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Description of document: Four regional Office of the Comptroller of the Currency (OCC) Newsletters, 2014-2016\*

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\* Newsletters enclosed: Grand Central, OCC - Central District Newsletter, 2017 First Edition  
NE Corridor, OCC - Northeastern District Newsletter, Winter 2016  
The Mile High View, OCC - Western District Newsletter, 2014 Fall/Winter Edition  
Southern Exposure, OCC - Southern District Newsletter, March 2016

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Office of the Comptroller of the Currency  
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Washington, DC 20219  
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April 5, 2017

This is in response to your letter dated February 18, 2017, which was received in my office on March 9, 2017 for processing under the Freedom of Information Act (FOIA), 5 U.S.C. 552.

You requested a digital/electronic copy of the most recent edition of each of these newsletters: Grand Central, NE Corridor, Southern Exposure and The Mile High View.

Your request is granted in part and denied in part. Materials relevant to your request are enclosed. Identifying details have been deleted by the authority of 5 U.S.C. 552 (b)(6) and 12 C.F.R. 4.12(b)(6), personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy.

If you consider any of the above to be an improper denial of your request, you may appeal such denial to the Comptroller of the Currency. The appeal should be filed within 90 days of the date of this letter, should state the circumstances and reasons or arguments in support of the appeal, and be submitted via our online FOIA application at <https://foia-pal.occ.gov/> or be mailed to:

Manager, Disclosure Services & Freedom of Information Act Officer  
Communications Division  
Office of the Comptroller of the Currency  
Suite 3E-218  
Washington, DC 20219

By filing an appeal, you preserve your rights under FOIA and give the agency a chance to review and reconsider your request and the agency's decision.

If you would like to discuss our response before filing an appeal to attempt to resolve your dispute without going through the appeals process, you may contact our FOIA Public Liaison, Frank Vance, for assistance at:

Disclosure Services  
Communications Division  
Office of the Comptroller of the Currency

400 7<sup>th</sup> Street, SW, Suite 3E-218  
Washington, DC 20219  
(202) 649-6758  
Frank.Vance@occ.treas.gov

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National Archives and Records Administration  
8601 Adelphi Road-OGIS  
College Park, MD 20740-6001  
(202) 741-5770  
(877) 684-6448  
ogis@nara.gov  
ogis.archives.gov

Sincerely yours,

*Frank D. Vance, Jr.*

Frank D. Vance, Jr.  
Manager, Disclosure Services  
& Freedom of Information Act Officer  
Communications Division

Enclosure(s)

#2017-00220-F

# Grand Central



Office of the Comptroller of the Currency — Central District Newsletter



## 2017 First Edition

October 2016 — December 2016

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## Message from Blake Paulson, Deputy Comptroller

**I**t is a new year, so what are you planning to do differently? How can you be more effective and efficient? How can we work together as a team to reach our goals? These are questions I recently posed to staff in the district office. I gave them plenty of warning, so at our first staff meeting of the year, everyone was ready. Ideas included

using technology to be more efficient, changing processes to achieve more consistency, documenting processes to make it easier for others to step in when needed and improving communication.

While the OCC encourages process improvement and supports everyone looking for ways to do their job better, I know we can do more. Two things I would like everyone to consider is learning more about process improvement and sharing your ideas, whether they are small or large.

The OCC offers an online course, "An Introduction to Continuous Improvement at the OCC" which provides a great overview of continuous improvement and the Lean Six Sigma program. I encourage those who have not taken the course to find an hour to fit this into your schedule in the near future. The course will help you think of ways you can make improvements in how you perform your job.

I also encourage you to share your ideas with others and to help implement those ideas when it's within your control. The OCC has a program to encourage you to come up with ideas (and it pays \$100!), it's called the Quick Win program. If you search Quick Win on OCCnet, you can learn all about it. A Quick Win is basically any idea to improve a business process that an employee develops and helps implement. Several central district employees have already submitted their Quick Win ideas and received their \$100 awards.

The best ideas for process improvement come from those actually doing the work, so please join in the effort to find ways we can all be more effective and more efficient.

-Blake



## Legal Briefs

### Why You Should Invite an Attorney to Your Next Bank Exam

—Giovanna Cavallo, Counsel, Legal Division

I recently had the rewarding opportunity to participate in a series of full-scope and interim exams for a problem bank in the Central District (CED). I enjoyed the experience and recommend that EICs (examiner-in-charge) consider inviting a CED attorney to participate in an upcoming exam. Here are a few reasons why you should invite an attorney on your next bank exam:



You went into government work to perform a public service, right?

Let's face it, most attorneys are not accounting or finance majors. We may be able to handle some basic math, but most of us do not have a lot of experience poring over call reports, expense reports, balance sheets, and other bank accounting records. If you have an attorney on your exam team, you can use your expertise to help them understand these complex bank documents. Think of it as a public service, a chance to teach bank accounting literacy. I remember struggling to match call report line items with the underlying documentation during an exam, and the exam team was a great resource to answer my questions. It never hurts for attorneys to have some real-life exposure to bank financial records, especially when you call the district office with a related legal question. You also never know when an attorney might spot a legal issue during the exam. There were a few during the exam I was on.



Attorneys are useful for obtaining information from bankers.

Sometimes it's useful to have someone with limited familiarity with bank records on your team. When I came across bank expense records and call report documentation that did not make sense, it was useful to meet with the bankers, plead ignorance as a non-examiner and ask them to walk me through the documents. In the end, the walk-through led to the bankers agreeing that the expenses were mis-categorized and that the call report documentation did not support the call report entries. Luckily, the bankers were sympathetic to my lack of understanding and were willing to sit down and try to explain the discrepancies—which they ultimately could not. The attorney's lack of exam experience can come in handy, so send them as an envoy when you want an explanation for unusual entries.

You can increase engagement and understanding between your exam team and your friendly CED attorney, as well as the local community.

According to multiple sources, the optimal method of increasing engagement between the exam team and your CED attorney is to introduce said attorney to multiple dining establishments in the bank's vicinity, preferably during daily lunch outings. In addition to providing an opportunity to (quietly) discuss exam findings outside of the earshot of bankers, this allows the attorney and exam team to experience cultural engagement with the local community and to obtain a more accurate understanding of the bank's service area. In some cases, if the dining establishment is a borrower at the bank, these outings can serve a dual purpose as collateral inspections, thereby increasing the accuracy of our loan reviews.

## Book Review

# Historical Essays Gathered in Book About OCC

—Paula Dejmek Woods, Licensing Analyst, Licensing Division

For those of you curious about the richness of OCC's history you may want to pick up a copy of the publication *Banking Modern America: Studies in Regulatory History*, a collection of white papers written by various authors under the editorship of OCC historian **Jesse Stiller**. This book is published by Routledge and this academic publication is available to check out from the OCC Library. The history of the thrift industry and its role in supporting home ownership is also an important layer of the OCC's history. The Dodd-Frank Act of 2010 passed to modernize the financial services industry mandated the end of the Office of Thrift Supervision. With the stroke of a pen, the nation's primary regulator of federal savings associations for more than two decades, ceased to exist. Accordingly, the OCC became the caretaker for federal savings associations.

Essays included in the book were requested by the OCC in connection with its commemoration of its sesquicentennial celebration and anniversary of the National Currency Act of 1963. I had the privilege of contributing a chapter offering a critical appraisal of the nearly 22-year run of the Office of Thrift Supervision. As a former employee of the Office of Thrift Supervision, I had a panoramic view of this former agency and I also performed extensive research on empirical evidence to put forth a fresh perspective on its legacy.

As the savings and loan industry emerged from its

humble beginnings as a collective step seeking small savings rewards and obtaining affordable housing, certain initiatives of the first savings and loans have prevailed. One characteristic has been the use of long-term fully amortized mortgages. Thrifts pioneered this financial instrument decades prior to acceptance by other lenders. Another prevalent feature has been the mutual ownership of thrifts by depositors. As an incident to their relationship, as depositors, these individuals become members with voting privileges. Additionally, another trait is the development of long-term savings instruments to serve consumers.

The historical mission of the thrift industry is now safeguarded by the OCC and therefore, it is appropriate to reflect on the foresight of one of its earliest employees, Thomas P. Kane as interpreted: "My earnest prayer shall ever be that the [federal banking system] may continue to grow in strength and wisdom and steadily improve with age, and that when the history of the system is finally written it shall be a realization of the fondest hopes and expectations of those who framed the measure, and not become, through faulty, incompetent or oppressive administration, another 'Romance and Tragedy of Banking'.



## District Events

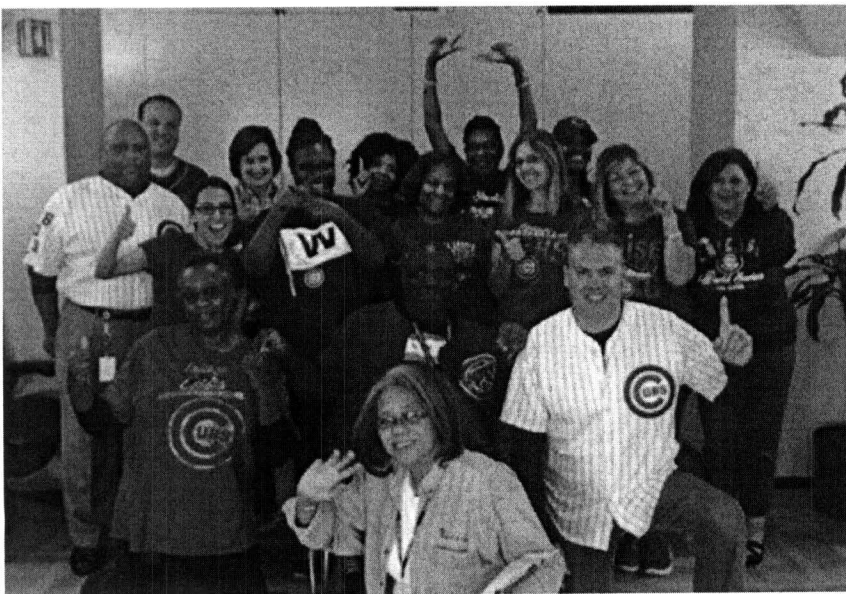
### Bank Exams Can Sometimes Include Time on a Farm

—Submitted by Tyler Doering, Field Examiner, Chicago-North

**M**embers of the Chicago North Field Office were able to visit a grain farm, hog farm (we survived the smell!) and cattle farm at a recent examination of Resource Bank in DeKalb, Ill. This experience allowed the examiners to see firsthand a variety of agricultural lines of business and become familiar with the market area of the bank. The examiners were also able to enjoy presentations from local farmers and agricultural professionals regarding the history of farming in DeKalb County, swine production, and technological innovations in farming. Our examiners had the opportunity to discuss the industry with these individuals and ask questions throughout the day. The entire staff found the day to be enjoyable and looks forward to utilizing the knowledge they received during this experience at future examinations.



### CEDO Celebrates by Raising CFC Funds



The District Office raised \$93 for the annual Combined Federal Campaign (CFC) and celebrated the Cubs historic victory at the October Roundtable Meeting. The Cubs ended a 108-year World Series championship drought in October and by donating to CFC, employees were able to wear their Northside Champions sportswear.



## *District Events*

### **St. Louis holiday party**



The St. Louis field office did the dab and modeled their favorite ugly sweaters at the annual holiday party.



### **Louisville FO holiday party**

The Louisville holiday team building was held at The Main Event. Staff team had fun bowling, playing billiards and shooting laser tag. New ADC Joe Lorbeske was able to join the team for the meeting and activities. Joe is the new ADC, and will be joining the office permanently in March. Photo left: (from left to right) Payne Krahulec, Julia Payne, Julia Holt, and Adam Snyder model their entries in the Ugly Sweater Contest.

## Career Milestones

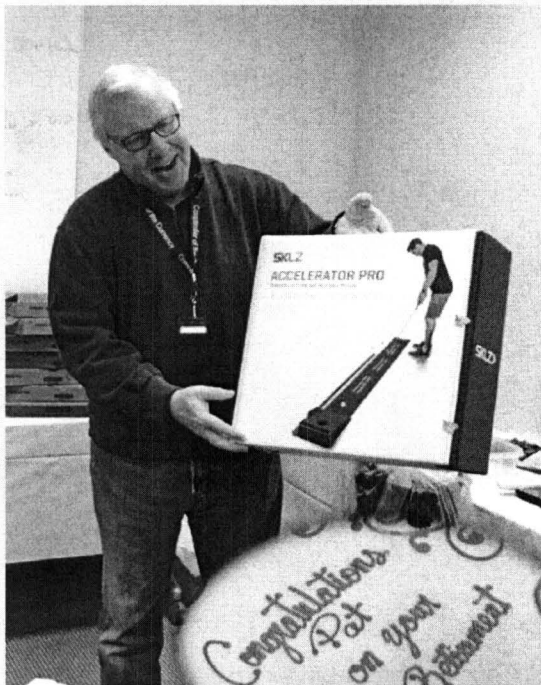
*Congratulations*



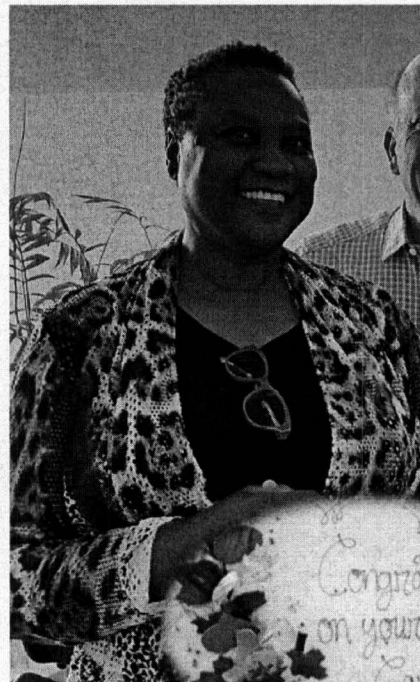
**Emily Kallenborn,**  
one of the newest  
employees and training  
team members in the  
Cleveland/Detroit field  
office, recently passed  
the July 2016 Ohio Bar  
Exam.



**Happy Retirement!**



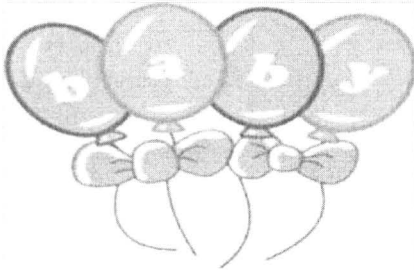
**PAT PAZAK**  
CHICAGO-DOWNERS GROVE  
42 YEARS OF FEDERAL SERVICE



**CAROL TATE**  
DISTRICT OFFICE-RISK & OPERATIONS  
38 YEARS OF FEDERAL SERVICE

## *Personal Notes*

*Introducing our newest  
children and grandchildren*

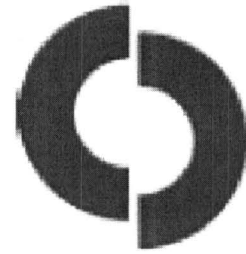


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**CENTRAL DISTRICT**

**GRAND CENTRAL**  
**2017 First Edition**

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**We want to hear from you!**

**NEXT SUBMISSION DEADLINE**

2017 Second Edition  
articles due by  
**30 JUNE 2017**

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**SUBMISSION GUIDELINES**

- Send articles and ideas to the editorial staff
- Consent is required for personal items
- We reserve the right to edit or decline submissions

# NE CORRIDOR



Office of the Comptroller of the Currency—Northeastern District Newsletter

## Message from the Deputy Comptroller



Winter is here, and the Holiday Season is in full swing. Performance Appraisals and IDP discussions are nearly complete too. It is a great time of year to reflect on all of our accomplishments in 2016 and the year ahead of us.

