

FDIC News

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Economic Inclusion Summit Highlights Strategies, Marks Progress

By SALLY KEARNEY
Office of Communications

The Economic Inclusion Summit hosted by the FDIC April 26 provided an opportunity to explore strategies for bringing underserved consumers into the financial mainstream and to look back at the progress the FDIC and its partners have made in the past decade.

The summit drew about 250 attendees, including representatives from banks, bank trade associations, nonprofit organizations, and national, state, and local government agencies. Six interactive panels offered diverse strategies to help consumers gain entry to the financial mainstream, sustain and grow banking relationships, and enhance their financial well-being and economic mobility.

Chairman Gruenberg reviewed FDIC economic inclusion efforts over the past decade. He discussed the importance of facilitating access to mainstream banking services and explained how a relationship with a financial institution confers numerous benefits. “[W]hile an account may provide



Chairman Gruenberg reviews FDIC economic inclusion efforts for the past decade.

the foundation for economic participation, the benefits from a banking relationship can help families to save, establish credit histories, and obtain credit on favorable terms,” he said.

Economic inclusion goes to the heart of the FDIC’s mission of maintaining public confidence in the banking system, Chairman Gruenberg said in conclusion. “The progress we have made from initiating the

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unbanked and underbanked survey, developing the model SAFE transaction account, seeing it offered by financial institutions around the country, and exploring the potential of mobile financial services to expand access among other initiatives has been remarkable.”

Panel I: Insights From Research

Panel Moderator Michael Barr, Professor of Law at the University of Michigan Law School, noted that FDIC research and his own research on low-income families show the “extent of vulnerability of so many families and communities around the country.” Keith Ernst, DCP Associate Director of Consumer Research and Examination Analytics, said the FDIC invests in quality surveys to provide a “base of reference facts” and analyzes that data to “inform economic inclusion work around the country.” Fiona Grieg, Director of Consumer Research for JPMorgan Chase Institute, shared findings from research into income and expense volatility for 35 million Chase checking account customers. Rachel Schneider, Senior Vice President for the Center for Financial Services Innovation, summarized research focusing on the financial fragility of individual families, culminating in a book entitled *The Financial Diaries*.

Panel II: Safe Banking Products

The fact that so many Americans still rely on alternative financial services presents an opportunity for banks to innovate and provide more sophisticated, transparent, and affordable products, offered Moderator Denise Belser, Program Manager for Economic Opportunity with the Institution for Youth, Education, and Families, National League of Cities. Rani Boukerrou, Senior Vice President and Deposit Group Manager, KeyBank, traced the evolution of his bank’s products to help customers gain access to the banking system and said that products supporting the underserved also appeal to customers across the financial spectrum. MyPath’s youth programs strive to reach young people when they are earning their first paychecks, as stated by MyPath Executive Director Margaret Libby. Embedding financial products, financial education, and a goal-setting incentive in youth employment programs encourages savings

and financial management at an early age. David Johnson, Senior Vice President and Director of Community Development at BankPlus in Mississippi held that helping the unbanked and underserved establish credit and break the short-term borrowing cycle was the driving force behind establishing their two-step loan process.

Panel III: Economic Inclusion Partnerships

Moderator Jonathan Mintz, President and CEO of the Cities for Financial Empowerment Fund, suggested that panelists be reflective of what we have learned about the art of partnerships and best practices around partnerships. Mary Dupont, Director of Financial Empowerment for the Delaware Department of Health and Services, described Stand by Me, a public-private partnership with the State of Delaware and the United Way of Delaware. Tina Lentz, Executive Administrator, Advocacy and Empowerment Division, Department of Community Services, Louisville Metro Government, described Bank On Louisville, a project to move people to mainstream banking and away from the cash economy. FDIC Kansas City Community Affairs Specialist Greg Housel described the partnership network for Money Smart Kansas City, a private nonprofit organization. Kansas City Money Smart enlisted more than 130 partners to create a resource-rich website on family stabilization, financial education, and economic mobility. Jackie Loya-Torres, Community Development Officer for Commerce Bankshares, Inc., said, “supporting this effort just makes great sense.”

The FDIC’s Janet Gordon, Community Affairs Associate Director, discussed the opportunity to engage consumers by strengthening their financial knowledge with financial education in combination with safe products.

Luncheon Address: A Focus on Income and Jobs

Luncheon speaker Maurice Jones, President and CEO of Local Initiatives Support Corporation (LISC), a nonprofit housing and community development group, said findings from the FDIC’s unbanked and underbanked survey were instrumental



Keith Ernst, DCP Associate Director of Consumer Research and Examination Analytics, discusses FDIC research methodology and motivation.

in LISC finding a way to help people locate jobs and improve their incomes. This approach was essential, he noted, “if we were going to have a chance of helping folks get into the economic and the financial mainstream.”

Panel IV: Sustaining Customer Relationships

Moderator Daniel Dodd-Ramirez, Assistant Director of the Office of Financial Empowerment, Consumer Financial Protection Bureau, discussed the findings from the FDIC’s unbanked and underbanked survey and how they indicate why formerly banked households are no longer banked. Commonly cited reasons include not having enough money to keep an account, desiring privacy, not trusting banks, and believing bank account fees are too high and unpredictable. Katy Davis, Managing Director of ideas42, said her firm’s mission is to take insights from the behavioral sciences and behavioral economics and apply them in the real world by designing solutions. Leigh Phillips, CEO of EARN, described how EARN launched Starter Savings, a completely mobile-based program to help people establish a savings habit using their phones. The FDIC’s Janet Gordon, Community Affairs Associate Director, discussed the opportunity to engage consumers by strengthening their financial knowledge with financial education in combination with safe products. She explained how the

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FDIC offers financial capability tools like Money Smart for banks and diverse community partners to support partnering and to serve a wide range of communities and consumers, including, for example, people with disabilities.

Panel V: Growing Customer Relationships

Moderator Kelvin Boston, Host of the PBS Show *Moneywise*, focused on “ways that we can increase ... and build long-term loyalty among diverse customers.” Lindsey Daniels, Associate Director, Economic Policy, National Council of La Raza (NCLR), described an NCLR study, *Financial Inclusion in Communities of Color*, focusing on “what low-income families and communities value in their relationships with financial institutions.”

Alden McDonald, Jr., President and CEO of Liberty Bank and Trust Company said, “These individuals want to have a relationship with a banker, and we’ve been providing that for the last 44 years that our bank has been in existence.” McDonald described one approach his bank is using to connect with individuals and communities: the bank is organizing events and messaging around diabetes and its prevalence in the minority community to help inform customers about personal wellness as well as financial health. Jamie Armistead, Executive Vice President and Head of Digital Channels, Bank of the West, dis-



DCP Associate Director Janet Gordon discusses FDIC economic inclusion efforts.

cussed digital engagement with the bank’s customers. Research shows that digitally engaged customers are more profitable for the bank and more active, with increased number and frequency of transactions on the credit and debit sides.

Panel VI: Where Do We Go From Here?

Moderator DCP Director Mark Pearce wrapped up the day in the final panel and asked each panelist to provide their perspectives on the future of economic inclusion. Discussing this topic were panelists Bruce Murphy, Executive Vice President and Head of Corporate Responsibility for

KeyBank; Robert Annibale, Global Director, Citi Community Development and Citi Inclusive Finance; and Andrea Levere, President, Corporation for Enterprise Development.

