarding career and valued colleagues.

A genuine love of the law kept Paralegal Specialist **Denise Monroe** challenged and engaged throughout her 31-year FDIC career, most of which was spent in the Legal Division. Joining the Division's Professional Liability Section shortly after she came to the FDIC in 1985, Monroe knew she had found her niche. As a student at Prince Georges Community College, she was offered the opportunity to be part of a pilot program at George Mason University for paralegal studies that compressed the typical two-year curriculum into eight weeks. Monroe decided to accept the challenge. "I knew it would be very demanding, but I told my supervisor at the time, [Counsel] Roy Ahrens, that I would try it," Monroe said.

Driven and determined, Monroe enrolled in the program and spent weekends in class and weekdays at work in a grueling sprint.

"You could not miss a single day with this program," she said, "so you had no choice but to be dedicated." Grateful for the support she received from Ahrens, she earned her paralegal certificate with a justified sense of accomplishment.

When then-Deputy General Counsel John Thomas mentioned that he was forming a group that would focus on goodwill legal issues, Monroe applied for a position and was selected. She thrived on learning a new dimension of the law.

Next, a detail opportunity in Connecticut struck Monroe as the change she wanted, but she would have to leave home in a matter of days. "We dropped everything, packed, and moved," she said. Along with Paralegal Specialist Janice Hall, Monroe worked long days reviewing legal files and evidence involving an enforcement case. It was taxing but interesting work. Monroe immersed herself in the task of a thorough review and did not mind the long days. "We had nothing else to do," she said. "We never knew when the case would be over."

Almost two years later, Monroe returned to Washington, D.C., to join the Appellate Litigation Unit, where she helped prepare briefs for appellate courts until her retirement. Pursuing her passion for the law and working with legal teams on key projects have made for a rewarding career, she said.

Senior Counsel Kathy Norcross, Monroe's supervisor in the Appellate Litigation Unit, said: "Denise ensured that the citations in our briefs were accurate, that our briefs looked professional, and that they were filed on time. We'll miss her help and hard work in the Appellate Litigation Unit."

John Thomas also had fond recollections of Monroe. "Denise was a valuable member of the Legal Division and a pleasure to work with," he said. "I wish her all the best in retirement."

After more than 40 years as a banker and regulator, Supervisory Examiner **Ronald P. Goudreau** of the New England North Territory, New York Region, DCP, said "it was time to start enjoying the next phase of life" and retired on December 31.

Goudreau said that he feels especially thankful and blessed to have enjoyed a long and successful career both in banking and at the FDIC. Unlike many of his banker colleagues who lost their jobs due to mergers and

see **Transitions**, page 10, column 1

TRANSITIONS

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acquisitions, Goudreau's years as a banker were uninterrupted. "I am fortunate, because I was able to work for 40-and-a-half consecutive years without being unemployed, so my wife Cheryl and I are able to retire in our early sixties," he said.

Joining the FDIC in 1992, Goudreau served the agency for more than 19 years during two separate periods, both in the Concord, New Hampshire, Field Office in the New England North Territory. During his FDIC tenure, Goudreau served two extended details in the former Holyoke, Massachusetts, territory; conducted compliance and CRA examinations in several regions; instructed at the consumer compliance and CRA schools at the training center; conducted many Regulation Z and lending seminars for a number of bankers associations; served on a number of committees and projects; and in recent years served two details in the New England South territory.

For his many contributions, Goudreau was honored as the Boston Region's Employee of the Year in 1994 and the New York Region's Corporate Manager of the Year in 2013.

Goudreau looks forward to traveling throughout the United States with his wife in their beautiful motorhome. His friends eagerly await his Facebook check-ins to see where his travels take him. Many current and former colleagues joined in his celebration dinner.

New England North Territory Field Supervisor Rodi Adema praised Goudreau. "Ron will be sorely missed as he was a great asset to the territory, division, FDIC, and the industry. He brought a level of professionalism to everything he did and was highly respected. Ron contributed in many ways and continued his commitment through to his very last day."