We accomplished so much this year. We hired a significant number of excellent people and commissioned a record number of national bank examiners. Most of you participated in developmental assignments in complex, midsize and or large banks. Staffing is still a challenge, but these efforts are building expertise and increasing our staff. Our training initiatives in Capital Markets and Compliance are progressing, and we will roll our new initiatives in BIT and Asset Management in the beginning of the year. Our banks are strong, but your diligence is apparent as you watch for changes in key management positions, risk management, underwriting standards, interest rates, asset growth and new products.

As we begin 2017, I encourage you all to reflect on your career – where you have been and where you want to go. Your performance and IDP discussions provided great feedback and ideas for the coming year. Take the time to



expand your expertise and learn a new skill. The opportunities in our District are almost unlimited. Watch for rotations or opportunities in your Field Office and beyond. Make 2017 the year to do something big!

I want to wish you all a Happy Holiday. Take some time to relax and enjoy your family and friends. You have a big year ahead of you.

Kris

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## What is a DCAO?

By: Genny Chow, Community Affairs Officer–District Office

### **Consumer and Community Affairs (CCA)**

*In March 2016, Comptroller Thomas J. Curry established the Compliance and Community Affairs (CCA) unit and appointed Grovetta Gardineer the Senior Deputy Comptroller for CCA. Combining compliance policy, supervision, and outreach in one unit helps the OCC apply a consistent approach to its compliance activities and assess compliance risk across the entire federal banking system.*

### **What is a DCAO Anyway?**

Whether you are new to the agency, or a seasoned veteran, keeping on top of the plethora of acronyms we use throughout the workplace can sometimes be a challenge. The OCC, not unlike other places of work, has a proclivity for speaking in codes: ADC, DO, EIC, MOU, NBE, SMG, TERS, just to name a few.

Understandably, with so many acronyms, it may not be immediately clear to everyone what a “DCAO” is or what a “DCAO” does. Not to worry. A DCAO is not a new report you need to file or performance measure you have to track. DCAOs are District Community Affairs Officers. We are part of the Community Affairs Division, managed by Deputy Comptroller Barry Wides. In March 2016, Community Affairs became part of Compliance and Community Affairs (CCA), a newly created unit headed up by Senior Deputy Comptroller Grovetta Gardineer (*see sidebar*).

### **Who are the DCAOs?**

There are currently thirteen DCAOs across the four regions of the country, including four of us who cover the Northeast District. I joined the

OCC as a DCAO last October, and am based in New York. The other members of the NED DCAO team include my colleagues Denise Kirk-Murray (New York), Bonita Irving (Boston), and Vonda Eanes (North Carolina). As the newest member of the DCAO team, I am happy to share my perspective on what a DCAO is and how we help support the OCC's mission to ensure a safe and sound banking system.

### **So what is it we do, exactly?**

The DCAO role, in a nutshell, is to help our internal and external partners better understand and support compliance with the Community Reinvestment Act (CRA). As part of Community Affairs, DCAOs support the OCC's mission by helping national banks to be leaders in providing community development financing, investments and retail services to underserved communities and consumers.

Those of you who are familiar with CRA know that community development is at the heart of the regulation. But CRA and community development are not always clear cut, and sometimes interpreting the regulatory requirements presents a challenge. Some might argue that determining what is CRA-eligible or what counts for community development can often be more of an art than a science. It's no wonder that since the CRA Regulation was first introduced in 1977, there have been three formal Interagency Q&As issued (most recent one was July 2016) to help clarify the regulatory requirements.

We serve as a resource to examiners, bank-



## What is a DCAO? (cont'd)

By: Genny Chow, Community Affairs Officer—District Office

ers, community groups and other CRA stakeholders, and provide a variety of services including training, technical assistance, outreach, and examiner support. So if you or your banks have questions about the requirements of the CRA regulation, or are grappling with what counts or does not count for community development, or need suggestions on how a bank can improve its CRA performance, we can help.

Collectively, between the four of the DCAOs, we have more than 80 years combined experience with CRA and community development (wow!). While we may not have all the answers at our fingertips, we are very resourceful in seeking additional guidance from our other CA colleagues or from Compliance Policy, and will work with you to resolve your question, issue or request. Here's a closer look at the support and services we provide:

### Examination and Examiner Support

Provide community development expertise to support examiners and CRA examinations

- Respond to technical questions on community development topics
- Offer information on community development context - opportunities, organizations, programs, and strategies
- Review and analyze community development investments, loans, and services
- Identify, coordinate and facilitate community contacts
- Review protested merger or branch closing

applications

- Monitor reputation risk issues identified by community and consumer organizations and share significant concerns with Supervisory Office
- Arrange meetings between OCC management and community organizations to address potential "flare ups" on particular matters involving specific banks

### Bank Consultations and Banker Outreach

Provide training and technical assistance, particularly to small banks (SBs) and intermediate small banks (ISBs)

- Conduct tailored one-on-one consultations to assist banks in understanding CRA and to help them identify potential community development opportunities; provide specific feedback on how to improve CRA performance.
- Assist community banks with the transition from SB to ISB or ISB to Large bank classification.

Support outreach initiatives to promote better understanding of the CRA regulatory requirements and facilitate partnership opportunities

- Sponsor trainings, conferences, roundtable discussions, and workshops for the exchange of information and ideas among lenders, community groups, and government officials
- Represent the agency as speakers or panelists at CRA-related events, leveraging

## What is a DCAO? (cont'd)

By: Genny Chow, Community Affairs Officer–District Office

The opportunity to share the OCC's mission and provide expertise-driven information.

- Sponsor trainings, conferences and other outreach events to foster communication, build relationships, and facilitate partnership opportunities

### Who to Contact

So there you have it. Okay, it's a bit more information than would fit in a nutshell, but now you have the full picture of what a DCAO is, and what it is we do. We look forward to being a continued resource for our internal and external partners going forward. Next time you or one of your banks has a CRA-related question or request, please do not hesitate to reach out to one of us:

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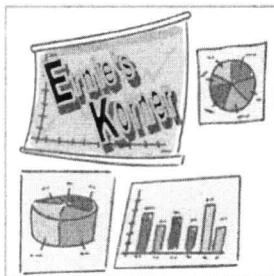
Bonita Irving



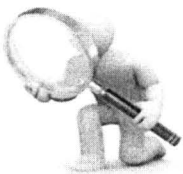
Denise Kirk-Murray

### Ernie's Korner - New Tips on the Block

By Ernie's Rotators: William Carpenter, ANBE (8106), Leah Morgan, ANBE (8115), Rory Shannon, ANBE (8103), and Andrew Wang, ANBE (8109)



Everyone's heard the age-old adage "garbage in, garbage out" referring to models and information systems. For the quarterly MIS produced during the rotation, strong data integrity is essential for quality output. During our time as Ernie's rotators we spotted various data integrity issues within Examiner View (EV). While most of these issues were considered minor, these can directly affect Field Office and district analytics. Because of the importance of EV data, we wanted to go over some frequently-cited issues and easy fixes.

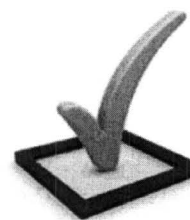


With our busy schedules, it is easy to forget to update required dates in EV. Particularly, we noted the examiner follow up dates for MRAs sometimes were not updated and were occasionally left blank, making it appear as if these MRAs have not been reviewed. When creating and updating MRAs, be sure to input a reasonable examiner follow up date that can be met. Other dates throughout EV, such as actual start date, ROE mail date, and Board Meeting dates are just as important and can affect the examination duration statistics.

Another item often overlooked is the proper naming and dating conventions for examination activities. In particular, we noticed target

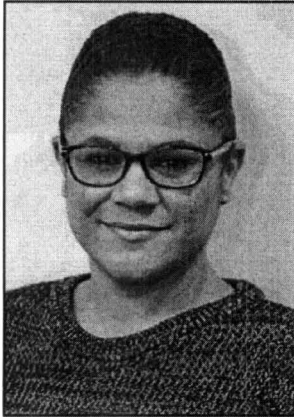
examinations frequently did not follow the appropriate naming convention. Dates should be formatted as xx/xx/xxxx so don't forget to put in the zero for 09/30/2016! We recommend reviewing the [Bank Supervision Operations Handbooks](#), Section 6 entitled Analysts Handbook, subtopic Supervisory Strategies, located on page 18 for a refresher on the proper naming for different activities.

You are all familiar with the various check boxes in Core Knowledge and other areas of EV. We wanted to reiterate the importance of accurately filling these out, as this information ends up in various FINDRs filters and is used by our Lead Experts to help assess risks throughout our district. Your help ensuring these are accurate not only makes their jobs easier but also helps ensure we spot emerging risks or trends.



## Private Student Lending: Not as Easy as 1-2-3

**By: Brandy Y. Brooks, Retail Credit Lead Expert, District Office**



Brandy Brooks

Chances are you or someone you know has borrowed money to finance their college education. The student loan industry is approximately \$1.36T, with private student loans (PSLs) approximating \$102B. Students have used PSLs to

bridge the gap between maximum borrowing limits on federal loans and the total cost of postsecondary education. Some institutions originate PSLs directly, while others may obtain them through flow deals or pool purchases of new and seasoned loans. While the total PSL industry is small, if not managed appropriately, the risks to a single financial institution could be significant.

Student loans are unique in that by design, repayment capacity is evaluated on a prospective basis. They are unsecured and there is an inherent time lag between issuing funds and repayment. Frequently, lenders require cosigners on PSLs and the cosigner's current ability to repay is considered in place of the student borrower's future income. In addition to conventional lending criteria such as credit score, payment-to-income and debt-to-income, PSL underwriting often incorporates school eligibility criteria, revolving account usage, total student loan debt, etc. Consistent with all lending, bankers must appropriately identify, approve, moni-

tor, and manage policy exceptions.

Portfolio performance metrics such as delinquency and charge-off rates could be misleading if not properly calculated. Most student loans, federal and private, provide in-school deferments and grace periods so it is important to consider the performance of loans in repayment.

In addition to credit risk, PSLs present heightened operational, compliance, and reputation risks, among others. PSL originators and servicers rely on technology and frequently, banks of all sizes have some reliance on third parties. Smaller institutions in particular will likely need to outsource all or certain activities to third parties with the necessary infrastructure to support PSL servicing and default management activities. Some account management activities for federal student loans may not be allowable for PSLs, and an institution, or a third-party acting on its behalf, must adopt practices consistent with regulatory requirements. Thus, it is critical for financial institutions to maintain adequate third-party risk management programs.



## Private Student Lending: Not as Easy as 1-2-3 (cont'd)

By: Brandy Y. Brooks, Retail Credit Lead Expert, District Office

Student lending is subject to several state and federal laws and regulations, including special disclosure requirements under TILA. The activity also carries notable



"headline risk," which affects reputation risk. In an October 2016 report, the CFPB Student Loan Ombudsman reported that between September 1, 2015 and August 31, 2016, it received approximately 5,500 PSL-specific complaints in addition to 2,300 debt collection complaints related to private and federal student loans. The cost of operational, compliance, and reputation risks may not be readily observable or quantifiable and therefore overlooked.

However, the financial impact could far exceed that associated with credit risk.

There are several other considerations (e.g., MIS, ALLL, capital treatment, consolidation and refinance products, partnerships with marketplace lenders and brokers) associated with student lending. PSLs are complex retail loans and bankers must be mindful of their atypical characteristics. Bankers must ensure they develop an appropriate risk management framework before engaging in student lending or expanding their PSL exposure. Retail Credit Risk issued the "Student Lending" booklet ("booklet") in May 2016; it provides detailed discussion of the various risks associated with student lending, including applicable laws, regulations, and regulatory guidance. Examiners should

refer to the booklet when assessing PSL activities and contact the NED RCLE for any additional guidance or assistance.



### Roanoke Training Team Activity

**By: Shane Brennan, Assistant National Bank Examiner, Roanoke (8115)**

Summersville Lake; ordinarily a scenic vacation venue for families and adventure seekers alike, it would prove to be the greatest challenge of our young lives. On a cloudy West Virginia day with humidity so thick you could cut it with a knife, we began our descent.

It started innocuously enough with some good-natured ribbing between the training team on our mile-long trek to the lake. The trail we followed gradually grew narrower until we found ourselves on a cliff 85 feet above the lake's surface. Directly below was a hazard of sharp rocks, the danger of which was betrayed by the calm surface of the blue water. At this point, we were still confident in our abilities to make it to the bottom. Our group consisted of two former collegiate football players, a college soccer player, a college track star, a marathon runner, and Steve Puvogel – our Training Team Assistant. A bend in the path led us to our destination - a crevice no-wider than a man and equally as treacherous.

"It starts through here", Pat Galloway, our Training Team Lead, directed as he quickly ducked under the rock face. We shared glances of disbelief as nervous chuckles tore through the group. Shortly after Pat disappeared, Sarah quickly followed suit. The rest of us were forced to listen as Pat coached Sarah on the way to scale the 40-

foot cliff onto the apparent ledge below. Sarah managed to reach the safety of the ledge with minimal issue. Next up was Steve. Steve began with a joke and bravado, which quickly turned to choking back tears as he realized he would have to climb down the cliff blindly. With encouragement, he too managed to climb down to the ledge below. Jason was next. Motivated by the fear of failure that his rural North Carolinian childhood instilled in him, he reached the ledge without issue. With some coaxing, the young Ryan Reynolds-look-a-like, Shane, was next. I followed the instructions of Pat; grasping the holds in the cliff formed by nature and those that braved the path before. The temporary safety of the ledge was like a harbor in a storm. There we waited for Cody, who appeared to climb down faster than a spider and Demesha, who also made it look easy, to join us next.

The ledge itself was about 10 feet long and one foot wide at its narrowest. The ledge lead to another cliff, this one only 15 foot. By my arrival, Jason and Steve had already climbed down the cliff and reached the level below. Though this cliff was shorter, the space in the cliff was much narrower and required you to place your back on the far side to support yourself in your climb. The wear in the rock formed a natural ladder. All eventually cleared this part without issue and copious amounts of encouragement from the group.



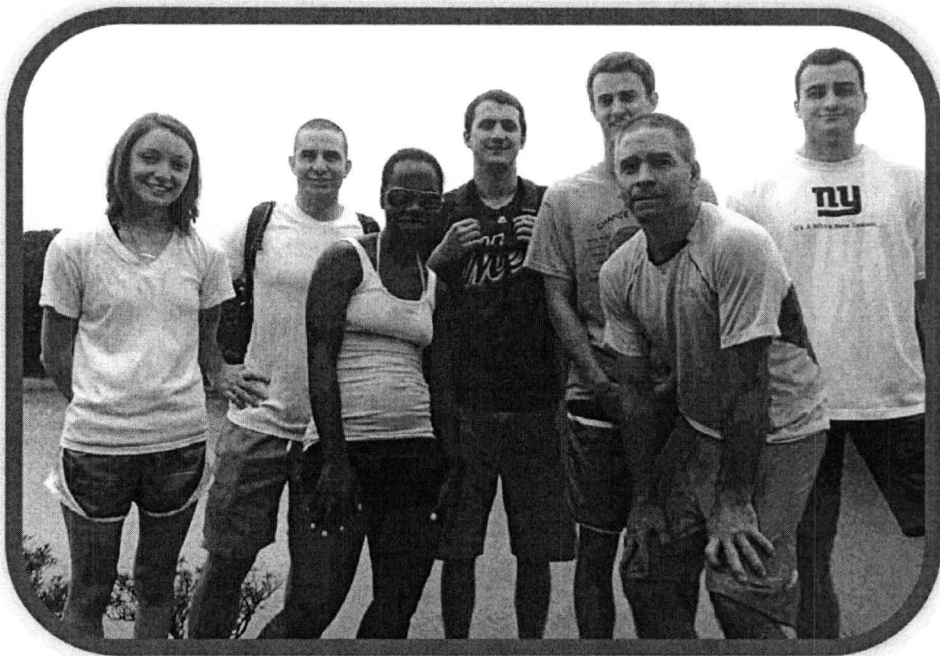
### Roanoke Training Team Activity (cont'd)

By: **Shane Brennan, Assistant National Bank Examiner, Roanoke (8115)**

From there, it was just a simple drop of 10 feet to get to the waters below. We splashed down into the refreshing waters below, and resurfaced feeling like Andy Dufresne from *The Shawshank Redemption*. We swam and jumped off other rocks in the area. A feeling of dread was lingering over us. We all knew that we must

climb back up the way we came. A daunting task when we were still tired. If the descent was a test of courage, the ascent was a test of strength, strength of our teamwork. For a description of our ascent, read the previous two paragraphs in re-

verse. When we had all finally made it back out of the crevice and back to safety, we were greeted with one of Pat's trademark "see that wasn't so bad(s)", much to our chagrin. We began the day with seven people and ended it with one team. I guess it wasn't so bad after all.