The panelists discussed these key takeaways:

- the importance of gaining customers’ trust and remaining committed to communities;
- the need to make a business case and a mission case for an initiative;
- the growing role of technology and data, and the need to apply both to achieve workable solutions;
- opportunities presented by interoperability, which allows for fitting services from diverse providers and using different technologies to serve broader populations;
- the possibility of expanding access to reduce operating costs and make products and services affordable to customers;
- the need to adapt to changes in demographics, populations, and technology; and
- the recognition that many of the fastest-growing products originally aimed at low- and moderate-income populations are also appealing to customers across segments.

A Summit report of the full day will be issued before year-end. The proceedings were also captured on video and can be viewed at this link. 📺

FAREWELL RECEPTION

Thomas J. Curry Receives Accolades at FDIC Farewell Reception

By SALLY KEARNEY
Office of Communications

The FDIC hosted a farewell reception at headquarters on June 7 for Thomas J. Curry, who served as Comptroller of the Currency until May 2017 and as a longtime member of the FDIC Board of Directors. Current FDIC employees, and many returning staff, gathered in the cafeteria of the main building for the occasion.

Paying tribute to Director Curry's distinguished service were FDIC Chairman Martin J. Gruenberg; former FDIC Chairman Sheila C. Bair; Richard Cordray, Director of the Consumer Financial Protection Bureau (CFPB) and an FDIC Board Member; Acting Comptroller of the Currency Keith A. Noreika; and former FDIC Board Member Jeremiah O. Norton.

Curry has enjoyed a long career in both federal and state government. While comptroller, he served as Chairman of the Federal Financial Institutions Examination Council (FFIEC) for a two-year term, from April 2013 until April 2015. He also served for many years as Chairman of the NeighborWorks® America Board of Directors.

Before becoming comptroller, Curry served as a director of the FDIC beginning in January 2004. Previously, he served five Massachusetts governors as the Commonwealth's Commissioner of Banks, from 1990 to 1991 and from 1995 to 2003. He was also First Deputy Commissioner and Assistant General Counsel in the Massachusetts Division of Banks.

Chairman Gruenberg opened the ceremony and offered high praise for his colleague. "I have never known a finer public servant

than Tom Curry," he said. "He embodies the ideal characteristics of a financial regulator."

Recalling Curry's service as an inside FDIC Director during the years of the financial crisis, Gruenberg said that Curry had been "an unfailing source of wise counsel and advice." And, he added, as comptroller, Curry had helped oversee the recovery of the U.S. banking industry and had provided "strong, forward-looking leadership" to the OCC.

"I can say with great confidence that our country is much better off for his service," Gruenberg said.

Former Chairman Bair described Curry as "courageous" throughout his career. "We could not have done the work we did" without Curry's insights and contributions, she said. Describing Curry as the "quintessential public servant," Bair said "he always does the right thing."

CFPB Director Cordray described Curry as a "first-class public servant" and said he valued Curry's "dedication to the welfare of individual consumers."

Former FDIC Director Norton commended Curry's contributions during the financial crisis. "Tom was right in the center of the action," he said. "He worked tirelessly to improve the condition of the banking industry and the country."

Curry also played a "vital role" as Chairman of the Board of Directors of NeighborWorks® and "made a significant contribution in that role," Norton said. Norton described Curry as "gracious, kind, generous with his time, and [someone who] cares about people." He concluded by saying, "Thank you for your dedicated service to



Chairman Gruenberg presents Tom Curry with a memento of the reception.

the country."

Chairman Gruenberg presented Curry with a second Board Resolution in appreciation of his service as an outside FDIC Director (the first Board Resolution was presented in 2012 for his service as an inside FDIC Director). Chairman Gruenberg noted that Curry is the second-longest serving Board member.

Curry took the podium, thanking Chairman Gruenberg for hosting the event and expressing appreciation to both Chairman Gruenberg and Chairman Bair for their leadership. He also recognized former and current members of the Board and FDIC employees for "the work that you do to make sure that we have a safe and sound banking system that is also fair to everyone in the United States."

In closing, he said to his colleagues and friends, "I will not forget you." 🏠



Photos left to right: "I have never known a finer public servant than Tom Curry," says Chairman Gruenberg in his tribute to Tom Curry. Former Chairman Sheila Bair praises Curry's courage as a public servant. CFPB Director Richard Cordray commends Curry's "dedication to the welfare of individual consumers." Former FDIC Director Jeremiah Norton describes Curry as "gracious, kind, generous with his time, and [someone who] cares about people."

FEDS FEED FAMILIES

A Field Office Guide to the Feds Feed Families Campaign

Participating in this national campaign has a local impact.

By ERIC WIECHERT
Compliance Examiner, Eau Claire,
Wisconsin, Field Office

My motivation for encouraging our field office to participate last year in the Feds Feed Families Food Drive was twofold: Catherine Colon and caring about the community I call home.

Catherine Colon mentioned the Feds Feed Families Campaign last spring at a meeting of the Regional CDAC (Chairman's Diversity Advisory Council) Chairs. Catherine, who is the FDIC Lead Champion of the Feds Feed Families Campaign in Washington, D.C., asked if we would spread the word about the campaign to our colleagues in the field.

As a CDAC member, I was happy to comply. I'm sure this was true of my fellow CDAC members as well. You find a lot of hard-working volunteers at the FDIC. We were all encouraged to make positive changes and raise awareness about important issues.

Hunger is not necessarily a diversity issue, but working to alleviate hunger as an FDIC team presents an opportunity to work with everyone in the office despite their duties, backgrounds, or divisions. I viewed this as an opportunity for inclusion.

Like the employees in many other field offices across the country, many of us in Eau Claire are deeply involved in our local community. Fortunately, Feds Feed Families has a local component, and volunteers can see the benefits of their donations within their own communities. Activities are local and tied together agency-wide, with field offices reporting donation weights to regional contacts, who then report regional weight totals to Catherine Colon.

I touched base with our office leadership: DCP Field Supervisor Scott Alexander (Wisconsin Territory), Supervisory Examiner Jeremy Nimz, and RMS Field Supervisor Colleen Walton (Eau Claire and Appleton offices). I also talked with Administrative Assistant Jan Pickard. When I explained that participating was an approved activity and consistent with the FDIC's Fundraising Circular, my colleagues were



Getting a running start on the 2017 Feds Feed Families campaign are members of the Eau Claire, Wisconsin, Field Office, from left: RMS Supervisory Examiner Jeremy Nimz, RMS Examiner Bruce Coequyt, RMS Examiner Andy Robertson, DCP Examiner Eric Wiechert, Administrative Assistant Jan Pickard, RMS Examiner Justin Loeffler, RMS Senior Examiner Kathy Bailey, DCP Field Supervisor Scott Alexander, and Intern Brock Schauer.

on board and ready to begin. I contacted Diana Stefani, Chief of the Corporate Services Branch in the Chicago Region and last year's designated Feds Feed Families Champion for the Chicago Region. She was pleased to hear the news.

We kicked off our campaign in June. Catherine Colon provided templates for flyers. Jan selected a local food pantry, St. Francis Food Pantry in Eau Claire, and started posting witty flyers using a Summer Olympics theme. Jan also threw down a challenge to the Appleton, Wisconsin, Field Office. I reached out to Supervisory Examiner Wayne Krause and Kym Haskins, Administrative Assistant, in Appleton. The challenge was on.

As soon as the boxes in our break room filled with donations, I delivered them to the St. Francis Food Pantry and reported the weights of the donations to Jan and Diana. In Appleton, Wayne delivered their donations to St. Joseph's Food Pantry and then forwarded the weights for the Appleton donations to me, and I reported those results to Diana as well.

Diana collected all donation weights from field offices in our region. "We recorded the weights periodically," Diana said. "We do not audit weight receipts or ask for documented proof. As long as the food pantry can weigh the donation, and that same weight is reported to me, nothing more is required.

