The Federal Reserve Bank of Kansas City and its Branches in Denver, Oklahoma City and Omaha have three broad focus areas: contributing to monetary policy that promotes stability and growth; providing supervisory and regulatory oversight to financial institutions; and promoting safe and efficient financial services.

This annual report includes information on the leadership and Divisions of the Kansas City Fed and its Branches.

The 2013 audited financial report for the Federal Reserve Bank of Kansas City is available online at KansasCityFed.org.
Esther L. George, center, president and chief executive officer of the Federal Reserve Bank of Kansas City, meets with Board Chair Barbara Mowry, left, and members of the Kansas City Board of Directors on a regular basis throughout the year.
This division performs a variety of services to maintain efficient and effective internal operations at the Kansas City Fed. Functions include maintaining the Reserve Bank’s facilities; providing a safe and secure work environment; developing and implementing human resources strategies to meet the evolving needs of the Fed’s workforce and operating environment; developing the Bank’s budget and monitoring its expenses; and providing accurate financial accounting and reporting. Additionally, the division houses the Office of Minority and Women Inclusion (OMWI), which is responsible for overseeing the Bank’s diversity initiatives as outlined in the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. Facilities Management, Law Enforcement, Human Resources, Human Resources Technology Center, Financial Management and National Billing Operations are included in the Administrative Services Division, which employs 301 people.
Financial Services provides financial institutions with services and support in accessing the payments system and meeting the public’s demand for currency and coin. Through Cash Services, Wholesale Operations, Customer Relations and Support departments, and Federal Reserve Consumer Help, the division receives deposits and distributes currency and coin; provides secure and timely transfers of funds and securities between banks; provides customer support and access to payment networks; consults with and sells payments services to financial institutions and manages customer relationships; and provides service to consumers nationwide who have questions or complaints about their financial institution. The Payments System Research Department studies trends and developments in the payments system and shares insights with industry and policy makers. This division employs 190 people.

The Audit Division reports to the Audit Committee of the Kansas City Fed’s Board of Directors. Audit provides an independent and objective assessment of the Tenth Federal Reserve District’s internal controls, risk management and governance processes to the Board of Directors and senior management. It employs 20 people.

Steve McBride is a senior vice president and General Auditor of the Federal Reserve Bank of Kansas City. He is responsible for the Audit Division and provides the Board of Directors assurance that the Bank is functioning in an appropriate manner.
Economic Research studies and evaluates monetary policy, macroeconomics, and other issues of importance to the Kansas City Fed and the Federal Reserve System. Through publications and presentations, staff members communicate their research findings to the Bank’s senior management and directors, policymakers, other researchers, and the public. Annually, the division, in collaboration with Public Affairs, develops and hosts the Jackson Hole Symposium in Wyoming, where central bankers, economists, policymakers and academics from around the world gather to discuss global economic topics. Research Automation provides high performance computing and data warehousing services to the Federal Reserve System. This division employs 51 people.

The Retail Payments Technology Services Division is responsible for providing a substantial portion of the technology services supporting the Federal Reserve System’s Check Automation Services, Automated Clearing House and the FedACH Services system. The Division’s mission is to foster the integrity, efficiency and accessibility of U.S. retail payment and settlement systems in support of financial stability and economic growth. The division employs 69 people.
The Information Technology Division works to support the efforts of business areas in the Federal Reserve Bank of Kansas City and the Federal Reserve System through innovative information technology solutions. This division includes the Federal Reserve System’s National Service Desk operations, oversight of server management and internal network centralization, staff supporting National IT General Computing, Network, Telephony and Desktop Storage Operations and SharePoint administration, as well as local IT Client Services and Information Security. This division employs 173 people.
The Legal Division serves as the Kansas City Fed’s legal counsel. It provides advice to management and the Board of Directors; represents the Kansas City Fed in administrative and judicial proceedings; assists the Kansas City Fed in complying with applicable law; counsels employees concerning the Kansas City Fed’s Code of Conduct; provides training to management; and helps educate employees on legal issues. This division employs six people.