Roanoke Training Team: Sarah Youngblood, Jason Eury, Meisha Bridge, Stephen Puvo-gel, Cody Vaught, Pat Galloway, and Shane Brennan.

## National Trust Banks

By: Anita Doherty, NBE, New York (8117)



Anita Doherty

The National Trust Banks Field Office is located in New York City and supervises a portfolio of 32 trust banks. The portfolio is comprised of 25 national banks and seven federal savings associations owned by 26 different parent companies. Several of these national trust banks ("NTBs") maintain operating subsidiaries that include SEC-regulated registered investment advisory firms ("RIAs"); state-chartered limited purpose trust charters; special purpose entities; and, NTBs. The NTB parent companies are comprised of large insurance companies; SEC functionally regulated registered broker/dealers and RIAs; and, multi-bank holding companies, where the NTB is generally the only federal charter within the overall organization. Several also have a foreign entity as the ultimate parent. Many of the parent companies are household names such as Fidelity, Vanguard, Goldman Sachs, State Street Bank & Trust, Prudential, Deutsche Bank, and Computershare.

Unlike most Field Offices, our banks are disbursed throughout the country with 12 in the New England region (Connecticut, Massachusetts, and New York), nine in the mid-Atlantic region (Delaware and Pennsylvania), three in the Central District (Michigan, Ohio, and Wisconsin), two in the Southern District (Georgia), and six in the Western District (California and Missouri).

Our work is both interesting and challenging, as the trust companies are diverse in the nature, size and complexity of their operations and services. The NTB FO was formulated in 2007 by putting together the largest and most complex trust banks in the country under MCBS that were not affiliated with a nationally chartered commercial bank. Their lines of business include corporate trust, employee benefit and retirement, personal trust, investment management and advisory, and custody and safekeeping. On a consolidated basis, our NTBs hold \$892 billion in fiduciary assets, of which \$301 billion are managed assets; there are approximately \$1 trillion of assets held in custody and safekeeping accounts. The NTBs mostly focus on offering asset management related products and services, although two banks engage in lending and deposit-taking activities to a limited degree. The NTB FO has no problem banks, and our MRAs relate mainly to compliance with BSA/AML/OFAC requirements, vendor management, regulatory reporting, and information security.

Many of the traditional risks to a community bank have limited impact on our portfolio given their trust-only business model and the limited nature of their balance sheet structure. Our supervisory focus is typically on operational, compliance, strategic, and reputation risks. A typical balance sheet of a NTB is comprised mainly of cash, a portfolio of Treasury and agency securities, and capital; the fiduciary activities are all off-balance sheet. Prudent vendor management practices are critical as many of our banks outsource a significant portion of their operations to either affiliated entities or third parties.



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## National Trust Banks

By: Anita Doherty, NBE, New York (8117)

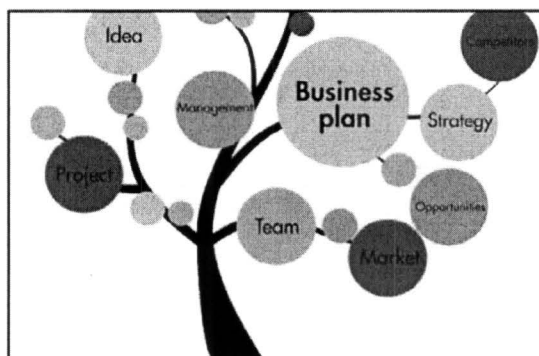
Operational issues are mostly related to IT, audit, and vendor management; and, compliance risk issues are mostly related to fiduciary laws and regulations, bank policies and procedures, governing trust documents, and BSA/AML/OFAC laws and regulations. Strategic risk is important as a number of our banks introduced new activities or services to remain competitive and profitable. Lastly, survival in this industry is contingent on the bank's reputation related to their integrity, investment performance, and quality of service.

The NTB business model is similar to midsize banks, as we rely heavily on local support. We must network with staff at the local FOs, midsize banks, and large banks to get experienced asset management examiners in our institutions. We also collaborate with the local district FOs, particularly those in Metro NY, to obtain resources to complete the IT and BSA/AML reviews in our banks.

Given the complexity of our banks, all NTB examiners are experienced Band VI AM specialists. However, in the interest of helping to build a pipeline of future trust examiners within the district, all of our staff are willing and able to provide OJT/developmental opportunities in our banks. We would gladly welcome pre-commissioned or commissioned examiner assistance, whether your interest lies in asset management, IT, or the BSA/AML areas.

I hope this article has served to pique your interest in our unique portfolio and assignment opportunities. If you are interested in coming to one of our examina-

tions, please discuss with your ADC/Analyst and reach out to the NTB Analyst Anita Doherty. We are also available to attend a FO team meeting, if you would like to learn more about NTB opportunities. We look forward to working with you in the near future.



## NE Corridor - Winter 2016 - page 12

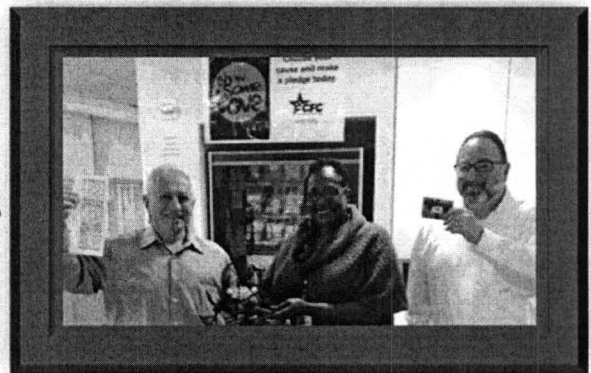
## Combined Federal Campaign–Bingo!

By: Spencer Pitt, Administrative Assistant (8102)

The CFC provides all Federal employees the opportunity to make a meaningful difference in the world. You can contribute to any CFC-participating charity no matter where you or the charity is geographically located. With Universal Giving you can contribute and remain involved with your favorite CFC-participating charities, whether they are located nearby or across the country where you may have been born, raised and still have close ties. Just log onto our CFC website at [www.nycffc.org](http://www.nycffc.org) to search for the local charity you want to support. Remember, each dollar you contribute is tax-deductible.

Should you have any questions on how to make your contribution to this year's campaign, please feel free to contact my keyworkers; Anna Forde, Sandra Parker, Yvonne Rosario, Louise Tuorto, Abigail Rodriguez, Sandra Sanchez, Barbara Michalski, Lynn McCarthy, Suhael Rivas or me.

The District office hosted four events to support CFC. Our first Hot Dogs and Bingo CFC event was held on October 27, 2016, and we were able to collect \$217.00. The second CFC event was our Bake Sale, which was held on Thursday, November 17, 2016. With your help we were able to collect \$310.75. The third event was a breakfast hosted by the Licensing Division on November 29, 2016 and we collected \$177.00. The final event on December 15, our famous Ice Cream Social and Root Beer Floats raised \$139.50.



L to R: Bingo Winners! Peter Chiola, Robin Miller, and Jonathan Rushdoony

## School Supply Drive

By: Yvonne Rosario, Administrative Assistant



The MCBS/LBS/AP Group, PRIDE, and the Women's Network (TWN) conducted the second "Annual School Supply Drive" from August 2, 2016 through August 31, 2016. This year our office collected school supplies and donated them to St. Brendan's School, Bronx, NY and P.S. 8, Bronx, NY. Notebooks, crayons, pens, pencils, folders and backpacks were contributed. This is a great way to continue to help students and teachers in need in our local community.

A teacher, student and Yvonne Rosario at St. Brendan's

## Welcome!



Shamar Cowan

Shamar R. Cowan, Esq. joined the OCC on August 22, 2016 as our new Human Resources (HR) Consultant.

She has 14 years of diverse experience in the field of Labor and Employee Relations (LER). During her 14 years of experience she has co-managed a

labor relations program, interpreted and applied labor agreements, served as Management's Agency-wide Chief Negotiator, arbitrated cases, appealed arbitration awards to the Federal Labor Relations Authority (FLRA), drafted contract language, and litigated complaints before the FLRA.

Shamar comes from the Government Accountability Office (GAO) in Washington, D.C. where she served as Senior Labor and Employee Relations Specialist/Chief Negotiator for over 4 years. In that role, Shamar negotiated a number of Agency-wide initiatives and handled a wide-range of LER matters.

Shamar began her federal career with the FLRA Atlanta Regional Office as a Labor Attorney, and also spent three years in the Washington Regional Office.

She is also licensed to practice law in the State of New York.

Shamar is a graduate of Howard University School of Law (Washington, DC) and Spelman College (Atlanta, GA). Shamar is available to answer your questions and provide guidance on HR issues.



Karen Geaney

Karen Geaney started with the OCC in September 2016 as an Administrative Assistant to the National Trust Bank Team. She graduated from LIU Southampton with a degree in Bachelor of Fine Arts.

Karen began her career in private industry as a Graphic Designer then moved into Mar-

keting. She joined the federal government in 2012 with the Department of Homeland Security TSA. She held several positions within TSA. Karen started as an officer, working in LaGuardia Airport and then advanced to behind the scenes as a Human Resource Assistant.

Karen then joined the Social Security Administration as a Benefit Authorizer. She was responsible for everything from updating clients records to answering questions from the public. Karen resides on Long Island where you can never be too far from the beach.

## Welcome! (cont'd)



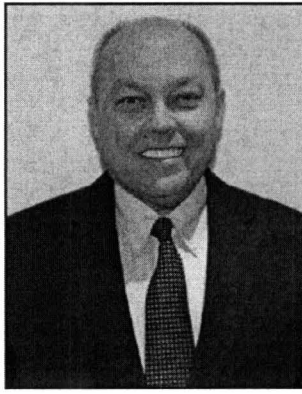
Rocio Hertig

Rocio is the new Training Officer in the Northeastern District. She is a scholar-practitioner in Human Resource Development (HRD). She has 20 years combined experience working with several Federal Government organizations. Prior to joining the OCC, Rocio worked as Senior Hu-

man Resource Development Specialist, at the Equal Employment Opportunity Commission (EEOC) working on Talent Development, with a focus on Leadership Development, Career Development, Executive Coaching, Supervisor Training, Mentoring, Succession Planning, and Competencies for Mission Critical Occupations. Rocio also worked as a Learning and Development Consultant with the Department of Homeland Security. Rocio also worked in the private sector as an external HRD consultant with the GWU Center for the Study of Learning.

In addition to her to experience, Rocio is a Doctoral Candidate in Human and Organizational Learning Doctoral Program at The George Washington University. Rocio's research interest are: Talent Development, Competence Development, and Critical Thinking.

Rocio is committed to excellence at the OCC, serving as a Training Officer, helping employees achieve their learning and development goals and contributing to the OCC's mission.



Curt Schuman

Curt Schuman is the new Risk and Operations Officer in the Northeastern District. Curt was the ADC in Louisville, KY. He has significant experience supervising a portfolio with challenging banks and developing the skills of his staff, even though the

team was understaffed.

Curt was an active member of the Central District SMG, including the District Risk and DSRC committees. Curt has participated in a variety of national initiatives, including the redesign of the OCC contractor program, the MRA update project and the design of the Think Leadership Course. He is also an instructor, most recently for the Portfolio Manager Techniques course and the Building Blocks for Directors Workshop.

He is a commissioned NBE and received his cross-credential in 2013. Curt graduated from Miami University of Ohio, with a degree in Accounting. He is also a CPA.



# COMINGS AND GOINGS

## TRANSFERS TO/FROM THE DISTRICT

### To Corporate Governance—DC HQ

Lazaro Barreiro—Pittsburgh 8110

### To Dallas

Kent Stone—Charlotte 8116

### To National Trust Banks—8117

Timothy Dusek—St. Louis 8325

Jon Horsley—Large Banks 8799

### To New York—8102

Curt Schuman—Louisville 8305

### To New York—8107

Scott Sauers—Wilkes Barre 8118

### To New York, District Office—8199

Andrea Liechenstein—District Office 8102

### To Ombudsman

Kelley Wilhelm—National Trust Banks 8117

### To Syracuse

Linnzi Fagnani—Philadelphia 8104

### To Large Banks

Andre Abouzeid—Boston 8106

Jodi Barker—Washington, D.C. 8110

Jim Euge—Charlotte 8121

Ferdinand Fulgencio—New York 8109

William Jackson—Washington, D.C. 8110

Joseph Lagemann—Syracuse 8103

Janet Nightingale—District Office 8198

Victoria Pasvankias—New York 8107

Erin Volcan—New York 8109

## RETIREMENTS

### September 2016

Francis Buckley—Boston, 8119

Marie Hart—Roanoke, 8115



Marie Hart escorted on her throne to her party!

### October 2016

John Murphy—Boston, 8106

## RESIGNATIONS

Kenny Au  
New York—8122

Lindsay Walt  
Pittsburgh—8110

Elskin Butler  
Washington, DC—8111

Jordan Wright  
Pittsburgh 8110

Michele Nagy  
New York—8109

David Zukowski  
Boston—8106

Edward Redpath  
Pittsburgh—8110

# CONGRATULATIONS!

## NEW POSITIONS

### Associate Deputy Comptroller Analyst—VI

Andrea Liechenstein—New York 8199

### Asset Management Specialist—VI

Timothy Dusek—New York 8117

Mitchell Horsley—New York 8117

### Commercial Credit Lead Expert—VI

Shima Martin—New York 8102

### Safety and Soundness Field Examiner—VI

Scott Sauers—New York 8107

### Assistant Deputy Comptroller Analyst—V.2

Joanne Strawn—Philadelphia 8118

### Safety and Soundness Field Examiners—V.2

Stephanie Duron—Charlotte 8116

Tony Favata—Philadelphia 8104

Micheline Horvath—Philadelphia 8118

Joshua Preston—Boston 8106

Spencer Richards—New York 8114

## NEW HIRES

### Field Examiner (BSA/AML)

Cynthia Mejia—New York 8108

### Associate National Bank Examiner

Jane Gallagher—New York 8114

# CONGRATULATIONS!

## BIRTH ANNOUNCEMENTS

(b)(6)



## **PASSED THE UCE**

**October 2016**

Jacqueline Davis  
Derek Faish  
Jason Fritz  
Ashley Hicks  
Michael Kupershteyn  
Thomas F. McDonald  
Gregory Meehan  
Stephen Puvogel  
Gregory Smith

## GRANDFATHERS

(b)(6)



Boston—Charlotte—New York—Philadelphia (Wilkes-Barre)—Pittsburgh—  
Roanoke (Charleston)—Syracuse—Washington, DC

# NE CORRIDOR

## WINTER ISSUE

### Deputy Comptroller

Kristin Kiefer

### Managing Editors

Curt Schuman, Risk and Operations Officer

Walter Windish, Operations Manager

### Newsletter Layout and Graphics

Helen McGovern, Deputy Comptroller's Office

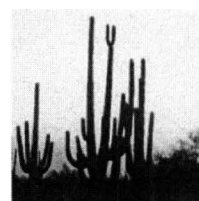
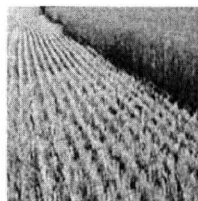
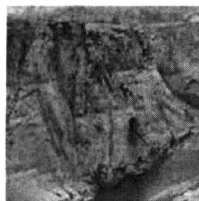
Pictures relative to articles or OCC-sponsored and sanctioned events will be published. Articles and photos related to personal events are published at the discretion of the editors.