We aggregate all the weights and report to Catherine."

According to Catherine Colon, donations from field and regional offices are important. "It has been an honor to help lead this annual summer campaign and an eye-opener about the seriousness of food insecurity," Colon said. "The generosity and dedication of our regional and field office employees has been critical to make each year a success. It is very exciting each month to see the number of pounds reported. Not only do we all benefit in our individual communities, but it allows us to be empowered with knowing that we can make a huge impact in the lives of others simply by donating food."

The competition between the Eau Claire and Appleton field offices turned out to be a win-win, and we became partners. By the end of the campaign, the combined donations of our two field offices accounted for 89 percent of the Chicago Region's donations—that's 1,165 pounds out of the total 1,300 pounds donated throughout the Chicago Region.

This year's Feds Feeds Family Campaign officially kicked off on June 7th and runs through the end of August. It's really easy to get involved and a lot of fun. The Eau Claire Field Office has already filled a couple of boxes (*see photo above*).

Eric Wiechert is a member of the *FDIC News Contributors' Network*. 🏠

Remembering Paul Gastrock, the Last of the First FDIC Employees from 1933

By JAY ROSENSTEIN
Office of Communications

If I asked you to name some of the people who had a role in the start of the FDIC in 1933, who'd come to mind? I suppose President Franklin Roosevelt would be your first answer. Extra points if you said Walter J. Cummings (our first Chairman, for four months) or Leo T. Crowley (our next Chairman, for more than 11 years). What about Lydia Lobsiger, the bank customer with the unforgettable name in the equally unforgettable black-and-white photo holding her granddaughter and the first federal deposit insurance check in U.S. history? But after them, who else? How about ... Paul Gastrock?

Hmmm, that name doesn't ring a bell? You're not alone. Gastrock was one of the first workers hired by the FDIC in '33, by all accounts he was quite a character, and he was the last of the original employees to leave. He retired in 1978 after 44 years on staff, which at the time was a record for FDIC employees that lasted until at least October of 1986, when an *FDIC News* article about Gastrock's career said he was still the longevity champ. And because of the way FDIC employment records are kept, I can't tell you how long Gastrock held the FDIC endurance record or who currently holds the title. However, I do know that there are four current employees who have served longer than his 44 years and three months.

After retiring, Gastrock came back during parts of eight more years to teach classes for FDIC examiners at what used to be a training center in Rosslyn, Virginia. That led to Gastrock receiving a certificate of appreciation in 1986 and the article in *FDIC News* in recognition of his combined total of 52 years of service to the agency.

It's been a long time since Gastrock passed away in 1995, but his legacy lives on to this day. That's because a good number of our tenured examiners, including Division of Risk Management Supervision Director Doreen Eberley, remember taking Gastrock's classes or hearing him speak to attendees at the Rosslyn training center.

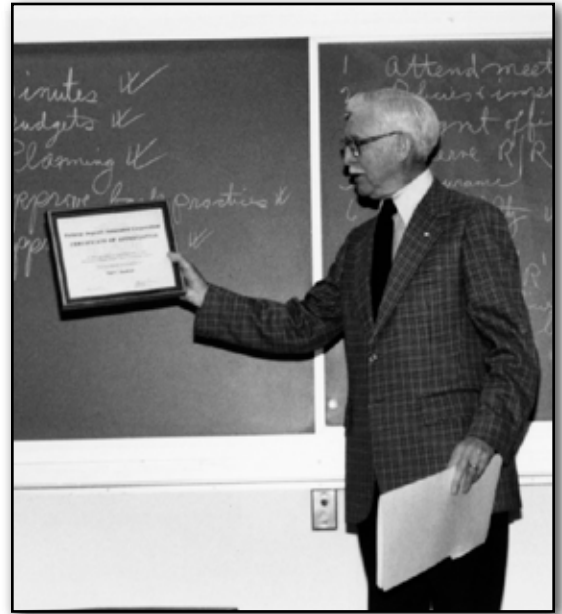
"Paul Gastrock was a guest speaker during

my fourth school, now called the Examination Management School, and he was introduced to us as 'the oldest living examiner,'" Eberley recalled. "He told us stories about how examining banks in the earliest days of the FDIC compared to then, 1990. There were several women in the class besides me, and he made a point to note how the FDIC was a company of men in the early days. He also talked about how early examiners prepared the report of examination in handwritten pencil for submission to the District or supervising office for typing and mailing to the bank. It was clear that he loved the job of examining banks, and he encouraged us to be good and diligent examiners."

And from October 16, 1933, his official start date, until March 31, 2017, when RMS Deputy Director Mindy West retired, at least one FDIC employee who worked for or with Gastrock in his field office in Harrisburg, Pennsylvania, was still on our payroll.

Gastrock was one of the first workers hired by the FDIC in '33, by all accounts he was quite a character, and he was the last of the original employees to leave. He retired in 1978 after 44 years on staff, which at the time was a record for FDIC employees that lasted until at least October of 1986, when an FDIC News article about Gastrock's career said he was still the longevity champ. Gastrock also came back during parts of eight more years to teach classes for FDIC examiners at what used to be a training center in Rosslyn, Virginia.

I think Paul Gastrock has got a special place in FDIC history, and I'd like to tell you more about him and what the rest of us can



Paul Gastrock, the last of the original FDIC employees from 1933, retired after 44 years but came back for parts of eight more to teach classes for FDIC examiners. In 1986, he was presented with an FDIC certificate of appreciation for his combined total of 52 years of service.

maybe learn from his story.

We start in Harrisburg, his hometown. According to that old *FDIC News* article, Gastrock graduated from high school in 1929 and immediately went to work as a clerk at a local bank. Although he moved up to check clearing, loan collections and being a teller, this was the start of the Great Depression, and the bank was struggling. He was laid off by the bank in 1933, just in time to be hired by the FDIC as a typist in a field office in Harrisburg in the Division of Examinations, which officially began operations nationwide on October 1, 1933. His starting salary was \$1,040 a year.

Initially, there were 47 field offices staffed by nearly 1,700 examiners who were transferred or loaned to the FDIC by the Office of the Comptroller of the Currency and state banking departments. The rest, including Gastrock, were support personnel totaling about 900. These first FDIC staffers faced a daunting task: take just three months to examine 7,834 state-chartered banks (those that were not members of the Federal Reserve System) in time for the start of federal deposit insurance cov-

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erage on January 1, 1934. Of those banks, all but about 140 were approved for FDIC insurance. (All banks that were members of the Federal Reserve — about 5,800 national banks and Fed-member state banks — automatically got deposit insurance because that was the law.)

While Gastrock's first FDIC job was primarily to help the examiners in Harrisburg, he saw things differently, especially given that he had some banking experience ... and a lot of self-confidence. "After a month of this, I decided I knew as much about examining banks as those whom I was helping, so I asked for a job as an assistant examiner. I got it," he said in the *FDIC News* article.

Gastrock's salary quickly jumped before the end of 1933 to \$1,800, and starting in 1937, he and his fellow assistant examiners got their first increase to \$2,000 a year (as noted in the minutes of an FDIC Board meeting to approve raises for a group of regional examiners). Gastrock became a commissioned examiner in 1953 and was then promoted to field office supervisor in Harrisburg in 1954, the position he held until his retirement in 1978. During those years he also served as the principal instructor for a school for examiners in the FDIC's Philadelphia regional office. And except for some temporary assignments in a few regional offices, all of Gastrock's full-time service with the FDIC was in the field office in Harrisburg.