The division’s primary responsibilities are research, resource development and communications. The division’s economists track developments in the District’s economy and present their findings to senior management as part of the Bank’s monetary policy deliberations. Through publications, money museums, media relations, electronic communication and educational programs, Public Affairs works to explain the Fed’s purpose and functions. Community Affairs promotes economic development through fair and impartial access to credit throughout the District. The division employs 62 people.
The Technology Solutions Delivery Division was created in 2012 to recognize the increasing importance of and extensive growth in technology solutions delivery provided on behalf of the System and the U.S. Treasury. The division includes the Application Delivery Services team, which is responsible for the architecture, integration/development, quality assurance testing, and project management oversight for a growing portfolio of solutions; and the Treasury Services area, which provides project management oversight and support for multiple application solutions developed to support the U.S. Treasury. The division employs 215 people.

supervision and risk management

This division is responsible for supervising bank holding companies, savings and loan holding companies, and state-chartered member banks in the Tenth District. The responsibilities include conducting examinations of these institutions to ensure a safe and sound banking system. Staff also examines banks for compliance with consumer laws and regulations and for performance under the Community Reinvestment Act. The division’s applications function reviews and analyzes applications received from banking organizations for transactions requiring approval such as acquisitions, mergers, establishing additional branches, and changes in ownership or control. The division’s credit and risk management function extends credit to depository institutions and assists organizations in managing Federal Reserve account balances. The division also collects data from financial organizations, studies financial industry trends, conducts banking research, and hosts seminars and forums for banks throughout the region. This division employs 321 people.

Kristle Lee is a member of the Bank’s Legal Division, which advises and represents the Kansas City Fed in administrative and legal issues.
As the Federal Reserve Bank of Kansas City’s senior leadership team, the Management Committee guides the organization’s mission, vision, values and objectives.
Esther L. George, President and Chief Executive Officer
Kelly J. Dubbert, First Vice President and Chief Operating Officer
Denise I. Connor, Senior Vice President of Retail Payments Technology Services and Federal Reserve Retail Payments
Troy Davig, Senior Vice President of Economic Research and Director of Research
Kevin L. Moore, Senior Vice President of Supervision and Risk Management
Dawn B. Morhaus, Senior Vice President of Technology Solutions Delivery
Barbara S. Pacheco, Senior Vice President of Financial Services
Karen Pennell, Senior Vice President of Information Technology and National IT Senior Executive of End User Services
Diane M. Raley, Senior Vice President of Regional, Public and Community Affairs and Board Secretary
Veronica R. Sellers, Senior Vice President and General Counsel (Advisor to Management Committee)
Donna J. Ward, Senior Vice President of Administrative Services and Director of the Office of Minority and Women Inclusion
The Board of Directors of a Federal Reserve Bank is filled through a unique blend of appointed and elected positions. The nine-member board is divided evenly among three classifications. All directors serve staggered three-year terms.
Class A
The three Class A directors represent commercial banks that are members of the Federal Reserve System. These directors are bankers who are nominated and elected by member banks within the Tenth Federal Reserve District. The District includes Colorado, Kansas, western Missouri, Nebraska, northern New Mexico, Oklahoma and Wyoming.

Under the Class A category, a director will be elected by a specific group of member banks classified as either 1, 2 or 3. This classification is based on the total amount of capital and surplus for each commercial bank, with Group 1 banks being the largest. Each group within the class elects one director. For example, Max T. Wake, president of the Jones National Bank & Trust Co. of Seward, Neb., is a Class A director, who was elected by, and represents, Group 3 member banks.

Class B
The three Class B directors represent the public, however, may not be an officer, director or employee of a financial affiliation company. These directors are also elected by member banks under the same categories as Class A directors. For example, Richard K. Ratcliffe, chairman of Ratcliffe’s Inc. of Weatherford, Okla., is a Class B director elected by Group 2 member banks.

Class C
The three Class C directors also represent the public. These directors, however, are appointed by the Board of Governors of the Federal Reserve System. Like a Class B director, a Class C director may not be an officer, director or employee of a financial affiliation company. These directors may not own stock in a bank or a bank holding company. For example, Steve Maestas, managing partner NAI Maestas and Ward, is a Class C director. From the Class C directors, the Board of Governors selects one person as chairman and another as deputy chairman.

Serving on the Head Office Board
Federal Reserve Bank of Kansas City
Reserve Bank directors meet monthly to oversee the Bank’s operations and policies and to confer on economic and banking developments. The directors also provide information on economic conditions within the District as a part of the Bank president’s preparation for Federal Open Market Committee meetings. Among directors’ responsibilities is establishing the Kansas City Fed’s discount rate, which is subject to review and determination by the Federal Reserve Board. The directors and their classifications are on page 42.