Please submit articles or items of interest for publication to Walter Windish. Items for the next edition should be submitted no later than **March 10, 2017**.





# The Mile High View



## 2014 Fall/Winter Edition

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## The Mile High View

The Mile High View is produced by the Western District Office of the Comptroller of the Currency (OCC) and its contents are intended for use by OCC employees only.

**Deputy Comptroller**  
Kay Kowitt

**Editors**  
Sean Shanahan  
Colleen Larsen

All articles should be submitted via e-mail to the editors. Please forward any questions or comments to the editors. Current and previous issues are available on the Western District Home Page.

## Message from Deputy Comptroller Kay Kowitt

As the year comes to a close, I wanted to take another opportunity to thank you for your significant contributions to the successful execution of our FY14 Western District Business Plan. We covered many of the accomplishments during our district call earlier this week, so I won't repeat them in this message. However, I will again share that I am particularly proud of the actions you took to rehabilitate problem banks, stay alert to emerging risks in all of our institutions, contribute to the supervision of mid-size and large banks, implement the field office realignment, and hire and develop our staff.

During the call, we also highlighted a number of initiatives for the coming year to address our top risks, enhance our supervision processes, build expertise, and increase our overall efficiency and effectiveness. While the plan is ambitious, many of the projects directly support the OCC's Strategic Plan, as well as our MCBS priorities. In addition, I am confident that, with your support, we will successfully implement our FY15 plan.

I hope you enjoy this edition of Mile High View (MHV), as it contains a good blend of supervision and human interest stories. I also want to personally thank Colleen Larsen for her great work as the editor for the past ten years. I credit Colleen with creating the first edition, from content to layout. Since that time, she has never wavered in her efforts to continue to deliver interesting and novel articles. Thanks Colleen and best wishes in retirement!

Happy Holidays! I hope you are able to relax and spend time with family and friends.

Kay





## A Different “Angle”

By: Acting AsDC Analyst Joel Eddie

This edition of the Associates Angle comes to you from a different slant. Associate Deputy Comptroller (AsDC) Kurt Raney moved to the field office as Assistant Deputy Comptroller (ADC) of the second Denver team. Also on the move was Dennis Oswald, as he transitioned from the AsDC Analyst position to the ADC Analyst supporting Kurt. Their departure created acting opportunities for Ben Rudolph as AsDC and me as AsDC Analyst. In true LeBron James fashion, I held a press conference in my field office to announce that “I’m going to take my talents to” Denver (not South Beach unfortunately). Actually, I submitted an Expression of Interest and, once selected, rolled up my sleeves in an attempt to fill the shoes of Mr. Oswald.

When my private jet landed on the tarmac of Denver International Airport on October 6, I knew it was the start of something special. <wake up from dream> When I woke up in my Southwest Airlines window seat when the wheels hit the ground, I knew I had some work ahead of me.

I have been the ADC Analyst in Omaha for the last 2 ½ years. I was intrigued by the opportunity to work in Denver, and I decided to give it a shot when I saw the Acting AsDC Analyst opportunity. The primary project assigned to me was to outline and initiate our district’s Large Community Bank (LCB) Program, which our AsDCs started formulating earlier this year.

How are we defining a “large community bank?” Our district defines an LCB as a bank with total assets greater than \$1 billion. The LCB Program will cover a variety of topics that define our supervision of these institutions, including staffing considerations, the strategy process, quality assurance, and quality controls.

As we supervise our largest district banks, a top priority is ensuring we have the right people in the right places. This starts with each field office identifying an Examiner-in-Charge for these banks, while also determining backup plans to ease future transitions. A new aspect for staffing our examinations involves the recently announced Functional Examiner-in-Charge (FEIC) positions. A select number of FEIC positions are available for consideration by district examiners. The FEIC positions will typically be posted for our largest and/or most complex institutions in areas that require enhanced skills. The AsDCs in conjunction with the ADCs will review the need for FEIC positions on an annual basis as our banks and risks change.

The LCB Program also provides guidance on the timing and workflow of supervisory strategies. For all banks that exceed \$1 billion in total assets, we use the Strategy Automation Tool (SAT) to build our annual strategies. SAT was originally designed to provide a consistent framework for strategies in Midsize Banks. It has continually been enhanced and now it interfaces with the National Resource Planning Tool (NRPT).

When your ADC or Analyst discusses NRPT job opportunities with you, odds are those Midsize and LCB jobs were initiated with a SAT strategy. Our LCB Program will help describe all of the processes that feed into the SAT timeline starting from obtaining guidance from our Lead Experts through the completion and approval of final strategies.

Quality Assurance (QA) and Quality Control (QC) functions are also discussed in our LCB Program. While we wait to see how our national Enterprise Governance initiatives unfold, our district will continue to review our ongoing supervision efforts through QA and QC activities. The LCB QA program is designed to augment our existing QA activities that have been conducted in our other community banks over the last two years.

We plan to adjust the process for our LCBs to allow for both standard baseline testing and reviews focused on areas of elevated and/or emerging risk. QC functions will also be incorporated into our district supervision, including strategy guidance and reviews, district horizontals, and other oversight and review activities.

Our LCB Program will continue to evolve as our banks and risks change. However, it is important to document and discuss some of the primary supervision issues in play at our largest institutions to ensure we have an effective, efficient, and consistent approach to our supervision.

Working on this program during my rotation helped me see district supervision from a different angle. I'm sure the next person to sit in this chair will continue to build upon this program using the talents that they bring to the Mile High City.



Acting AsDC Ben Rudolph (ADC - Minneapolis FO) and Acting AsDC Analyst Joel Eddie (ADC Analyst - Omaha FO)

## **Specialty Corner: C&I Lending**

By: John Brown, Western District Commercial Credit Lead Expert

I took on the role of Commercial Credit Lead Expert in 2009 in the midst of the banking crisis. Because of the dynamics of that crisis, much of our focus was on CRE-related issues. Recently, there has been a shift underway to commercial and industrial lending (C&I). Over a third of our banks are focusing their loan growth strategies on C&I products. Examining this segment of a loan portfolio takes a different set of technical and analytical skills than CRE. This article highlights some important concepts for analyzing C&I loans.

### **Purpose**

For a large number of loans secured by commercial real estate, the loan purpose is the purchase or refinance of the real estate securing the credit. As a result, determining the purpose of a CRE loan is often easy. Determining the purpose of a C&I loan is not always so simple, but it is the best first step in the financial analysis of a C&I credit. For example, a company that needs to borrow for a temporary increase in inventory to meet seasonal demand is a much different analytical issue than a company that needs to borrow because their bad debt is increasing rapidly. In the former, the analysis should focus on the reasonableness of the expected growth and the capital and liquidity to support it. In the latter, a complete analysis should focus on what went wrong, management's options for fixing the problem, and the potential impact to the longer-term financial health of the borrower.

### **Repayment**

After identifying and understanding the purpose of a C&I loan, an examiner needs to get a clear picture how the loan is "intended" to be repaid. I placed the word intended in quotes to highlight that repayment can come from several places, and not all of them are healthy for the company. To illustrate, suppose a company borrows money to increase inventory and the repayment of the loan is supposed to come from increased sales. Now imagine that the demand never materializes. Without knowing the purpose of this loan or its intended primary source of repayment, an analysis may be too superficial to identify trouble.

### **Control**

Covenants play a very important role in C&I lending, especially when maturities are greater than one year. Negative pledges not to sell assets or incur additional debt also help manage risk. Covenants are an area especially suited to "table talk." Having examiners discuss the use of covenants (or lack thereof) not only serves as a source of new knowledge but it can spur a fellow file worker to look for certain covenants in the loans they are reviewing.

Both loan officers and examiners demonstrate a healthy knowledge of C&I risk management when they can discuss the use of covenants and why they are necessary for a particular application. The purpose of a loan and the expected source of repayment will help inform the types of covenants used. Reasonable and meaningful triggers for financial covenants are dependent on the financial analysis.

## Financial Analysis

For established borrowers with a mature product, a review of the last three years of financial statements, including balance sheets, is a good start. For startup or M&A activity, budgets and pro-forma balance sheets are necessary. Balance sheets are an important, but sometimes overlooked, piece of information when analyzing the financial health and repayment capacity of most C&I credits. For example, a company could decide to use its cash to purchase capital assets (machines, equipment, building improvement, etc.). The cash used to buy these assets is not expensed in the current period, so a P&L statement does not reflect the cash outflow. Failing to analyze the nature and potential frequency of these, and other, cash outflows can lead to overstating a company's repayment capacity.

I hope that this discussion spurs some table talk of its own. If you have any questions or concerns regarding these or any other commercial credit related topics, please contact me.

---

## Mail Call!

Do you have a good bank supervision story about common issues and/or lessons learned... or perhaps a story from the other side of your work-life balancing act? Let us know! Send your article to [Sean Shanahan](#) or [LoriAnne Bader](#).





## Problem Bank Update

By: Ron Hundtofte, Problem Bank Specialist

The number of problem banks in the WED continues to march downward. Currently the WED has 43 problem banks (rated 3,4,5). This compares to 125 banks as of July 2011, just after integration of OTS supervised institutions.

Of the 43 problem banks in the district, the supervision of 24 is non-delegated, which means the Special Supervision Unit in HQ (SPSU) is responsible for oversight. However, local examiners continue to conduct the examinations of those banks. In addition to the problem banks, there are 25 2-rated banks in the district operating under enforcement actions. Generally, these banks are subject to either an individual minimum capital requirement (IMCR) or regulatory conditions in writing (RCIW) imposed by OCC Licensing staff in conjunction with a corporate activity approval.

With the stabilized and now improving economy, my focus is increasingly on looking down the road for signs of emerging risks or banks displaying negative trends that if not corrected, would likely result in a bank becoming a problem.

We have implemented two initiatives this year to assist with timely identification of Watch List (WL) banks. The first was the addition of objective criteria to the definition of a WL bank to assist examiners in identifying banks that should be designated for watch. Eventually, EV will also reflect some of these changes in the WL reporting section.

The second initiative is to leverage our outlier review process with monitoring activities for potential WL banks. I have already contacted some supervisory offices with the results of these reviews. The ultimate goal of this initiative is to provide supervisory offices with objective analysis that aids in timely identification of WL banks.

On a final note, Deputy Comptroller Kay Kowitt has formed a BSA supervision review committee to review non-problem banks with BSA issues. The BSASRC charter, memo template and job aid are posted on the WED SharePoint site in the Problem Banks folder.

# BankNet

## OCC's Emerging Communications Tool

By: Jimmy A. Hernández, Banking Relations Specialist

BankNet, the OCC's extranet site exclusively for national banks and federally chartered thrifts, is getting a lot of attention and that is no accident.

Over the last two years, BankNet has undergone a major makeover. The renovated website features many new tools, applications, and information bankers and directors use to help reduce time and expenses associated with meeting their regulatory responsibilities. The website is becoming popular among bankers and examiners as a vehicle for secure communications between the OCC and individual institutions.

At its core, BankNet is a convenient, one-stop shop where bankers can access important information and assorted resources to help manage interactions with the OCC and the regulatory process. Information found there is often not available on other sites because, again, BankNet is specifically for OCC-regulated institutions.

Popular new BankNet offerings include Accounting Snapshots; our monthly In Brief series of economic and real estate reports prepared by OCC economists; recordings of MCBS teleconferences covering multiple regulatory topics; stress test tools; and, an alert system that keeps bankers instantaneously informed by email.

One of the most recent and increasingly popular new features is the Large File Transfer (LFT) tool. The LFT tool allows bankers to submit electronically files of any size to the OCC, including bankers' Response to the Examination Request Letter. And with the even-more recent deployment of a feature that makes the LFT tool bidirectional, bank examiners can send files of any size to the banks they supervise. Previously this was a piecemeal process demanding extended effort and involving security challenges. Use of this tool will not only alleviate those challenges, but it is also expected to reduce cost and save significant time in the supervisory process. Institutions of all sizes and complexity will find it useful.

BankNet was designed as a value-added tool for national banks and thrifts. The OCC incorporated BankNet into the on-going effort to streamline supervisory processes and reduce regulatory burden for all of our institutions, but particularly for community banks.

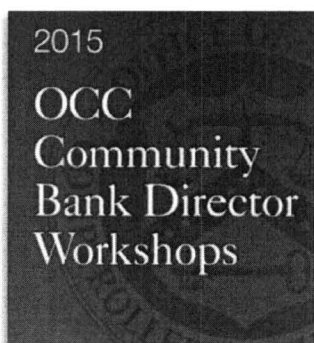
The website is emerging as a central communications tool for interacting with the OCC. Bank assessments, MLR and short-term investment fund filings must be submitted through the website. Many banks use BankNet to file their Part 363 Annual Reports, and for large banks, items like Dodd-Frank Stress Tests, 4G liquidity reports, credit analytics, Volcker filings, bank securities dealer filings, mortgage foreclosure reports, and others, must be submitted through the site.

Economic and analytical tools on BankNet are also highly valued. The Comparative Analysis Report (CAR), Canary, and reports from OCC Economics are frequently included in board meeting packages and further the prospect of making informed decisions. Material found on BankNet often precludes the need for input from consultants or other specialists.



BankNet's infrastructure provides a level of safety and security that makes bankers comfortable, and support services have been designed to accommodate the banking audience. For example, the BankNet helpdesk quickly answers our bankers' calls and emails, and helpdesk performance measures are reviewed to ensure top customer service. Finally, the website also features pages for specific audiences, such as minority depository institutions, mutual savings associations and directors, and more will be added as BankNet's user base grows.

For more information on how bankers and OCC employees can use [BankNet](#), visit the website, click on Web and Telephone Seminars on the left-hand navigation menu, and watch the most recent BankNet webinar from September 17, 2014.



## Western District 2015 Schedule

Risk Governance Workshop		
City	Date	Hotel Name
Des Moines, IA	July 14, 2015	<a href="#">Embassy Suites Des Moines Downtown</a>
Albuquerque, NM	September 29, 2015	<a href="#">Crowne Plaza Albuquerque</a>

Compliance Risk Workshop		
City	Date	Hotel Name
Denver, CO	April 21, 2015	<a href="#">Sheraton Denver Downtown</a>
Des Moines, IA	July 15, 2015	<a href="#">Embassy Suites Des Moines Downtown</a>
Wichita, KS	August 18, 2015	<a href="#">Hyatt Regency Wichita</a>
Albuquerque, NM	September 30, 2015	<a href="#">Crowne Plaza Albuquerque</a>

Credit Risk Workshop		
City	Date	Hotel Name
Denver, CO	April 22, 2015	<a href="#">Sheraton Denver Downtown</a>
Wichita, KS	August 19, 2015	<a href="#">Hyatt Regency Wichita</a>





As the year comes to a close, and a new year is upon us, now is a good time to consider strengthening our personal computer habits. In part one of a multi-part series of tips courtesy of the WE Technology Committee, we introduce ways to limit your exposure to account takeover threats.

Many of us have learned about SPAM or unwanted email messages which contain advertisements or even worse malware associated with them. As part of our security training, we have learned to refrain from clicking on links within messages especially from unknown or unexpected sources. The OCCnet has a good article with more information on ["What is Spam and What Should I Do With It?"](#)

But what if we receive a message from someone we know that appears to be SPAM with a link to what appears to be advertising or unsure content? You should NOT click on the link and you should contact the sender to inquire about the intent of the message. Many times the sender is unaware that their email account may have been taken over and someone began sending out mass marketing messages under their name to all of their contacts. This can be embarrassing, frustrating, and unnerving for all involved.