As much as I was hoping to tell you more about what it was like for Gastrock to be part of the start of the FDIC, plus anything else from his many years here, not much of that information exists in our archives, from his obituary or from his family. While his son Fred inherited a small box of Paul Gastrock's FDIC memorabilia, all it contains are some water-damaged office photos and a few certificates for work-related accomplishments.

Apart from that, Fred, the only remaining member of the immediate family, said he knew little about his father's FDIC career. "I'd hear stories once in a while, but he never talked much about his work," Fred Gastrock said. "He kept his work separate from his home life. He was also away a lot" on FDIC bank examinations that required overnight stays.

So, I set out to talk with some of the most



Gastrock is shown with (from left) Roger Denesia, then the Division of Bank Supervision Assistant Director for Training, and Robert V. Shumway, Deputy to Director C.C. Hope, Jr.

accomplished graduates of Gastrock's field office. While none of them recalled hearing Gastrock talk about those stressful first months examining banks in 1933, they all had their own stories about working with Gastrock during his later years.

It's been a long time since Gastrock passed away in 1995, but his legacy lives on to this day. That's because a good number of our tenured examiners, including Division of Risk Management Supervision Director Doreen Eberley, remember taking Gastrock's classes or hearing him speak to attendees at the Rosslyn training center. "It was clear that he loved the job of examining banks, and he encouraged us to be good and diligent examiners," Eberley said.

Some had nothing but praise for Gastrock. Daryl Stum, who retired in 2002 after 30 years, including service as the supervision division's Regional Director in Chicago and New York and a period as Acting Deputy Director in Washington, had this to say: "I always thought he was the consummate bank examiner. He couldn't have been a better mentor in my formative years. We commuted together to bank examinations, and he always had time to answer my questions. Most

of my practical education was from just riding in the car with him. He also instilled in me the confidence as a young examiner to be able to go into a bank and know what you're talking about."

Daryl's wife Lita (Wright) Stum, who worked for Gastrock as an examiner for two of her 21 years with the agency before leaving in 1997 as the Division of Liquidation's Regional Manager of Operations in Chicago, added the following: "I'm very fond of Paul, in addition to being very respectful of him. You know how you always have a favorite teacher or pastor? From my work life, Paul is one of those people. He made a lasting impression on me."

Other former employees, though, were more critical, saying Gastrock could be unnecessarily tough on certain workers or that he was too rigid as a manager. Several retirees also noted that many of the staffers in the office, especially the younger ones, called him "Mr. Gastrock," not Paul. But in general, everyone I spoke with agreed on some positives, especially regarding Gastrock's passion for teaching examiners.

"Gastrock was quite the character, totally not 'P.C.' [politically correct] by today's standards, and a very forceful personality, but he was a good teacher," said West, who started in 1975 as a bank examiner (trainee) and worked for Gastrock until he retired about 2 ½ year later. "From that field office,

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he fostered at least two Regional Directors — Mike Zamorski, who later went on to be Division Director, and Daryl Stum — as well as numerous others in management.”

Calvin Smith, who retired in 2003 after 36 years as an examiner, had similar impressions about Gastrock: “On the job, Paul was a disciplinarian. He made us work long, hard hours and he emphasized the importance of doing things right and well. That very strong work ethic carried through to all of us who worked with him, throughout our careers. I believe it was no coincidence that so many managers got their start in the Harrisburg Field Office under the tutelage of Paul Gastrock.”

What I also took away from these discussions is that, while a lot has changed in banking and in the workplace in the nearly 40 years since Gastrock retired, there may be some life lessons from his career that FDIC employees and retirees can benefit from today. Here are examples:

Look for the positives with any manager. “We all had our ups and downs with the boss, like anywhere else, but Gastrock was still quite amazing,” said Ron Hoch, who followed in Gastrock’s footsteps as a field office supervisor in Valley Forge, Pennsylvania, before retiring in 1995. “Because he was thought of as a troubleshooter, he’d be asked to examine problem banks in Pittsburgh, Philadelphia or outside of our region, and he’d take some from our crew with him. I feel fortunate to have gone through that field office with someone like Paul getting me started and teaching me the basics of bank examination from the ground up, without anything being skipped. It’s always easier to take shortcuts and skip over some things, but with Paul there was no taking shortcuts on anything.”

Lita Stum said: “Paul was very rule-oriented, detail-oriented. Other people didn’t like that aspect of his management style, but I had no problem with any of that.”

Ginger (Benedict) Stanek, who in 1973 became the first female examiner working for Gastrock in the Harrisburg Field Office, added: “I was apprehensive, to say the least, being the only female in an office of 30-plus people headed by the formidable Mr. Gastrock. There were some examiners who were not fully receptive to a female

examiner, but Mr. Gastrock wasn’t one of them. He always treated me fairly and the same as the other trainee who started when I did.” She left the FDIC as a commissioned examiner to begin raising a family in 1979 with husband and fellow FDIC examiner Dave Stanek.

Several former employees also remembered how the usually straight-laced Gastrock would occasionally liven things up on a bank examination by joking around and, according to West and Smith, dancing around. “Paul was always very nimble and quick, and in the earlier years I recall a few instances where he did a little soft-shoe, tap-dance routine in a bank if we were working privately in a room,” Smith noted.

Calvin Smith, who retired in 2003 after 36 years as an examiner, said: “On the job, Paul was a disciplinarian. He made us work long, hard hours and he emphasized the importance of doing things right and well. That very strong work ethic carried through to all of us who worked with him, throughout our careers. I believe it was no coincidence that so many managers got their start in the Harrisburg Field Office under the tutelage of Paul Gastrock.”

Be quick to help out, even with the little things. “I remember going on bank examinations and a day or two later Paul would show up just to help out,” said Dave Stanek, who retired in 2003 (and again in 2012 as a rehired annuitant) and served in multiple supervisory positions for the FDIC in Pennsylvania and Ohio for more than 35 years. “By that time the main assignments had already been doled out, so what was left were the menial tasks to be done. Paul would dive into those tasks with an incredible amount of energy, like he did for everything. I think it was his way of saying there was nothing menial about our work, and that in a team environment everybody had to do what had to be done.”

You don’t have to climb up the organization chart to be happy at your job. “Paul loved his work and did it well,” said Daryl Stum. “He was one of those guys

who didn’t feel he had to reach for the brass ring.”

According to Fred Gastrock, “I know several times when I was a kid he was offered promotions and transfers within the FDIC — to go to Washington and, I think, Columbus, Ohio [where the FDIC had a regional office] — but it meant leaving Harrisburg, and he didn’t want any part of that. He didn’t want to uproot his family.”

Here’s another reason Gastrock didn’t work in the Washington headquarters. “I didn’t want to go to an office every day,” he said in the *FDIC News* article. “I liked examining banks and I liked the examiners I worked with.”

Be proud to work for an agency that has helped protect Americans’ savings for nearly 85 years. It’s believed by some that living and working through the Great Depression gave Gastrock a special appreciation for the FDIC and a reason to be so loyal to the Corporation.

“Paul and other examiners witnessed what happened in the Great Depression, when people lost everything, and their mission was pretty clear: Don’t let that happen again. I think a lot of these people felt they had a job with some purpose and they were doing good things,” said Zamorski, the former FDIC supervision director who started as a bank examiner (trainee) working for Gastrock in Harrisburg in 1977. That was only four months before Gastrock retired, but the two communicated often in later years. Zamorski retired in 2006 after more than 28 years at the agency.

“Today, bank failures are a nonevent because of people like Gastrock,” Zamorski added. “There is a seamless transition from failed bank to new bank with no disruption, no loss to the banking public, and minimal inconvenience. It’s the legacy of the people who started when Gastrock started in 1933, who dealt with bank failures then in a way that instilled public confidence in the banking system in more recent crises and stressful times.”