Concord Field Office Senior Compliance Examiner Mike Dean said of Goudreau: "Ron was not only a vital member of the Concord Field Office, but his examination skills and regulatory knowledge served the FDIC as a whole. He was often called on as a reference for regulatory clarifications industry-wide. Ron's skills will be missed, but I think the real loss to the FDIC is his personality, which was always positive, and his willingness to help anyone, whether on matters work-related or personal."

Boston Area Office Community Affairs Specialist Jeff Manning said: "Ron has been and is a great friend and co-worker. He took



On the go, Goudreau and wife Cheryl.

me under his wing and was a mentor to me when I joined the FDIC in 2009. His professionalism and knowledge of banking regulations are second to none. His supervisory skills and dedication to his peers will be greatly missed."



Benjamin "Poncho" Kidwell

Benjamin "Poncho" Kidwell earned a reputation throughout FDIC headquarters as a professional who is also personable. Customers of the 550 Copy Center receive high-quality service for their various projects and are also the recipients of Kidwell's kind attention. Sociable and genuinely interested in people, Kidwell was more likely than not to strike up a conversation.

Since joining the Resolution Trust Corporation (RTC) in 1989 and transferring to the FDIC in 1996, Kidwell delivered excellent print products to customers and often helped develop creative solutions. For a time, he also kept operations running smoothly at the Virginia Square Print Shop. On his return to the 550 Copy Center in 1998, he served as its supervisor until 2006.

Kidwell's service with the RTC and FDIC marks the crowning achievement of a long-running federal government career. After graduating from high school in 1966, he joined the headquarters offices of the Peace Corps. From 1968 to 1970, he served in the U.S. Army, completing basic and advanced training in the United States before being stationed in Germany for 18 months. Kidwell subsequently returned to civilian service with the Department of Defense, and later, the Veterans Affairs Medical Center, where he supervised the mailroom and printing. An offer from the Federal Home Loan Bank Board followed, and upon dissolution of the FHLBB, Kidwell moved to the RTC.

DOA Director Arleas Upton Kea commended Kidwell, who retired on December 31, for a remarkable career. "Poncho has been a public servant for 48 years and a pillar of the FDIC's administration for decades," she said. "Poncho was so welcoming to me when I came on board, and his warm personality touched everyone he came in contact with. He is one person who will truly be missed by all. Poncho has all of my best

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wishes and congratulations on a well-earned retirement.”

Other colleagues joined in. “Benjamin Kidwell has done a remarkable job operating the 550 Copy Center for many years,” said Lillie Howard, Chief of the Copy Centers. “Benjamin has been very instrumental in the success of many major corporate projects such as the Pink Reports and Money Smart Projects. Many customers depend on Benjamin’s knowledge and skills to help them present a great finished product. Benjamin is highly praised by the customers for his great work performance and his ability to work

closely with customers. Benjamin is very dedicated to his work and very well respected by all FDIC employees. He will be truly missed by all.”

Senior Community Affairs Specialist Robert Kinzer said: “Benjamin Kidwell has been making copies for me from the Federal Home Loan Bank Board to the Resolution Trust Corporation to the FDIC. He was always efficient, timely, and accurate. No matter the size of the job, he took pride in completing it.”

That Kidwell has several interests he plans to pursue in retirement comes as no surprise. “I want to spend time with my daughter and three grandchildren,” he said.

Kidwell also intends to become a tourist in his hometown of Washington, D.C. An accomplished photographer, he will no doubt capture museums and monuments from interesting angles. His grandson, a budding photographer, will accompany him from time to time. “We’ve already started taking field trips around the city that give me the chance to teach him,” Kidwell said.

Other anticipated activities include bicycling, golf, baking, and cooking. Early in 2017, Kidwell and his family took a Disney cruise to Mexico and Jamaica, a welcome start to his new life. 🏠