Good advice for the person with the hacked account is for them to immediately change their email password to recover control over their account. This will normally stop the SPAM email campaign for the time being, but only until the bad guys try and break back in through guessing the password and regaining control of that account.

Users should setup strong or multi-factor authentication for their accounts. This advice is not only for email accounts (e.g. Yahoo Mail, Gmail, Hotmail) but for other accounts such as Social Media Accounts (e.g. Facebook, Twitter, Instagram), shopping accounts (e.g. EBay, PayPal, Apple ID), and financial accounts (e.g. banking, brokerage).

Don't let your accounts get hacked! Setup strong authentication to your personal accounts today by following the advice in this article ["How to Enable Two-factor Authentication on Popular Sites."](#) At a minimum, you should setup strong authentication for your personal email accounts and your smartphone IDs (e.g. Apple ID, iCloud, or Google Play ID). If you have further questions on strengthening your account logins, contact your WE Tech Committee representative. Until next time, surf safe and prosper.

## Comptroller Curry Visits Los Angeles Field Office



Comptroller Curry took time out of his busy schedule to stop by the Los Angeles Field Office in Glendale to visit with the field office staff. Many of the staff were on overnight travel assignments so it was a small, intimate group meeting and discussion.

Comptroller Curry was in Los Angeles attending the first in a series of outreach meetings on the Economic Growth and Regulatory Paperwork Reduction Act, or EGRPRA, which is intended to help the FFIEC identify outdated or unnecessary regulations. You can read Comptroller Curry's remarks made at that meeting at: <http://www.occ.gov/news-issuances/speeches/2014/pub-speech-2014-162.pdf>

In addition to attending the EGRPRA meeting, Comptroller Curry also attended two other meetings while in Los Angeles; he met with Neighborworks and was the guest speaker at a banker luncheon sponsored by three industry groups: IBAC, NACAB, and RMA. You can read Comptroller Curry's remarks at: <http://www.occ.gov/news-issuances/speeches/2014/pub-speech-2014-164.pdf>

Comptroller Curry's meeting with the Los Angeles Field Office staff was scheduled for forty-five minutes, but he spent an hour and a half with us, asking and answering questions in an open setting. It is commendable that the Comptroller took time out of his busy schedule to meet with a small group of field examiners; we all appreciated the opportunity to meet him and have an open conversation.

## Administrative Professionals Committee Update



Left to right: Alicia Harrison, Jill McVey, LoriAnne Bader, Colleen Larsen, Dolores Navarro (Committee Chair), Gina Bradburn, and Enice Thomas (ADC Sponsor)

The WED Administrative Professionals Committee (APC) coordinates with the Administrative Professionals across the district to help ensure effective and efficient office operations.

The APC held their annual business planning meeting during the week of October 14th in the district office. They updated their bylaws and initiated and delegated tasks for the year. The APC regularly develops activities to leverage individual skill sets and foster development, communication, consistency, networking, and recognition among AP staff. The APC is also working with the People Committee on the district workflow mapping initiative. The goal of this project is to review field and district processes, and form consistent and efficient procedures.

During the planning meeting, the APC brainstormed ideas for the quarterly WED AP Team conference calls as well as topics for a WED AP Team meeting scheduled for April 21-24, 2015 in the WEDO. The APC is working diligently to secure presenters that will provide topics valuable for the APs as individuals, and as a team. They plan to have a wide variety of topics that include ice breakers, soft skills, hard skills/training, and program updates. The theme of the meeting is, "It Starts With Us." The APC hopes to provide the information and skills needed for the APs to be the first go-to in their office/division.

The APC is represented on the national LBS/MCBS Committee by Jill McVey. The national committee is working on an automated request letter template, and the National Administrative Handbook.

The APC publishes the monthly newsletter, News Flash, which is distributed OCC-wide. The News Flash features best practices and helpful links, as well as the following sections: Grammar Gotcha; Consumer Tips; Tips, Tricks, Training & Tidbits from the Team; and a Recipe Corner. You can view the archived News Flash editions at: <http://occnet.occ/WesternAdministrativeProfessionalsView.asp>.



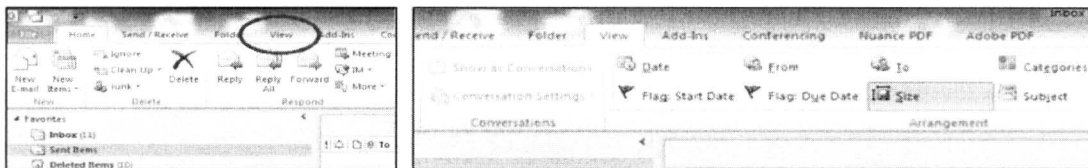
## Meet the New Members of the Western District IT Customer Support Team

Left to right: Tristan Laughlin, Michael Seelmeyer, and Andrew Padro  
IT Customer Support – Western District

### IT Customer Support Tips

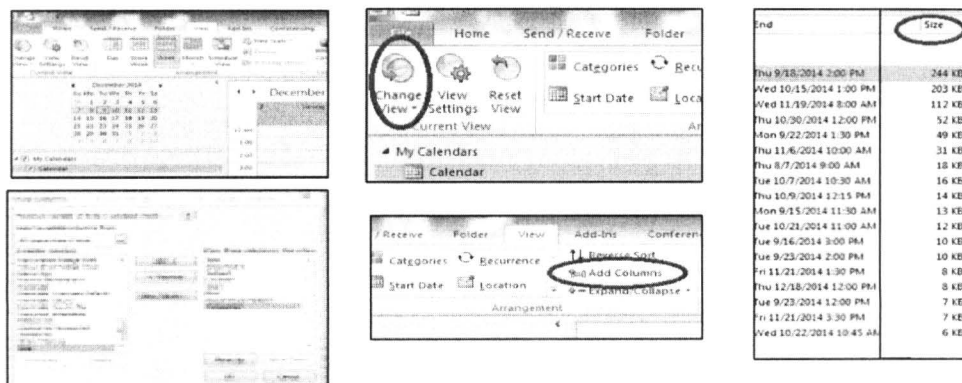
Are you always getting reminders that your inbox is over the size limit? Clean things up by sorting your E-mails and Calendar items by size. To sort E-mails by size, open Outlook and click on the “View” tab. Now select “Size” from the options listed. Now simply move the big ones into a .pst file or delete them. You can also save large attachments to your PC and delete the attachment from the E-mail. To do this, open the E-mail in question and right-click on the attachment, then select “save as” to save it or “remove attachment” to delete it.

#### Sorting E-mails by Size



To sort calendar items by size, open Outlook and select the Calendar. Now click on the “View” tab, select “change view,” and “List.” Now click on “Add columns” and change the “Select Available Columns” field to “All Appointment Fields.” Highlight “Size” and click “Add.” Now press OK to return to your listed Calendar. There should now be a column called “Size,” click on it to sort your Calendar items by size. Now simply move the big ones into a .pst file or delete them.

#### Sorting Calendars by Size



## Welcome Western District ADCs

I began my career with the OCC in December 2000 as an Assistant National Bank Examiner in the Minneapolis field office. Prior to joining the OCC, I spent 20 years specializing in bank operations, primarily in the Orlando, Florida area. I obtained my OCC Commission, as well as my CFE credentials while working in Minneapolis. In 2012, I relocated to the San Francisco field office for the Team Lead position. As much as I enjoyed the people and weather in the great state of California, the opportunity to serve as the ADC for Des Moines field office called to my Midwest roots, so I find myself quickly re-acclimating to the slightly lower temperatures here in Des Moines, IA, but loving every minute of it.



**Sandra Holenko**  
Des Moines Field Office

I was born and raised in the (b)(6).  
If you are ever in the area during (b)(6) be sure to check out the (b)(6) ..good times to be had by all! I currently reside in (b)(6) with my lab mix Belle. In my free time, I enjoy wine tasting, traveling, hiking, cooking, and decorating.

I am excited to be back in the Midwest, and I'm looking forward to being a part of the Des Moines field office team.



**Keith Osborne**  
Wichita and Salina Field Offices

I began as an experienced hire in the Wichita Field Office in November 1986. I passed the UCE in February 1990 and was an NBE field examiner until September 1998 when I was selected as the ADC Analyst. In addition to community bank assignments, I have done mid-size and large bank work in capital markets, mortgage banking, credit, and SNCs. I have also been a UCE evaluator for several years, and led the Midwestern District QA review for two years.

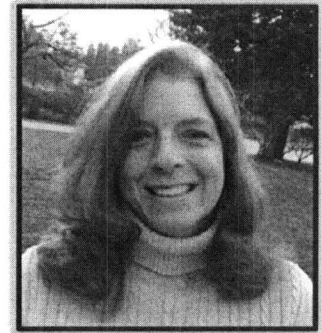
(b)(6)  
(b) After graduation from college, I worked in a small community national bank in south-central Kansas and worked in all areas of the bank, including as loan officer. I operate a grain farm, and am a partner in a cow-calf operation. I graduated from Kansas State University with a degree in Finance and minor in accounting.

The OCC is a great place to work for many reasons, not the least of which is the great people. I know we hear that a lot, but in my nearly 28 years with the OCC I would venture to guess that I have worked with nearly 100 different examiners in the Wichita Field Office with many, many great examiners in that group.



The variety of work assignments is great and allows you to learn about many different things, rather than having to just focus on one area but you can do that too if you desire. The opportunities are abundant and they have allowed me to always learn and explore new areas. Honestly, I don't think that I could have had a better, more rewarding career anywhere else but the OCC. I feel fortunate that years ago, the OCC examiners conducting the exam at the bank where I worked suggested that I apply with the OCC.

Hello, my name is Jolene Schack. I am the new Assistant Deputy Comptroller of the Omaha Field Office and I would like to introduce myself to those of you I have not yet met. I was born in (b)(6) (b)(6) community with a population of (b)(6) people, but I was a "city girl." I'm a graduate of the University of Nebraska in Lincoln (GO BIG RED!!) where I earned a Bachelor of Science in Business Administration. I started my career with the OCC in the fall of 1987. My training team location was in Duluth, MN, but we spent the majority of the winter in the Northern Iron Range of Minnesota examining banks in frozen locations including International Falls.



**Jolene Schack**  
Omaha Field Office

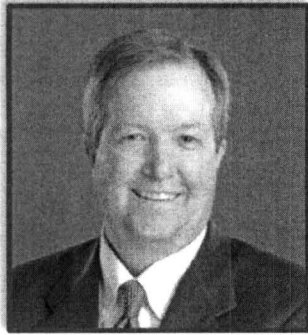
Following the training team, (b)(6) (b)(6) Over the past twenty-seven years, I served as a Training Team Leader for two training teams, ADC Analyst, Acting ADC, and as the Team Leader for the Omaha and Des Moines Field Offices. I also serve on the EV Advisory Board.

(b)(6) (b)(6) (b)(6) I enjoy spending my free time cheering for the Huskers, watching my sons sporting events, doing anything outdoors, and completing DIY projects around our home. If you are in Omaha, please stop by to say hello.



## Congratulations Sean Shanahan "SMG Excellence Award"

Each year the members of the SMG recognize the individual or group that has provided significant support to the management team. The year's award went to Sean Shanahan for his significant contributions to both the SMG and the Western District.



## New Retail Credit Lead Expert Carl Saxe

I joined the OCC in June 2012 as a Bank Examiner Commercial Credit Specialist, and in January 2014 moved into the Western District Retail Credit Lead Expert role.

I am originally from (b)(6) and have also lived in (b)(6). (b)(6). I graduated from San Diego State University in San Diego, CA and the University of Washington in Seattle, WA, with degrees in economics and banking. My banking career spans 25 years, which began with Bank of America working in retail and commercial lending divisions. I was recruited to Union Bank private banking, moved over to credit review and later continued in that role at First Interstate Bank. I returned to Bank of America to manage the business banking team in Oregon and was promoted to northwest business executive for community development lending. In 2001, I moved to WaMu to manage retail mortgage operations, servicing and sales groups at both regional and national levels. In 2009, I built a company that contracted with the FDIC Division of Resolutions to manage failed banks.

I am available as a technical retail lending resource for examiners in the field and for bankers. I can help review specific situations and perform retail lending research as needed. (b)(6)

(b)(6) In my free time, I enjoy running, coaching youth football, traveling, and scuba diving. I am looking forward to meeting and working with all of you!

## Welcome Keri Bitzer - DFA Support

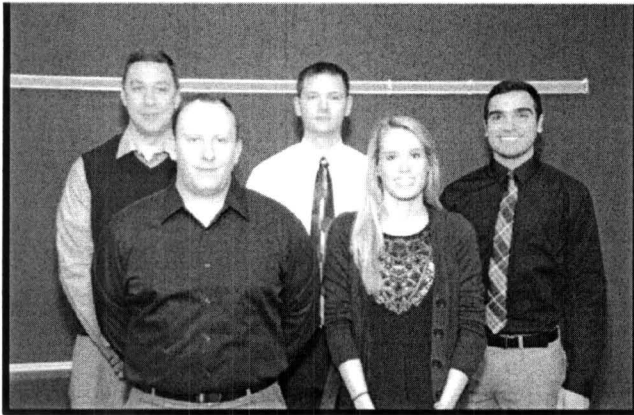
I began my career with the OCC in June 2009 as an Assistant National Bank Examiner in the Boston Field Office. I became a cross-credentialed NBE in December 2013. While in Boston, I worked primarily within community banks and had the opportunity to explore many interesting topics, including student lending, solar energy lending, and mortgage banking. I also participated in the Northeastern District's Financial Analyst Rotation.



Though I loved my time in Boston, the desire to advance my career and face new challenges led me to start exploring new opportunities. I'm excited to take on the role of Financial Analyst Support and get to know everyone in the Western District.

(b)(6) at the University of Pittsburgh. I enjoy hiking, biking, reading, wine tasting, and baking. I completed my first century bicycle ride (100) miles in September 2014 and hope to complete another in Denver. (b)(6)  
(b)(6) (b)(6)  
(b)(6) and are looking forward to exploring the West.