Lita Stum put it this way: “Because we’ve always lived with deposit insurance, you begin to take it for granted. Paul lived at a time when there was a huge national economic crisis and he was one of the foot soldiers who helped this new agency. If we did not have deposit insurance in the last financial crisis, where would we be?”

EMPLOYEE RESOURCE GROUPS

Group That Supports FDIC Women Is Coming to Your Region

The Partnership of Women in the Workplace (POWW) is expanding chapters nationwide.

Founded in 2015 in the San Francisco Region, the Partnership of Women in the Workplace (POWW) is emerging as an FDIC-wide organization that will soon establish chapters in every FDIC region.

Conceived by RMS Field Supervisor Andrea Davis of the Sacramento, California, Field Office and launched by a group of San Francisco Region employees, POWW is attracting interest with a strong mission—supporting FDIC women in the workplace—and a proactive agenda. To date, POWW has welcomed more than 85 members, women and men, from various divisions and regions. Rising nationwide interest and membership growth led to the decision to establish chapters in the regional offices and headquarters. “Individual POWW chapters for each region, including headquarters, are being developed to better serve POWW members,” said Kendra Berch, RMS Financial Institution Examiner in the San Francisco Field Office and one of POWW’s founders.

A Relatable Mission

POWW was established as an Employee Resource Group (ERG). ERGs are independent organizations recognized by the FDIC and operating within the framework of the Employee Resource Group Program Circular 2710.10. ERGs give employees a supportive work environment that encourages networking and collaborating on career management and personal development issues.

Developing a broad mission for the POWW ERG were original Board members Kendra Berch; RMS Examination Specialist Sandra Macias, who is part of the Large Bank Unit and based in San Fran-

cisco; RMS Financial Institution Specialist Zrinka Dusevic of the Los Angeles West Office; and Stephanie Bye (no longer with the FDIC). Soon they were joined by Administrative Assistant Becky Kampschroeder and RMS Financial Institution Examiner Katie McKalip, both of the Portland, Oregon, Field Office.

Together, the members envisioned an ERG that touched the lives of many FDIC employees in its support of and advocacy for women. “POWW’s mission is to provide support to women to facilitate a more inclusive workplace and understanding among genders by providing an arena for discussion of women’s issues in the workplace,” said Macias.

The mission fills in those broad strokes with more detailed actions designed to have an impact. “Also included in POWW’s mission is to encourage professional relationships and mentorships among women; support the recruitment and retention of women at the FDIC; educate members on gender issues; and empower women to participate fully, seek career development opportunities, and set high goals while maintaining work-life balance,” said Dusevic.

Taking Action

Since its inception, POWW has translated its mission into action. Quarterly meetings via conference calls focus on specific themes, such as mentoring, work/life balance, communication hurdles for women, the FDIC application process, and improving leadership skills. Each meeting features a speaker who gives a presentation relating to the meeting’s theme, and membership participation. Members are encouraged to



promote their recent accomplishments as well as discuss the selected article or podcast related to the meeting’s theme.

POWW also organizes member events. Past events have included volunteer opportunities, said Berch. “We held a clothing drive to benefit Dress for Success, a nonprofit organization that promotes the economic independence of disadvantaged women by providing professional attire, career development tools, and other support services,” she said.

POWW has developed a list of Executive Sponsors. “We are fortunate to have several FDIC managers and senior staff who volunteered to serve as POWW Executive Sponsors,” Kampschroeder said. “They support our mission and provide guidance to our Advisory Board and membership.”

POWW organizes periodic social events and plans to hold “POWwer” lunches for members and Executive Sponsors to encourage collaboration and networking.

Getting Involved

To help each region and headquarters establish its own POWW chapter, the San Francisco chapter has created an expansion packet that includes a “How To” checklist to get started. “Initial contacts have been made in each region, and the next steps will be taken soon,” McKalip said. “The San Francisco POWW chapter is here to help you every step of the way to ensure POWW success nationwide.” 📌



**Kendra Berch, POWW
Chairperson**



**Sandra Macias, POWW
Service Chair**



**Becky Kampschroeder,
POWW Director of
Development**



**Zrinka Dusevic, POWW
Membership Chair**



**Katie McKalip, POWW
Administrative Chair**

CU Deputy Director Dawne Singer Prepares to End Storybook Career

Pathbreaking leader in FDIC education and training set to retire June 30.

By SALLY KEARNEY
Office of Communications

Dawne Singer, Deputy Director of Corporate University (CU), is bringing a 36-year FDIC career devoted to excellence in education, training, and development to a satisfying conclusion. In her current role, Singer is responsible for all of CU's learning and development programs. Included in her portfolio are education for employees and learning and development for leaders. Singer carries out this ambitious agenda as the leader of CU's four "schools" and its six managers.

Throughout her career, Singer has been an energetic advocate and pioneer of FDIC education and training opportunities, consistently serving at the forefront of change and innovation. A former public school teacher, Singer found in the FDIC an ever-widening "classroom" that eventually came to encompass much of the workforce. "I have been fortunate to be able to follow my passion," she said. "The FDIC has allowed me to accomplish those things that were most important to me as well as important to our agency."

True to her past as a teacher, Singer never lost sight of the people who participate in CU programs and enroll in its courses. "We focus on what employees need to know, how future leaders can be developed, and how we can invest in employees and leaders so that they feel successful," she said.

A Definitive Beginning

This commitment surfaced not long after Singer joined the FDIC in October 1981. Hired as a grade 3 clerk-typist in the former Division of Accounting and Corporate Services, Singer served with the telecommunications group, where a transition from electric typewriters to new Wang word processors was underway. "Today, installing new software and equipment is a standard practice, but back then this was a journey the FDIC was just starting," Singer recalled.

Her group was tasked with the transition. "We were responsible not only for installing this equipment but ensuring employees were trained. But there was not a plan for how to do that," she said. Concerned that the installation would fail and FDIC em-

ployees would not know how to use the word processors, Singer offered a suggestion. "How about if we create lesson plans and do classroom training to teach folks how to use the Wang word processor?" she recalled asking her bosses.

Her plan met with approval, and Singer created lesson plans and taught the classes, with a little help. "There was a talented woman in another division who technically knew everything about Wang, so she became my coach," Singer said. "She taught me, and I created the lesson plans. She was there to solve problems until I could stand on my own two feet and instruct on my own."

This story is emblematic of how Singer approached many of the challenges she faced in the years that followed. "The FDIC's culture is such that I have always felt comfortable offering an idea. I was never discouraged from speaking my mind and presenting a solution just because it wasn't in my job description," she said.

Looking back on the Wang experience, Singer said, "That was when my involvement with training began. It was fun, and I got to use my teaching experience. The FDIC has always valued those experiences that we bring to the organization, and I was lucky to find places where I could use my skills."

A Steady Ascent

Soon Singer was on her way. A promotion to an employee development specialist position gave her the chance to develop courses for employees across the FDIC. "I created and delivered editing, punctuation, writing, and time management courses—all sorts of general skills training that would benefit employees," she said. An opportunity with labor and employee relations introduced Singer to the "life of a supervisor." During the savings and loan and banking crises of the late 1980s and early 1990s, Singer helped create a weeklong course for new supervisors in field offices opening nationwide. "Very few supervisors had worked for the federal government before, so we conducted training to explain the rules and requirements," she said.

Yet another opportunity beckoned when Singer joined the newly formed Office of



Singer played a major role in delivering quality education and training to the FDIC workforce over more than three decades.