## Welcome New Examiners



### Class of 2014 - January

Front row (left to right):  
 Nicholas Scott (Billings),  
 Charline Morrissey (Albuquerque)  
 Back row (left to right):  
 Jeremiah Kerns (Overland Park),  
 Colton Barton (Omaha),  
 Steven Arce (Phoenix)

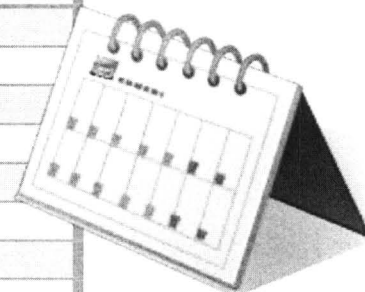


### Class 2014 - June

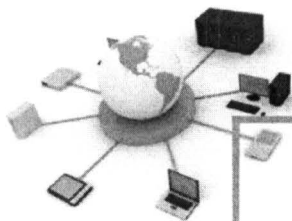
Top row (left to right): Daniel Chavez (Denver), Travis Croy (Billings),  
 Zachary Shulkin (San Francisco), Sean Puckett (Phoenix)  
 Third row (left to right): Chandos Robertson III (Albuquerque), Lamine Zarrad (Denver),  
 John Goldes (Omaha), John Angelo Atienza (San Francisco)  
 Second row (left to right): Kelsey Walsh (Denver),  
 Erika Refsland (San Francisco), Heather Ely (Billings)  
 Bottom row (left to right): Helen Kasra (Overland Park), Katherine Holm (Sioux Falls),  
 Heather Clingman (Overland Park), Deena North (Denver)

## Western District 2015 Events

Date	Event
January 20-22	LCB EIC Roundtable
February 3-5	C&I Training
February 9-13	New Hire Orientation
February 9-27	ABCs of Credit
March 3-5	District Risk Committee
March 30-April 3	UCE Workshop
April 6-10	Career Exploration Week
April 13-14	Lead Experts Meeting
April 15-16	Commercial Credit Summit
April 21-14	WE APT Meeting
April 27-May 30	CELS Training
May 4-6	Capital Markets Network Group
June 1-2	District Risk Committee
June 9-11	C&I Training
June 15-19	New Hire Orientation
June 23-25	Retail Credit Network Group
July 20-21	Lead Experts Meeting
July 20–August 6	ABCs of Credit
July 24-26	Compliance Network Group
August 26-27	WED AML Meeting
August 31–September 2	District Risk Committee
September 14-18	UCE Workshop
September 21-15	IT Network Group
October 6-9	Asset Management Group
October 13-16	WE APC Committee
October 19-22	WE Tech Committee
October 26-30	CELS Training
November 18-19	Career Exploration Week
November 30–December 1	District Risk Committee



## Chief Information Officer Outreach



<u>May 13</u>	<u>May 14</u>	<u>June 9</u>	<u>June 11</u>
Omaha, NE	Kansas City, MO	Denver, CO	Los Angeles, CA



As part of the Albuquerque Training Team, it seemed only natural that we all became fans of green chilies and *Breaking Bad*; however, our Training Team Leader has yet to watch a single episode!

During our first and third exam, we visited Alamogordo, NM where we had the opportunity to tour the Holloman Air Force Base and learn about the base's history and drones. After the base, we made our way to White Sands National Park with miles of rolling white dunes. At our next exam in Cortez, CO, we took a tour of a local farm to gain a better understanding of Ag lending. We then traveled to Phoenix, AZ where we attended a Diamondback's game and had some phenomenal burgers at The Attic where (b)(6) For our sixth exam, our team was lucky enough to spend three weeks in Beverly Hills on an exam where we learned a lot about the local culture, traffic, and broken UCLA water mains.

Over the course of our training team, we flew to Dallas twice for Effective Writing and BE II Training. We visited the Perot Museum of Nature and Science, attempted to understand the underground tunnel system, and swapped stories with the Southern District Training Team. In addition, we also traveled to Denver, CO for training and an exam, where we were able to watch *American Ninja Warrior* live and even witnessed a burglary at a souvenir shop. Our last exam was in Liberal, KS, where we played a few games of bowling and visited Dorothy's house from the *Wizard of Oz*. We also experienced major weather fluctuations in Liberal, from over 90 degrees one day to 50 degrees and raining the next day! On and off the road, we spent most of our nights watching countless movies and shows on Netflix.

We enjoyed our time in Albuquerque, but we are all ready to join our permanent offices and contribute to the team!

**We want to thank our Training Team Leaders:  
Justin DeDera & Aaron Erickson**



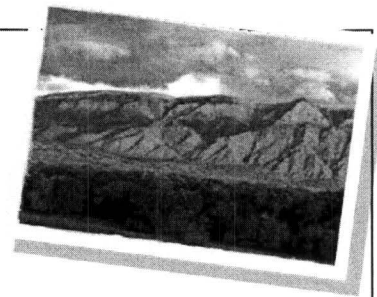
# TRAI ES

## Charlie Morrissey

From: (b)(6)

New Office: Albuquerque Satellite Office

- Spent the first two weeks of the training team on a micro-farm
- Obsessed with Warren Buffet
- Specializes in giving directions and estimating driving times in Los Angeles

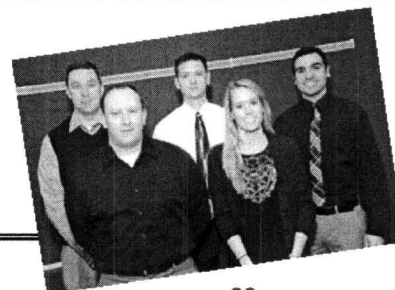


## Colton Barton

From: (b)(6)

New Office: Omaha Field Office

- Most likely to get served his food last at every restaurant
- Anxiously awaits the Burrito Lady's presence in the office



## Jeremy Kerns

From: (b)(6)

New Office: Kansas City Field Office

- Most likely to get the best boarding position on every Southwest flight
- Will always defend Kansas City BBQ
- Would prefer if the office was at a freezing temperature at all times



## Nick Scott

From: (b)(6)

New Office: Billings Satellite Office

- Most likely person to encounter strange/uncomfortable situations
- Terrified of odd numbers
- A guru of making his infamous "dirty rice"

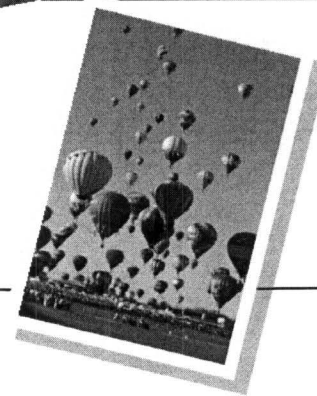


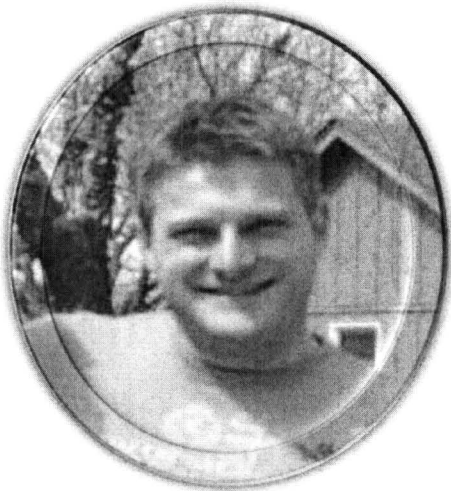
## Steven Arce

From: (b)(6)

New Office: Phoenix Satellite Office

- Most likely person to always pick the number in the number's game
- Strongly believes he will be the next Comptroller
- Refuses to drink tap water (unlike everyone else on the training team)





## A Tribute to Greg Steffens

*By: Matt Gilmore and Cassie Remmenga*

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On September 21, 2014, the OCC lost a colleague and many of us lost a friend. Gregory (Greg) Steffens passed away in a car accident at the young age of 30 years old. Greg was laid to rest after a touching service. Many OCC friends attended and listened to his closest friends and family pay tribute with their favorite memories of Greg.

Greg began his career with the OCC in June 2009. He trained in the Omaha Field Office before joining the Kansas City Field Office. Greg was a strong capital markets resource for the Kansas City office and recently had shown an interest in asset management. He was in the final stages of preparing to take the UCE, and was also working towards his CFA. In 2013, he served as the assistant training team leader for the Joplin Field Office training team.

Greg was an avid sports fan; primarily favoring his alma mater, the University of Missouri Tigers. He was also loyal to his hometown Kansas City Royals, Chiefs, and Sporting KC. Many of us enjoyed spirited conversations with Greg after a big Mizzou game or relating to our years of frustration with the Royals. He would have been extremely excited to witness the Royals recent run to the World Series this fall.

We feel fortunate to have had Greg as a part of our team, and we are truly going to miss him.

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# *Around the District*

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## *District Office Super Bowl 2014 Potluck*



## *A Chocolate Affair!*



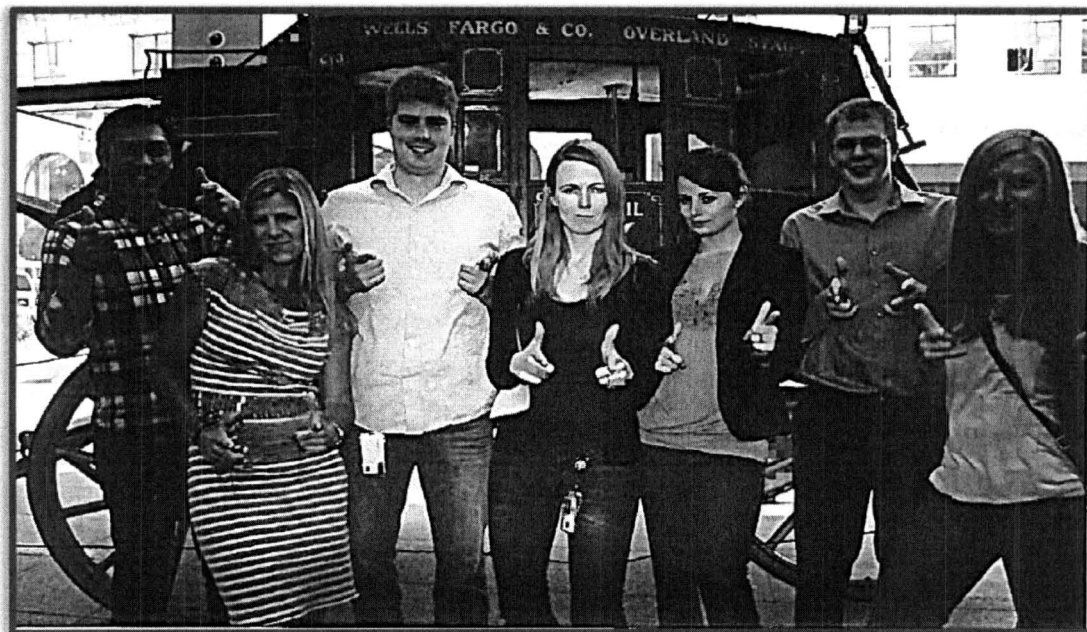
The District Office staff sample an array of chocolate goodies as part of the office CFC fundraiser.

### *Salt Lake City & Billings Farewells*



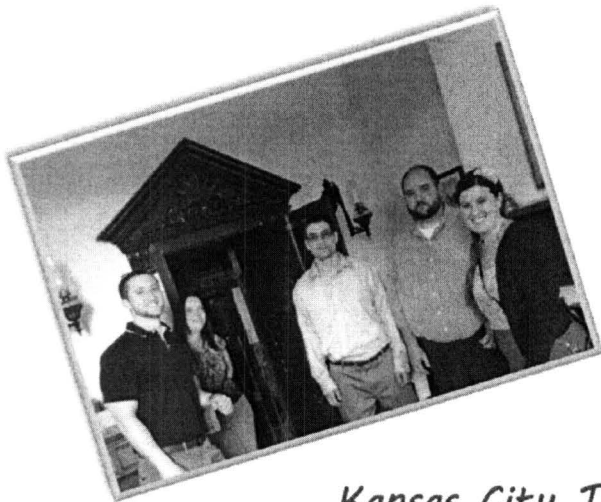
Can you guess where they are now? This is the last photo of the Salt Lake City and Billings FO before the realignment. Those in the picture now report to two different ADCs, a midsize EIC and a lead expert! Salt Lake City now reports to the Denver FO and Billings to the Seattle FO.

### *San Francisco Training Team Tours Wells Fargo Stagecoach Museum*



The San Francisco Training Team enjoyed a tour of the Concord Stagecoach. The stagecoach was considered the finest passenger vehicle of the time, traveled an average of five miles per hour, and changed horses at stations every twelve miles.

## *Siouxland Golf Team Building*



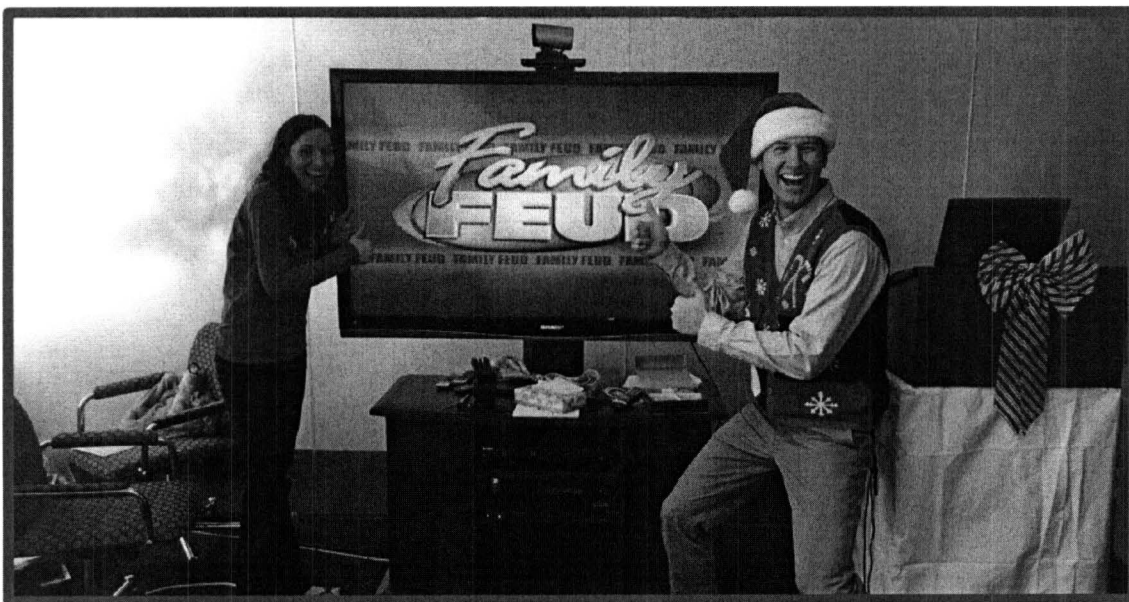
## *Kansas City Training Team Travels*

Photo 1. (L-R: Sean Puckett, Heather Clingman, John Goldes, Chandos Robertson and Helen Kasra) toured the Jesse James Bank Museum, one of the first successful daylight robbery locations. A group of former Confederate guerillas, led by Jesse James robbed Clay County Savings Association on February 13, 1866. The robbers escaped with \$60,000 (or \$966,000 in 2014 dollars).

Photo 2. (L-R: Sean Puckett, John Goldes, Heather Clingman, Chandos Robertson and Helen Kasra) toured the Garden of Eden in Lucas, Kansas. Civil War veteran, Samuel Perry Dinsmoor built the family home from limestone logs in 1907. He used 113 tons of cement to build his sculpture garden and stopped working in 1929 after he went blind. The Grassroots Art Capital of Kansas, Lucas also has the World's Largest Souvenir Travel Plate, a Mini Mount Rushmore, House of Barbies, Bowl Plaza (public toilets in a building shaped as a toilet) and the World's Largest Collection of World's Smallest Versions of World's Largest things. For a town of 390 people, Lucas is a hot spot of neat and unusual items.



# Western District Office HOLIDAY Party



Family Feud game show hosts Attorneys Treana Bennett and Hudson Hamilton (WE DO Legal).



Ugly sweater contest winner Lois Archuleta (WE DO Licensing) with her prize.

happy  
holidays!

# Congratulations!

## CROSS CREDENTIALS

### NBE Cross Credential

Julie Allman	Kansas City	Darin Mikey	Omaha
Jessica Alvey	Sioux Falls	Margaret Moore	San Diego
Ricardo Bernal	Los Angeles	Peter Newell	Denver
Jared Brown	Wichita	Keith Osborne	Wichita
Nicole Castner	Omaha	Dennis Oswald	Denver
Lance Downs	WE DO	Christine Patterson	San Francisco
Brandon Elder	Wichita	Carol Smith	Omaha
Aaron Erickson	Albuquerque	Steven Steinbrink	Omaha
Erica Erickson	WE DO	Thomas Sutcliffe	Sioux Falls
David Greving	Kansas City	Lyle Swingler	Kansas City
John Hansen	Omaha	Brady Venema	Omaha
Marie Houtwed	Wichita	Rodney Werhan	Wichita
Cole Hutchinson	Sioux Falls		
Michael Koll	Kansas City		
Anita Likens	San Francisco		
Lonnie Mercer	Denver		
Mark Miller	Denver		

### FTR Cross Credential

Larissa Hanway	Santa Ana
Doug Pittman	Kansas City
Jose Zarate	Los Angeles


MESSAGES

### Note from the Co-Editor

This is my last edition as co-editor of *The Mile High View* as I will retire in January 2015. I want to thank everyone for their many contributions over the past ten years that have made the newsletter a success. I hope you have enjoyed reading it as much as I have editing it!

Colleen Larsen

<b>Marriages and Carriages</b>	
<b>JUST MARRIED</b>	(b)(6)
<b>BABY GIRLS</b>	(b)(6)
<b>BABY BOYS</b>	(b)(6)



## **Personnel News**

### **New Employees – WELCOME!**

Bridget Dunlap – Senior HR Consultant – WE DO  
 Tristan Laughlin – ITS Customer Support – WE DO  
 Victoria Luna – AA – Seattle  
 Roderick Mack – Recruitment Specialist – WE DO  
 Andres Padro – ITS Customer Support – WE DO  
 Katy McKee-Richmond – AA – Des Moines  
 Michael Nield – Community Affairs – Kansas City  
 Abel Saenz – AA – Albuquerque  
 Michael Seelmeyer – ITS Customer Support – WE DO

### **Passed the UCE – CONGRATULATIONS!**

Antonio Capote – San Francisco  
 Jason Hansen – Salt Lake City  
 Antonio Hernandez – Los Angeles  
 Katelin Hunt – Los Angeles  
 Lori Olson – Kansas City  
 Heidi Martinez – San Francisco  
 Melissa Moraczewski – Omaha  
 Renee Overbey – Sioux Falls  
 Shannon Reid – Des Moines  
 Eric Reiser – San Francisco  
 Mary Helen Smith – Denver  
 Catalin Turcuta – San Francisco

### **Promotions – WAY TO GO!**

Sandra Holenko – ADC – Des Moines  
 Keith Osborne – ADC – Wichita  
 Carl Saxe – Retail Credit Lead Expert – Seattle  
 Jolene Schack – ADC – Omaha

### **Retirements – ENJOY!**

Peggy Brown – AA – WE DO  
 Arthur Goodhand – TA – WE DO  
 Kent Grover – ITS Customer Support – WE DO  
 Mary Beth Hughes – AA – Albuquerque  
 Alyce King – ITS Customer Support – WE DO  
 Sherry Luke – BE – Seattle  
 George Perez – Associate NBE – Los Angeles  
 Trice Persick-Ciurej – ADC – Des Moines  
 Natalie Posthuma Linthorst – BE – Los Angeles  
 Michael Semrad – BE – Omaha  
 Mary Teters – BE – Omaha  
 Steven Vander Wal – ADC – San Diego  
 Tommy Wong – Associate NBE – San Francisco

### **Reassignments – WELCOME!**

Erica Decker – BE (AM) – San Francisco  
 Carrie Dupree – ADC Analyst – Seattle  
 Lillian Fanning – NBE (Compliance) – Kansas City  
 Scott Hercules – Associate NBE – Billings  
 Katherine Martin – NBE (Team Leader) – San Francisco  
 Darlene Nance James – BE (Compliance) – Los Angeles  
 Kathryn Wearne – ADC Analyst – San Francisco

### **Reassignments – ON THE MOVE!**

Elizabeth Candy – NBE – Santa Ana to Wells Fargo  
 Dixie Claybrook – ADC – Salt Lake City to Midsize  
 Tracy Gong – Analyst to ADC – San Francisco to Union  
 Steven Jacobs – ADC – Phoenix to OCC HQ  
 Tiffini John – NBE – Salt Lake City to Midsize Banks  
 Joshua Preston – Associate NBE – Albuquerque to Boston  
 Troy Thornton – ADC – Omaha to CE DO

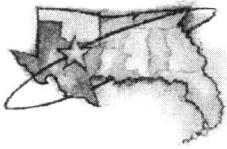
### **Resignations – FAREWELL!**

Morgan Barnhart – Assistant NBE – San Diego  
 Genevieve Beehler – Assistant NBE – Denver  
 Lynne Christiansen – Analyst to ADC – San Diego  
 Sierra Duncan – Assistant NBE – Denver  
 Gregory Ellis – OAA – WE DO  
 Erin Fagalnifin – AA – Seattle  
 Brian Giometti – Associate NBE – San Diego  
 Jordan Goldie – Associate NBE – Des Moines  
 Tanner Graham – Associate NBE – Sioux City  
 Charles Hardyway – Assistant NBE – Wichita  
 Jeremy Jaeb – NBE – Seattle  
 Holly Jamison – Associate NBE – Wichita  
 Olga Kartsev – Assistant NBE – San Francisco  
 Jeffrey Ketelhut – NBE (Compliance) – Sioux Falls  
 Lateaschia Lewis – Associate NBE – Salt Lake City  
 Joshua McHugh – Associate NBE – San Francisco  
 Amanda Meidinger – Associate NBE – San Francisco  
 Khalid Niazi – NBE – Los Angeles  
 Maria Ottenbreit – BE (AM) – Los Angeles  
 Samantha Perry – Associate NBE – Salt Lake City  
 Gregory Rosenblum – BE (AM) – Denver  
 Kenneth She – Associate NBE – Santa Ana  
 Dane Struve – Assistant NBE – Billings  
 Kayla Vestal – Associate NBE – Joplin  
 Nikki Wright – OAA – WE DO

**Thanks!!!**

*To all who provided content for this issue!*

# Southern Exposure



OFFICE OF THE COMPTROLLER OF THE CURRENCY

March 2016

## Message from Deputy Comptroller Gil Barker



Welcome to this edition of our district's newsletter, Southern Exposure. The newsletter's first article recognizes our 2014 OCC and District Honorary Award selections. I am pleased to share their accomplishments and contributions and am proud of the excellent staff we have in our district. The 2015 Honorary Awards are presently in process "...and I know our district is well represented this year."

On January 21, we held another of our semi-annual Southern District all staff conference calls. Those calls were established in an effort to address communication concerns identified in previous Engagement Surveys. The agenda of the call outlined our district's plans and initiatives for fiscal year 2016 and how those plans support the agency's mission and strategic goals. This edition of the Southern

Exposure further reinforces much of our message on the call.

**Bank Supervision:** The financial condition of our banks is good, but our institutions are reflecting increasing risk in several areas. Credit Risk has been elevated to the district's top risk. We are seeing concerns from declining energy prices in some of our banks and a return to large CRE concentrations in a number of other district institutions that we need to focus our attention. We need to utilize the new Credit Underwriting Assessment Process to ensure credits are soundly underwritten. Cybersecurity concerns are also growing and the CAT is being utilized to educate and identify potential areas for improvement within our institution's security and controls.

**Human Capital:** We continue to hire and train entry level staff to address turnover and coming retirements. A number of efforts to increase knowledge transfer and staff development are underway this fiscal year including: Asset Management and BSA Training Teams, the new Precommissioned Examiner Development SharePoint site, and external hiring for specific expertise needs.

Also, the agency's initial Leadership Foundations training is underway and you will find information in this newsletter.

Finally, our newsletter also contains information on upcoming information technology initiatives and upgrades, and shares the holiday fun we enjoyed as we wound down 2015.

I hope you find the newsletter a continuing, solid source of information and I appreciate all your efforts to meet the challenges this year presents.

I welcome your comments and feedback on the newsletter either directly, or through the "Ask Gil" share point site.

Gil Barker, Southern District  
Deputy Comptroller

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# 2014 National Award Recipients

## Workplace Fairness and Diversity Award

**Elizabeth Phan**, National Bank Examiner (NBE), ADC Analyst for the Fort Worth field office, for her pivotal role in the goal setting and planning of group activities for The Women's Network (TWN). She is the longest-serving member of TWN's Executive Council.



**David Clay**, Assistant Deputy Comptroller (ADC) for the New Orleans field office, for his exceptional accomplishments and achievements in managing a diverse workforce that includes former Office of Thrift Supervision (OTS) and Consumer Financial Protection Bureau (CFPB) employees, OCC employees, and industry hires.



## Leadership Award

**Katie Lucas**, ADC Analyst, Birmingham field office, for initiative and leadership in the operations and management of the field office. She provided stability and served as an invaluable resource to acting ADCs and the permanent staff in the field office.



## Administrative Professionals Award

**Molly Neureuther**, Administrative Assistant, Tampa field office, for her invaluable administrative support within the field office as well as her direct support of personnel throughout the Southern District.



## Employee Achievement Through Adversity Award

**Connie Merriman**, NBE, Retail Credit Lead Expert, Southern District Office, for remaining focused on work and continuing to serve in a leadership role despite personal challenges. She worked on very complicated examinations including some related to fee income and overdraft protection. In addition, she set an excellent example for her coworkers through her strength and ability to maintain optimism even in the face of adversity.



## Bank Supervision Award

**Samantha Bichard**, ADC Analyst, Tampa field office, for her ongoing efforts and leadership within the field office and Southern District, proactively reaching out to banks, examiners, and staff to provide support, insight, and guidance to ensure the smooth operation of the field office.



# 2014 Southern District Award Recipients



In addition to the National Honorary Awards, each district also has the chance to select recipients for District Leadership, Bank Supervision and Customer Service Awards. We were very fortunate to have multiple nominees for each of the district awards, which made the final selections extremely difficult.

Please join me in congratulating the recipients of the Southern District Leadership, Bank Supervision and Customer Service Awards:

## **Osvaldo (Ozzie) Verdear, Jr – NBE, Miami Field Office – 2014 Southern District Leadership Award Recipient**

Ozzie does an excellent job of leading by example. He has taken on responsibility for some of the most challenging banks in the Miami Field Offices and carries out his duties with the highest professionalism, expertise, and productivity. Yet, Ozzie also maintains a significant commitment to helping fellow examiners improve their skills. Ozzie is often found setting aside time to work with examiners in an educational or coaching capacity. He tactfully provides feedback and he is equally effective when rendering positive reinforcement or constructive criticism. His commitment to teamwork and collaboration are reflected in the manner in which he distributes assignments, and works with the supervisory team leaders to ensure pre-commissioned examiners are receiving assignments needed to progress to the UCE.

## **Alyce James – NBE, Atlanta Field Office – 2014 Southern District Bank Supervision Award Recipient**

In 2014, Alyce volunteered to be Portfolio Manager for two affiliated problem thrifts located in Birmingham and South Florida. The affiliated thrifts are both "5" rated with uncooperative senior management. As Portfolio Manager, Alyce not only assumed responsibility for leading and running two examinations each year, but she also monitored and managed bank activities during the interim periods as well. These activities included monitoring compliance with Consent Orders, following up on MRAs, and communicating with Washington's Special Supervision Analyst. One of the institutions is now under contract to be sold and the other is moving towards liquidation. Alyce also maintained Portfolio Manager responsibilities for two banks assigned to the Atlanta Field Office during this time.

## **Gloria Smith-Fantroy, Accounting Technician, Dallas District Office – 2014 Southern District Customer Support Award Recipient**

Gloria continuously looks for ways to improve the overall performance of the Southern District Office by willingly stepping in and spearheading projects in facility management, security, acquisition management, logistics, budgeting, and records administration. She has developed good rapport and a solid working relationship with managers and functional experts at every level of the organization. Gloria consistently demonstrates a positive "can do" attitude, she excels in handling difficult situations that are time sensitive, and she is a true "team player."

Ozzie, Alyce and Gloria received cash awards and had their names inscribed on plaques that hang in the Dallas District Office break room.

Congratulations to the award recipients and thanks to everyone who took the time to nominate or provide support to the nominees for national and district awards. I appreciate everyone's support in helping to recognize our employees.

---

**Gilbert D. Barker**  
Deputy Comptroller  
Southern District

*"Do not wait on a leader...look in the mirror, it's you." Unknown*



# Southern District Radar Screen

Southern District Risk Committee—Third Quarter 2015

Risk	Specific Threat	Direction	Rank
<b>Credit</b>	Growth and competition for loans remain prevalent and underwriting standards are easing. CRE concentrations are building, increasing the risk profile for an increasing number of banks. Banks with concentrations in energy and commodities are exhibiting deteriorating credit quality.	Increasing	1
<b>Operational</b>	Cyber threats, fraud, and vendor management risks are increasing. Business operating models are under increasing pressure as bankers seek to launch new products, leverage technology, reduce staffing, outsource critical activities, reengineer business processes, and partner with firms unfamiliar with the bank regulatory environment. Banks face challenges in adapting risk management and control processes to these changing business strategies.	Increasing	2
<b>Strategic</b>	Strategic vulnerability tied to low NIMs and declining noninterest income creates pressure to find new revenue sources. Regulatory costs may impact a bank's strategic planning.	Stable	3
<b>Compliance</b>	New and expanded consumer protection regulations require robust change management processes.	Stable	4
<b>Interest Rate Risk</b>	Yield chasing and extension risk in the current rate environment causes market value volatility in long-term investments, resulting in increasing vulnerability to rising rates.	Stable	5

Fiscal Year 2016 is already underway and with it comes a number of important developments. During the downturn in 2008 and subsequent years, we saw a large number of our institutions work to "de-risk". Decreasing concentrations, working down classified assets and OREO, and correcting risk management weaknesses were the primary goal of many institutions. However, our Risk Committee has identified increasing risk trends in two key areas within our district's institutions. The agency has developed a number of supervisory initiatives to help us assess, monitor, and control these two risks.

Our risk radar screen appropriately reflects a resurgence in credit risk. Loan growth is occurring in all states except Alabama. Over 10% of our institutions exhibit very high loan

growth of over 25% annually. Additionally, we are seeing a return of Commercial Real Estate Concentrations in an increasing number of institutions. Our district has by far the largest number of institutions that exceed the 100% or 300% guidelines outlined in OCC 2006-46. Overlay these trends with the steep decline in energy prices in the past year, and we have segments of the district that could experience some economic weakness and "spill over" into various local economies.

Supervisory Memorandum 2015-5 rolls out the OCC's new Credit Underwriting Assessment System. Implementation commenced on October 1, 2015. While use of this system is now required during each bank's supervisory cycle, we should be proactively utilizing this tool in our institutions exhibit-

ing high loan growth or increasing concentrations of credit. We need to be targeting new underwriting in our supervisory strategies, using this new tool to help identify loosening credit standards or an excessive risk appetite. Midsize Community Banks (MCBS) will also be conducting a credit underwriting horizontal review of selected banks under examination from November 1, 2015 through March 31, 2016. The district has 28 banks included in the horizontal. We expect the horizontal to be useful in determining underwriting trends and emerging concerns.

*(Continued on page 3)*

# Southern District Radar Screen

*(Continued from page 2)*

Concentrations of credit are another area of risk where we must remain vigilant. During 2015, the district has focused on loan growth in banks with energy dependent economies. Our Declining Energy Price Action Plan has been proactive in the identification of institutions at potential risk and the early identification of risk management concerns in these banks. Our review on these institutions also found increasing classified assets in many cases. We will continue with this action plan into 2016 and closely assess institutions that may come under greater stress as energy prices remain volatile and depressed over an extended timeframe. CRE concentrations are increasing in a number of institutions. We need to ensure our examination strategies and scopes target high risk or growing concentrations directing us to assess the adequacy of concentration risk management practices including MIS adequacy and Board reporting, economic and environmental trends, underwriting standards, stress testing, the directional consistency of the ALLL, and capital adequacy and planning. In particular, you also need to identify any internal Board approved concentrations limitations. Consider not only if management complies with these limitations, but also, whether these limitations are reasonable and appropriate for the bank. Managing

the volume of concentration risk and controlling their risk appetite is also a key risk management principal. We discovered in the last downturn, that too much concentration risk is simply too much risk, regardless of the quality of their risk management systems.