Training and Educational Services (OTES), led by Jane Sartori. What was needed, Sartori proposed, was a leadership development course that transcended the FDIC's patchwork of division-specific curricula. Singer was a natural pick to serve on the Management Excellence Program (MEP) team Sartori was assembling. "We created a leadership curriculum that people could attend together, and it didn't matter what division they came from," Singer said. "The course provided one unified way to talk about leadership at the FDIC." The MEP was an unqualified success.

John Vogel, New York Regional Director, served with Singer on the project. "One of my best recollections of Dawne is from that time," Vogel said. "I had the chance to see Dawne in action. She was energetic, smart, and thoughtful about how the FDIC should establish a solid leadership program. We interviewed office and division directors to come up with success factors. Her professionalism and thorough understanding of leadership principles were inspiring."

Change Agent

Singer moved into her first supervisory position in 1998, overseeing training for examiners and non-examiners, and keeping her responsibility for leadership devel-

see Singer, page 11, column 1

Singer, from page 10

opment. When in 2007 CU began hiring in-house leadership development faculty instead of using outside contractors, Singer, who had been promoted to Executive of CU's Leadership Development School, helped lead the reorganization. "We received tremendous support from the FDIC to reform the school and bring in professors who are experts in leadership development," she said. "They do the training, but they also continue to provide coaching, mentoring, and support to our supervisors, managers, and leaders. Our faculty knows how we do things at the FDIC, and they create courses people can use."

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J. Basil Read, III, CU Associate Dean for Leadership Development, credited Singer with effecting fundamental improvements. "Dawne's extensive knowledge of the FDIC and its employees enabled the School of Leadership Development to transition from a contractor-led curriculum serving a handful of participants annually to a robust curriculum taught by an internal faculty

that now reaches employees throughout the FDIC," he said. More than 4,000 participants enrolled in leadership courses last year, he added.

On a more personal note, Read said: "Dawne mentored me through my transition from a military career to the FDIC. Her sage advice on a wide range of issues contributed to my growth in the organization. Speaking for all of us in the School of Leadership Development, Dawne will be remembered for her graciousness and her tenacious pursuit of excellence."

In 2015, Suzannah Susser became CU Director and FDIC Chief Learning Officer. Restructuring CU made sense to Susser, who brought its four schools under the leadership of Deputy Director Dawne Singer. "Suzannah wanted all learning and development to be coordinated under one umbrella," Singer said.

The decision marked a culmination for Singer, who marveled at the arc of her career. "I never had a five-year plan," she said. "I was always focused on the next challenge and where I could make a difference. I could not have planned it better if I had a plan, which I didn't!"

Thoughtful and attentive supervisors undoubtedly helped. "Every boss I have worked for has been phenomenal for my growth," Singer said. "Because of their leadership, I was able to be the employee I wanted to be. And that is the legacy I hope I will leave the FDIC."

If her colleagues are any indication, that legacy will endure. "I feel fortunate to have worked with Dawne for these past eight years," said CU Assistant Director Gloria Paris. "She's an authentic, compassionate, and capable leader, and has been a good

colleague and friend. I will miss her laughter, willingness to listen, and wise counsel."

CU Director Susser reflected on Singer's impact. "Dawne has played an instrumental role in formulating and implementing FDIC learning and development strategies over more than three decades and during two major financial crises," Susser said. "During that time she has touched and influenced the careers of every FDIC employee."

CU Director Susser reflected on Singer's impact. "Dawne has played an instrumental role in formulating and implementing FDIC learning and development strategies over more than three decades and during two major financial crises," Susser said. "During that time she has touched and influenced the careers of every FDIC employee. If you are an examiner, thank Dawne: she helped you become an examiner. If you are an attorney, thank Dawne for enabling you to get your Continuing Legal Education credits. If you are a leader, thank Dawne: she imagined the leadership curriculum, hired the faculty and operations team, and shared with you the tools to be a great leader. Each of us is part of Dawne's legacy at the FDIC."

Describing Singer as an exceptional leader and colleague, Susser said: "I know that in the future we at CU will find ourselves asking 'What would Dawne do?' Her integrity, credibility, and genuine care for others will be our guide." 🙏

Special Delivery: Lali Crampton Seals FDIC Career

Crampton achieved a high standard of excellence as she coordinated FDIC correspondence.

By SALLY KEARNEY
Office of Communications

For the past 12 years, Lali Crampton, Congressional Information Specialist with the Office of Legislative Affairs (OLA), has played a central role in managing and coordinating FDIC correspondence. With verve, a pleasant attitude, and unflinching commitment, Crampton capably handled thousands of inquiries, requests, and concerns from members of Congress, from the White House, from government agencies, and from others. In doing so, she put her own distinctive stamp on the OLA correspondence unit and secured a reputation for excellence. For her accomplishments, she was honored with the 2010 Chairman's Award for Excellence—Individual.

Crampton modestly but effectively applied her wealth of knowledge to each step in the process of producing accurate and informative responses. She worked with subject matter experts throughout the FDIC, contributed to content, operated and improved behind-the-scenes systems, diplomatically enforced deadlines, and vigilantly ensured the quality of outgoing replies. She also generously shared her expertise with colleague Sally Wood, Congressional Information Specialist, who joined OLA in 2015, when friend and colleague Lei Unciano retired.

At a May 30 retirement reception in Crampton's honor, OLA Director Andy Jimenez said his job had been made easier because he was able to rely on Crampton's exceptional competence. "Lali takes care of everything," he said, adding that since 2012, the OLA correspondence unit has handled (according to his calculations) approximately 6,400 pieces of mail—and that was only counting congressional correspondence. He summed up by describing Crampton as a "consummate and thorough professional."

Former and current colleagues were unflinching in their praise. Former OLA Director Alice Goodman recalled Crampton's dedication and concern for FDIC stakeholders. "While Lali worked on thousands of letters, she was more than an editor,"

Goodman said. "Many of the letters were from people who had written their legislator, the President, or FDIC Chairman, desperately seeking help with a pending foreclosure on their home or their small business. Some folks had become ill and unable to work, or their spouse had died. There were letters about dire economic circumstances in their town, medical bills and other hardships. She worked professionally and carefully to make sure that, as receiver, the FDIC had considered all avenues of assistance or relief. Lali worked with her colleagues in the various FDIC divisions to craft a response that was a combination of the facts of the situation and compassion in what normally is a bureaucratic process. I know she will be missed!"

Eric Spittler, who succeeded Alice Goodman as OLA Director, noted Crampton's contributions. "Lali made it her personal mission to make certain that every letter that came into OLA received a timely and appropriate response," he said. "She had high standards, and it showed in the quality of our responses. She also was OLA's memory, able to put her hands on an old or obscure letter, or to remember a snippet of prior language that ensured consistency in our responses. She was a total professional, a good friend, and she will be missed."

OLA Legislative Attorney and Advisor Ike Jones said that Crampton had been "supportive of all of us" and noted that she developed positive relationships not only throughout the FDIC but with counterparts at other agencies. "You could put Lali in charge and know with confidence that everything would get done the right way," Jones said. "She made sure all the correspondence was on time and in great shape from a readability perspective."

Crampton began her federal government career in 1983 with the Federal Reserve Board in Washington, D.C. After five years as a secretary, she was promot-



ed to the position of Executive Assistant to William Taylor, who at the time led supervision. When in 1991 Taylor was confirmed as Chairman of the FDIC, he asked Crampton to join him on an extended detail. Crampton took him up on the offer. She recalled Taylor as "a great boss and a really smart man."