Cybersecurity concerns also continue to increase and the OCC is utilizing the Cybersecurity Assessment Tool to gain a greater understanding of our bank's preparations, monitoring, and security. While use of the CAT is optional by our banks, you will use the tool during exams and share the results with our banks. If the bank is failing to comply with our examination guidance, we need to identify these weaknesses and ensure timely corrective action.

Strategic Risk has been the top concern on our radar screen for a number of quarters now. While the direction of risk is now considered stable, this remains a significant concern in our district. In an effort to improve Board and management focus and understanding of Strategic Risk, recent changes to the OCC's Risk Assessment System now call for an assessment of the quality of risk management for Strategic and Reputation Risks. Additionally, you should be utilizing the new quality of risk management indicator, "Insufficient", where appropriate, to proactively alert the Board and management to address risk management

and operational deficiencies in a timely manner before these lead to deterioration in the bank's financial condition.

Finally, MCBS will be rolling out our Examination Efficiency initiative soon. This initiative looks to leverage technology and various examination techniques to reduce examination burden and overnight travel for our staff. As we move to implement a number of these processes, it's important to work closely to communicate our plans with our bankers during the planning and early stages of the examination. We need to seek their feedback and consider any concerns they raise. We do not want to negatively impact the quality and depth of our interaction and communications with bank management and the Board of Directors.

In closing, thank you for your hard work and diligence. I greatly appreciate everyone's effort to complete the Cybersecurity training initiatives and know you will initiate use of the revised RAS, CAT, and Credit Underwriting Assessment system during fiscal year 2016. We must avoid complacency, and utilize these and other tools to address concerns in a proactive manner.

*"A good leader takes a little more of his share of the blame, and a little less than his share of the credit." Arnold Glasgow*

# Human Capital

In 2013, we hired heavily given the anticipation of coming retirements in an effort to get staff not only on-board but also trained and integrated. We reduced our entry hiring in 2014 and 2015, in relation to our declining bank charters. However, we anticipate entry hiring to be higher in FY 2016 at around 34-38. Despite our hiring and recruitment efforts, our retirement eligible employees have remained steady. We have a retirement "bubble" that exists for the next several years, and we will continue our hiring and recruiting efforts.

In February, we hired 17 entry-level examiners and three (3) financial interns for the Oklahoma City, Longview, Lubbock, San Antonio and Birmingham field offices. We also hired one (1) external BIT specialist and four (4) BSA specialists.

The Spring hiring campaign is well underway and successful candidates will be invited to the District office the week of April 4, 2016 with a start date of June 13, 2016. We will be hiring 18 entry level examiners plus two (2) financial interns for the Little Rock, Lubbock, San Antonio, Nashville, New Orleans and Miami field offices.

	FY 2013	FY 2014	FY 2015
SD Banks	512	468	442
SD Series 570	509	468	441
On-Board Staff			
- Entry Level	57	17	23
- Experienced Hires	20	4	7
BSA	3	1	4
BIT	4	1	1
Commercial Credit	9	1	-
Compliance	4	1	2
NOTE: Retirement Eligible	91	93	89

## Knowledge Transfer

The Southern District has a strong history of planning for our upcoming retirements and developing expertise in areas of shortfall. We will continue a number of initiatives in FY 2016, and the Senior Management Group also developed a formal operating policy and action plan in an effort to formalize and improve the process.

The Action Plan for FY 2016 includes:  
**-Asset Management (AM) Training Team:** It is the second year in a row for AM training team in an attempt to address a critical shortfall in expertise. The district recently selected five (5) national bank examiners to convert to full time Asset Management positions from NB V staff. We plan to evaluate whether additional full time AM positions are needed, and if so, we will post another EOI this fall.

**-BSA Training Team:** BSA risk is a

large concern to our district and we are running two (2) BSA Training Teams for the first time to develop a broader pool of expertise.

**-Compliance:** We will continue to evaluate and possibly add to our compliance and BSA expertise needs from external hiring.

**-District Rotational Program:** Due to declining problem bank levels, we are converting this former rotation to an executive office (front office) rotation within the district office; we also have initiated for the first time Lead Expert Rotations (Shadows); and we will continue the Financial Analyst rotations.

**-Pre-commissioned Examiner Development:** The Tampa Field Office developed a pre-commissioned development site of tools and assistance. We have relocated the materials to a SharePoint site that staff across the SD can now access and leverage for

their development needs.

**-Lead Expert Roundtables:** We will continue our annual roundtables for each key functional area (conducted by LE's), where each field office must send at least one representative.

**-Specific Field Office Training:** Each field office recently completed training in Cybersecurity. Retail training will be done in select field offices. IRR training is available upon request.

Finally, at the ADC and Analyst positions, we will continue:

**-Participation in Comptroller and MCBS rotations in DC.**

**-Implement Rotational Program PPM** including ADC step-aways, which will provide Acting ADC opportunities.

**-Conducting New Analyst Orientation** program developed in FY 2015, as needed.



# Welcome to the OCC!

## February 2016 New Hires



Front row (left to right)

Damon McAllister – Oklahoma City, Samuel Gaskamp – Longview, Gil Barker – DDC, Harry Shah – Lubbock, Sabra Lanberg – Lubbock (intern), Alana Hammonds – Birmingham (intern)

Second row (left to right)

Michael Eckert – Birmingham, Blake Provost – Longview, Natasha Lubin – Longview, Laura Leongtave – San Antonio, Amanda Trindade – San Antonio (intern), Owolabi Babalola – Lubbock, David Mercado – San Antonio

Third row (left to right)

Terri Smith – Birmingham, Brian Zenko – Oklahoma City, Ben Johnson – Birmingham, Corbitt Holloway – Longview, Mark Guynn – Lubbock, Brandon Edminster – Lubbock, Daniel Ribbentrop – San Antonio, Ted Meybaum – San Antonio

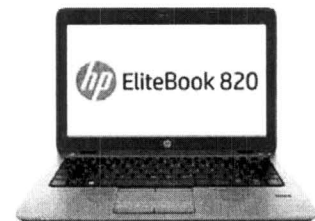
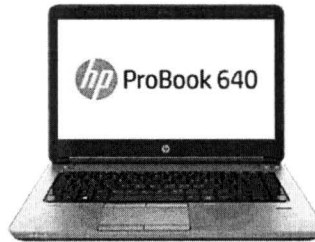
*"Before you are a leader, success is all about growing yourself, when you become a leader, success is all about growing others." Jack Welch*

# IT Update

**If you need IT help, please contact the IT Customer Support Helpdesk.**  
**Phone: 1-800-788-7002 | Website: <http://GetITHelp> | Email: [GetITHelp@occ.treas.gov](mailto:GetITHelp@occ.treas.gov)**

## PC Refresh

- Deployment for new computers will begin late FY16 or early FY17, approximately 600 PCs per month will be shipped and set up via region vs. line of business.
- If examiners are still receiving information on CD/DVDs, then optical drives could be ordered. Field Offices should ensure they are maximizing use of their allocated external monitors and those not in use be returned for redistribution to higher demand locations.
- Please properly care for the existing PCs, given it will take nearly a year before new ones are deployed.
- Peripherals/accessories such as printer bags and backpacks will have to be requested, since they will no longer be automatically provided.



## iPhones

Near-Term Improvements include:

- Usability – Access to external web sites within the Worx apps
- Performance Reliability of Apps – The Worx apps
- Apple iOS Updates – Improve management and communications of updates
- Communications – Implement SMS capability for real-time alerts and communications.

Long-Term Improvements include:

- OCC Applications – ERO, E-Time, etc. built for the iOS experience

## Security Update

A self service station for smartcard users has been set up to perform all smartcard related tasks in the Operations Section of the District Office (17<sup>th</sup> floor, cubicle # 1718D, behind Gloria Smith-Fantroy). Please follow the instructions provided in the cubicle.

If you need assistance contact Jamie Vance, Gloria Smith-Fantroy or Shelley Davis.



# Training Updates

From Marlene Matthews, Dallas Learning Center Manager

FY17 Training Request Period (TRP) will run from March 8-24, 2016.

- During this window, employees will request OCC courses via TLMS.
- Employees will self-register in TLMS for the "Leadership Foundations 101" course.
- Final OCC training schedules should be available by mid-May 2016.
- Since the dates for FFIEC courses are not available until the fall, Continuing Education will run a separate TRP this fall for FFIEC training.

## Large Industry Conferences

Industry conferences are popular external conferences that employees attend for a variety of reasons including: improving performance, to stay abreast of current issues/trends, and to maintain industry certifications. The OCC has identified several popular external conferences where a separate participant nomination and approval process is in place. This process helps ensure these training opportunities are distributed across the OCC in a fair and balanced manner from one year to the next.

Each year, Continuing Education works in partnership with various business units (M/CBS, LBS, Chief Counsel's Office, CNBE, Economics/RAD, Ombudsman, OM) to:

- Determine which industry conferences will be included in the program
- Determine the number of attendees the OCC is authorized to send to each conference
- Conduct a formal nomination process to gather names of employees who are interested in attending
- Review/prioritize conference participants and waitlist candidates

The FY17 Large Industry Conference solicitation period is projected to run May 9-27, 2016. Employees should let their manager know if they are interested in attending a FY17 Large Industry Conference. The list of approved attendees and prioritized waitlist candidates will be determined/distributed by the end of July 2016.

Refer to the table for mandatory training dates:

Information Security and Privacy Awareness	June 2016	All employees
Veterans Training	June 2016	All hiring managers
US Constitution	September 17, 2016	All employees
No FEAR	September 2016	All employees
Ethics	Fall 2016	All employees

## Introducing Leadership Foundations 101

By Liz Phan, ADC Analyst, Ft. Worth Field Office

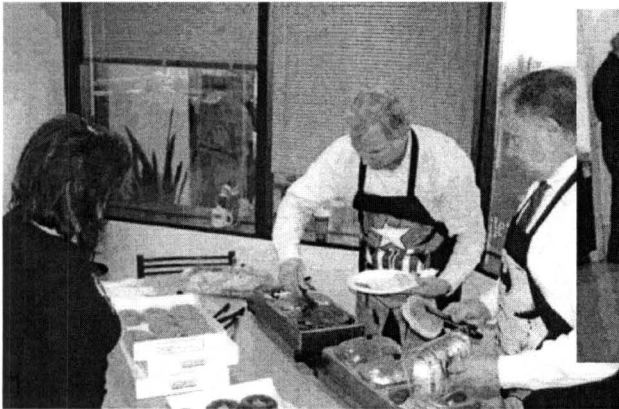
Article adapted from the TWN Newsletter, December 2015 issue

We've heard a lot about leadership at the OCC recently. Leadership is one of the Comptroller's strategic initiatives. Our emphasis on leadership is key to preparing individual contributors (those at the employee leadership level) to take on new responsibilities and opportunities to become our next generation of managers. We've developed a Leadership Vision, which states that OCC leaders exhibit the following qualities: open and honest, team players, curious and agile learners, and bold decision makers. We've developed the Leadership Journey, a framework to help all employees all become better leaders. Through the Leadership Journey, employees can see the competencies that are expected of them at their current level in the organization and which competencies they would need to achieve to move to the next level in the organization.

Our next step involves building a stronger base of leadership skills, expectations, and a common leadership language. To help accomplish these objectives, in 2016 the OCC launched the Leadership Foundations class, a two-day class that all employees will take between fiscal years 2016 and 2018. This class is designed to help employees understand the leadership vision and the leadership behaviors that are expected of them. It will reinforce the OCC's leadership values by emphasizing individual responsibility for integrity, teamwork, curiosity, and decisiveness. The course will help employees understand why it matters to demonstrate leadership no matter what their job title is. Some of the topics covered in the class will include strengths-based leadership, values-based leadership, engagement and morale, followership, and resiliency. You can learn more about Leadership Foundations by reading the course description on OCCnet and the Frequently Asked Questions (FAQs).

# Happenings in the District Office

## CFC Fund Raising Events



Southern District Counsel, Randy Ryskamp and DC, Gil Barker are "serving it up" in support of the 2015 CFC!

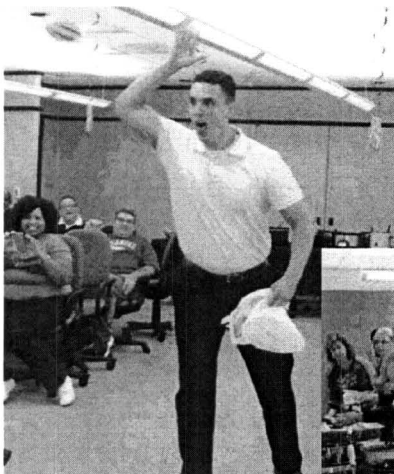


District Super Heroes in support of the 2015 Combined Federal Campaign! From left to right: Dallas Learning Center Manager, Marlene Matthews, DC Gil Barker, District Licensing Director Karen Bryant, District Counsel Randy Ryskamp, Associate DC Oscar Harvey and Operations Manager Ricky Rose are "cooking it up" in the kitchen preparing bacon, pancakes and scrambled eggs in support of the district's managers breakfast!



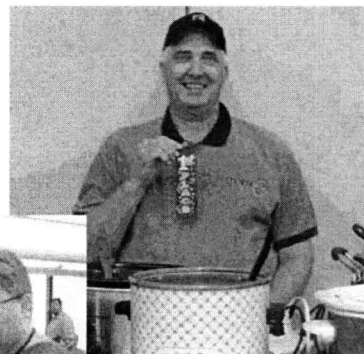
*"You don't have to hold a position in order to become a leader." Anthony J DeAngelo*

## Tailgate Chili Cook-Off



Attorney Patrick Robins playing a round of ball toss.

The District Office competitive spirit came out with a fierce chili cook-off and several sports related games.



First place winner:  
Licensing Analyst  
Joel Kielborn

Second Place  
winner: Training  
Administrator  
Kelly Raney





## Holiday Parties - 2015



The Jacksonville FO came together and took a photo by the tree!



The Southern District Office held their annual holiday party and the different departments dressed alike to a holiday theme.



The Tampa FO enjoyed their holiday celebration, with ADC Bueno and ADC Analyst Brezina dressed for the occasion.



The New Orleans FO gathered for their holiday luncheon at Semolina restaurant and showed some holiday spirit with their attire. Don't you just love the suit!!



The Tulsa FO gathered at Charleston Restaurant for their holiday celebration.





## Marriages, Carriages, and Other News

### Retirements

Kyle M. Jones –  
*Oklahoma City*  
 Mark R. Holder – *Fort Worth*  
 Rodney J. Bayliff – *Miami*  
 Jamye L. McGilvray –  
*Fort Worth*  
 Anna Barclay – *Legal*  
 F. Christian Dunn –  
*Little Rock*  
 Asa J. Howell – *Birmingham*  
 Johnny Wilhite – *Fort Worth*  
 Robert G. Musson – *Houston*  
 Paul W. Kelly – *Atlanta*  
 John C. Ely – *Longview*  
 Phyllis R. Dixon – *Memphis*  
 Kathryn S. Hall – *Atlanta*  
*(Midsized)*

Thomas Schultz – *Dallas*  
 Billy J. Edwards –  
*Birmingham*  
 Charles Cain – *San Antonio*  
 Maria D. Olguin – *Houston*  
 Mario R. Lombardi – *Atlanta*  
 Terry Rosser – *Fort Worth*  
 John H. Stone –  
*Oklahoma City*  
 Reginald Webster –  
*Memphis (Midsized)*  
 Stephen W. Broadus –  
*San Antonio*  
 Virginia Reed –  
*District Financial Analyst*

### Congratulations

(b)(6)



### Birth Announcements

(b)(6)

(b)(6)

(b)(6)

### Editor's Note

The next edition of the Southern Exposure is anticipated to be released September 2016. Please send your submissions to your Field Office/Department POC.

Deputy Comptroller: Gil Barker  
 Managing Editor: Hub Thompson  
 Editor: Mairelis Jessup