But making the transition to a new agency was a bit of a transition. "It was crazy to come in as part of the Chairman's office, at the very top of the organization," she said, crediting colleagues Toni Scott, Marian Monahan, Joanne Riley, and the indomitable Annie Moore with helping smooth her way. "They all became great friends," she said.

When, tragically, Chairman Taylor died in 1992 at age 53, Acting Chairman Andrew C. "Skip" Hove asked Crampton to stay on in her position as Executive Assistant to the Chairman, continuing her detail. In 1993, her position was posted on a permanent basis, and Crampton applied and was selected.

More change was in store. Over the next decade, Crampton served with Chairman Ricki Helfer, a second time with Acting Chairman Skip Hove, and with Chairman

see Crampton, page 13, column 1

Crampton, from page 12

Donna Tanoue. “It was a very interesting time to be changing principals so frequently,” she said. “It was an opportunity to learn everything about what was going on in the agency.”

Much as she enjoyed her work, Crampton made a change in 2003 to work with former Congressional Information Specialist Lee Gouthro in OLA. It was then that her tutelage in FDIC correspondence began in earnest. Crampton went to school on all aspects of the operation and took numerous writing courses. When Gouthro retired in 2005, Crampton was selected for her position.

Fittingly, just as Gouthro had tutored her, Crampton has been a mentor to Sally Wood. “Lali has a wealth of knowledge and experience, and I have learned a great deal from her,” Wood said. “She has a cooperative spirit and always has a pertinent detail to add in any situation. She will be greatly missed.”

Kim Lowry, Special Assistant to RMS

Deputy Director George French, appreciated the respectful treatment she received from Crampton. “I have worked with Lali Crampton on congressional inquiries for several years,” Lowry said. “Lali’s strong work ethic and professionalism have consistently been a hallmark of her interactions with staff. She responds promptly, completely, and knowledgeably to all information requests, and goes out of her way to help staff under a tight deadline. Lali made my job easier, and for that I thank her. I wish Lali all the best in the next exciting chapter in her life.”

That next chapter has begun. Crampton and husband Mike moved to Republic, Michigan, a small town on the Upper Peninsula, where they purchased riverfront property. “Mike is a big fisherman and loves everything about the outdoors—boating, hiking, hunting,” Crampton said. “It will be a huge change, but I am looking forward to the adventure.” A native of Madison, Wisconsin, Crampton plans to spend time with family members in the region and to explore her ancestral roots. No

doubt, the Crampton home will become a summer retreat, and maybe even a winter recreation spot, for the five Crampton children, spouses, and twin grandsons, Noah and Caiden, now two-and-a-half years old.

Kathleen Brueger, OLA Legislative Attorney and Advisor, described the many qualities that made Crampton a valued colleague in OLA and throughout the FDIC. “Lali’s infectious laugh, cheerful outlook despite whatever challenges, ability to always find solutions, careful attention to timing and detail, and her irrepressible energy, kindness, and camaraderie have made her an enormously valued part of the OLA team and a cherished friend and colleague, and we all will miss her so much,” she said. “However, I am also very excited for her to start a new chapter in my home state of Michigan, albeit in the Upper Peninsula, which must be a reaction to having had to commute in the D.C. region for too many years! Here’s to a wonderful (and Lotus Notes-free) retirement and many years of happiness in the ‘Winter Water Wonderland,’ Lali!” 🏡

Community Affairs Specialist Kevin Shields Concludes Dedicated Career

In 31 years, Shields showed exemplary talent and versatility in carrying out diverse responsibilities.

By SALLY KEARNEY
Office of Communications

Kevin Shields is not one to shirk a challenge. In fact, as his 31-year career attests, Shields embraces opportunities as they arise—and where they arise—with the unflagging enthusiasm of a 20-year-old.

To hear Shields tell the story, his time with the Federal Savings and Loan Insurance Corporation (FSLIC), Resolution Trust Corporation (RTC), and FDIC has been one long series of serendipitous adventures.

It began in 1986 with Shields as an intrepid FSLIC liquidator, traveling to failed S&Ls around the country. On arrival, he would join the onsite team, help determine insured and uninsured customers, and spend time talking with depositors. Working 18-hour days, he also pursued a master’s degree in finance at night.

Three years later, the savings and loan crisis had worsened, FSLIC had been abol-

ished, and the RTC established. Shields had landed in the RTC’s communications office led by Steve Katsanos. While Shields did not have a formal communications background, he had enjoyed promoting public confidence when meeting with depositors and had written press releases. So when Katsanos asked if he would like to go to Dallas as an RTC media spokesperson, Shields happily accepted. “Steve assured me that they would teach me what I needed to know,” he recalled.

After a few months spent training in Washington, D.C., Shields went to Denver instead of Dallas in January 1990 as the media spokesperson for the RTC’s Western Region. As sometimes happens, it soon struck Shields that he was in exactly the right place at the right time. “It was the most fun job I ever had,” he recalled. “Every day I was followed by a reporter with a microphone and

see Shields, page 14, column 1



The many opportunities and challenges that Kevin Shields embraced throughout his career highlighted his abundant talents and abilities.

Shields, from page 13

camera, or paper and pen, who always wanted to hear what I had to say. I was young and energetic and thrilled to have the chance to appear on CBS *60 Minutes* and local evening news shows. It was really exciting.”

And that was just his day job. In the evenings and on weekends, Shields was back on the road, headed for failed S&Ls, once again a member of the liquidation team. “Double duty was fine with me,” he said. “I was glad to be a part of the process.”

In the summer of 1992, Shields was on the move again. “The Western Region spokesperson job was over, so I was on to the next thing,” he recalled. Shields exchanged the West for the East, Denver for Boston, and the RTC for the FDIC. His new job—selling the FDIC’s growing real estate portfolio in Massachusetts—represented a leap into the unknown, but, characteristically, Shields was undeterred. “I didn’t know anything about selling Owned Real Estate, but I was ready to learn,” he said. “Closings were winding down, and we had a huge reserve of assets.” Shields may have been a real estate novice, but he was prepared to go where he was needed.

By 1994, the asset portfolio had shrunk considerably. “We were running out of real estate to sell, and the Boston Office was closing,” Shields said. He headed south to Atlanta, where he worked in claims and helped wrap up FSLIC operations until 1996, when that office also closed.

“I didn’t know anything about selling Owned Real Estate, but I was ready to learn,” he said. “Closings were winding down, and we had a huge reserve of assets.” Shields may have been a real estate novice, but he was prepared to go where he was needed.

Undaunted and open to change, Shields noticed a posting for a Community Affairs Specialist position in the Kansas City Region. “It mentioned working with CRA, and I thought, ‘What is CRA?’” he said. “I did a

little research and thought it looked interesting, so I applied for the job, got the job, and have stayed here ever since.”

But that is far from the end of Shields’ story. For the past 21 years, he has brought local communities, financial institutions, and nonprofit organizations together to encourage community development and to help more consumers gain access to the financial mainstream. He founded an Alliance for Economic Inclusion (AEI) in Kansas City and worked with small-dollar loan programs and the Bank On Kansas City program. Recently, at a meeting of the AEI in Kansas City, Shields received a lifetime achievement award. And throughout, he had the opportunity to continue traveling around the region and meeting people.

On the eve of his June 30 retirement, Shields is looking forward to moving to yet another part of the country and embarking on a new venture. In October, Shields and his wife will relocate to Bonny Lake, Washington, a community south of Seattle, where they are building a new home. “Both of our children live in the Seattle area, so we will be able to spend more time with them,” Shields said. A runner for 45 years, Shields also plans to stay active and take advantage of the area’s recreational pursuits, such as hiking, kayaking and biking. He also wants to volunteer in his new community, including continuing his financial education activities.

Teresa Perez, Community Affairs Regional Manager, Kansas City, expressed her appreciation for Shields’ contributions. “It has been a pleasure working with Kevin all of these years,” she said. “Besides being very knowledgeable regarding the work of Community Affairs, he served as team leader for the Kansas City staff and as my right-hand man in my role as manager. He will be missed very much, but we are very happy for him and wish him well on his new adventure.”

Luke Reynolds, Chief, Outreach and Program Development Section, praised Shields’ versatility and professionalism. “I always found Kevin to stay focused on what needed to be done—and someone who could be counted on to get it done. Whether it was taking the pen to author a significant

research report—one that required close attention to detail and patience—providing technical assistance to a bank on a matter that required consultation with headquarters, or training bankers on Money Smart, Kevin always made sure he was prepared to make FDIC look good and make a positive impact for consumers and communities.”

But that is far from the end of Shields’ story. For the past 21 years, he has brought local communities, financial institutions, and nonprofit organizations together to encourage community development and to help more consumers gain access to the financial mainstream.

Cathy Davis, Resolutions and Closings Manager in the Dallas Region, recalled her experience with Shields in the Kansas City Region. “From the moment I accepted a position in Community Affairs in the Kansas City Region in 1998, Kevin immediately reached out and welcomed me to the group and provided me with so much information on the community leaders and bankers that FDIC partners with to promote community and economic development throughout the Kansas City Region. When attending community outreach events with Kevin, it was obvious to me that he connected with community leaders and had a passion for the work performed in Community Affairs. Kevin never hesitated to share his knowledge with me or be a sounding board. I will be forever grateful for his guidance and friendship, and I wish him all the best in his retirement.”

Terry Lee, Community Affairs Specialist, DCP, Kansas City, said of Shields: “If you know anything about racing, whether it’s NASCAR or track and field, there’s always someone who sets the pace. Well, that’s what Kevin Shields did for our group. As the Senior [pun intended] Community Affairs Specialist, he provided insight and set the pace. Thank you for sharing your wisdom and being a great example!” 🏆

Service Dogs Lend Helping Paw to Veterans

Chicago CDAC sponsors diversity luncheon highlighting the role that service dogs play in supporting America's veterans.

By SALLY KEARNEY
Office of Communications

Veterans dealing with the aftermath of combat are turning to service dogs for support. At a May 11 luncheon sponsored by the Chicago CDAC (Chairman's Diversity Advisory Council), a young former Marine described how a well-trained canine is helping her cope with the challenges of post-traumatic stress disorder (PTSD).

The event, organized by DCP Financial Institution Examiner Courtney Grob, a CDAC member, brought about 50 Chicago Regional Office employees together, including a few veterans. DCP Deputy Regional Director Teresa Sabanty introduced the speaker, Jennifer Fredericksen, who described how a previous combat tour in Afghanistan still casts a shadow over her civilian life as a fitness instructor in Vernon Hills, Illinois. Her days leading Zumba classes are exhilarating and fun, but her nights are another matter altogether. Too often, Fredericksen is awakened by nightmares and flashbacks that leave her anxious and shaken. It is then that Alfred, a service dog provided by PAWWS (Paws Assisting

Wounded Warriors), intervenes.

Alfred's response is simple and reflexive: he lies on top of Fredericksen and places a paw over her heart.

Grob recounted how this action helps Fredericksen. "Jennifer said that Alfred calms and soothes her and brings her back to the here and now," Grob said. "She can pat him, and he gives her comfort." Fredericksen is then able to fall back to sleep.

For illustration, Fredericksen and Alfred demonstrated the maneuver (see photo).

PAWWS service dogs undergo a year of training to learn how to help and support their veteran owners. As a result of his training, Alfred knows how to recognize when Fredericksen is experiencing a flashback and how to respond appropriately. He also remains alert and "on the job" whenever wearing his service vest, focusing intently on Fredericksen and her needs and staying faithfully by her side.

Grob said that Fredericksen educated audience members about how to behave around service dogs. Avoid trying to pet a



Literally heartwarming: Ex-Marine Jennifer Fredericksen, the speaker at the Chicago CDAC-sponsored luncheon, demonstrates a maneuver used with service dog Alfred to help calm her at night.

service dog wearing a vest, she said, because the dog is there for the veteran.

PAWWS provides veterans with service dogs free of charge and supplies food, veterinary care, and necessary equipment. PAWWS also performs occasional home visits to make sure that the veterans are taking care of the dogs. "PAWWS is pretty strict and protective of the dogs," Grob said.

Grob, who organized the event, viewed it as an opportunity to honor FDIC veterans while focusing on an issue relevant to many of today's returning veterans.

Emery Wilson, RMS Case Manager in the Chicago Regional Office and a veteran of the U.S. Air Force, said: "The session was fun and very informative. It opened my eyes to how real the emotional scars of war can be for people who appear, for lack of a better word, 'normal.'"

Janaya Rongholt, RMS Financial Institution Examiner with the Eau Claire, Wisconsin, Field Office, and a CDAC member, reflected on the program. "It was very moving when Jennifer shared personal information about her experiences as a result of her active duty and how it ultimately affected her," Rongholt said. "I also enjoyed hearing how she got involved with PAWWS. She had observed other veterans and how they benefited from having service dogs, and so she decided to give it a try."

Courtney Grob, Financial Institution Examiner in the Downer's Grove, Illinois, Field Office, is a member of the FDIC Contributors' Network. 🏠



Several FDIC employees who are veterans were invited to gather with Jennifer and Alfred after the presentation (from left): Emery Wilson, John Schuck, Rich Rowley, Bill Brown, LaTicia Nichols, Derrick McGee, and Dave Blosser. Jennifer Fredericksen is kneeling in front with Alfred.

FINANCIAL INSTITUTION SPECIALISTS

Class 54 FISs Rock Spartan Race

A grueling obstacle course inside the AT&T stadium did not deter an intrepid five-member team.

By CASSIDY STROHL
Financial Institution Specialist, Class 54

A team of five Class 54 Financial Institution Specialists (FISs) of the Corporate Employee Program (CEP) competed on Saturday, June 10, in the AT&T Stadium Sprint Spartan Race in Dallas, Texas. Participants conquered obstacles over a 3.1-mile course in the stadium, which is home to the Dallas Cowboys. Challenges included wall climbs, monkey bars, javelin throws, dozens of flights of stairs, all demanding multiple feats of strength.

The team finished 193rd out of 257 teams, but, more importantly, all five team members were inspired by the grueling experience to work together and remain positive in the face of obstacles.

Jessica Mayes recalled how it all began. “During a DIR rotation at Virginia Square, our class attended a presentation by [Chief Learning Officer] Suzannah Susser about a Disney Marathon that she attended with a co-worker,” Mayes said. “That presentation inspired us. David Villafranca found out

that the Spartan Race would be held during our DRR rotation in Dallas, so we decided to go for it.”

Team members Mayes, Cassidy Strohl, David Villafranca, John Wilderson, and Aaron Kroll agreed that the race exceeded their expectations, both in its challenges and its rewards. “I knew it was going to be the hardest race I had ever done, but it turned out to be even harder than I anticipated,” Mayes said. “At the end, though, I was incredibly proud of my classmates for rising to the challenge!”

Villafranca described what motivated him to finish. “What kept me going is that my classmates know I am a former Marine and

that I can’t quit,” he said. “I hope we can compete in the Spartan Race annually to encourage us to live a healthier lifestyle.” 🏆



After the race, winners all, from left: Cassidy Strohl, Jessica Mayes, John Wilderson, and Aaron Kroll. Not shown: David Villafranca.