Serving on the Branch Boards
Denver, Oklahoma City and Omaha
Each Branch of the Federal Reserve Bank of Kansas City also has its own seven-member Board of Directors. Four of these directors are appointed by the Federal Reserve Bank of Kansas City while three are appointed by the Board of Governors. Branch directors serve three-year terms and provide their respective Branch executives with insight on regional economic conditions as well as offer advice and counsel. Branch directors are on pages 43-45.
board of directors, kansas city

Barbara Mowry, Board Chair, Chief Executive Officer, GoreCreek Advisors, Greenwood Village, Colorado (Class C)
Steve Maestas, Board Deputy Chair, Managing Partner, NAI Maestas and Ward, Albuquerque, New Mexico (Class C)
David W. Brownback, President and Chief Executive Officer, Citizens State Bank & Trust Company, Ellsworth, Kansas (Class A, Group 2)
Richard K. Ratcliffe, Chairman, Ratcliffe's Inc., Weatherford, Oklahoma (Class B, Group 2)
Len C. Rodman, Former Chairman, President and Chief Executive Officer, Black and Veatch, Overland Park, Kansas (Class B, Group 3)
John T. Stout, Jr., Chief Executive Officer, Plaza Belmont Management Group LLC, Shawnee Mission, Kansas (Class B, Group 1)
Max T. Wake, President, Jones National Bank & Trust Company, Seward, Nebraska (Class A, Group 3)
Rose M. Washington, Executive Director, Tulsa Economic Development Corporation, Tulsa, Oklahoma (Class C)
Class A, Group 1 director, open

Directors oversee the Bank’s operations and policies, and confer on economic and banking developments.
Branch directors provide insight on local economic conditions and advise and counsel the Branch executives. Directors must satisfy the same eligibility requirements that pertain to head office directors.

Larissa L. Herda, Board Chair (not pictured), Chair, Chief Executive Officer and President, tw telecom inc., Littleton, Colorado
Margaret M. Kelly, Chief Executive Officer, RE/MAX, LLC, Denver, Colorado
Richard L. Lewis, President and Chief Executive Officer, RTL Networks, Inc., Denver, Colorado
Lilly Marks, Vice President for Health Affairs, University of Colorado, Executive Vice Chancellor, Anschutz Medical Campus, Denver, Colorado
Brian R. Wilkinson, President, Steele Street Bank and Trust, Denver, Colorado
Anne Haines Yatskowitz, President and Chief Executive Officer, ACCION New Mexico-Arizona-Colorado, Albuquerque, New Mexico
Mark A. Zaback, President and Chief Executive Officer, Jonah Bank of Wyoming, Casper, Wyoming

(From left) Mr. Wilkinson, Mr. Zaback, Ms. Kelly, Ms. Marks, Mr. Lewis and Ms. Yatskowitz.
James D. Dunn, Board Chair, Chair, Mill Creek Lumber & Supply Co., Tulsa, Oklahoma
Paula Bryant-Ellis, Chief Operating Officer, BOK Financial Mortgage Group, Tulsa, Oklahoma
Linda Capps, Vice Chairman, Citizen Potawatomi Nation, Shawnee, Oklahoma
Michael C. Coffman, President and Chief Executive Officer, Panhandle Oil and Gas, Inc., Oklahoma City, Oklahoma
Peter B. Delaney, Chief Executive Officer and Chairman of the Board, OGE Energy Corporation, Oklahoma City, Oklahoma
Douglas E. Tippens, President and Chief Executive Officer, Bank of Commerce, Yukon, Oklahoma
K. Vasudevan, Chairman and Founder, Service & Technology Corporation, Bartlesville, Oklahoma

(From left) Mr. Coffman, Ms. Capps, Mr. Tippens, Mr. Dunn, Ms. Bryant-Ellis, Mr. Delaney and Mr. Vasudevan.
James C. Farrell, Board Chair, President and Chief Executive Officer, Farmers National Company, Omaha, Nebraska
Brian D. Esch, President and Chief Executive Officer, McCook National Bank, McCook, Nebraska
Anne Hindery, Chief Executive Officer, Nonprofit Association of the Midlands, Omaha, Nebraska
Jeff W. Krejci, President, First State Bank, Hickman, Nebraska
JoAnn M. Martin, Chair, President and Chief Executive Officer, Ameritas Life Insurance Corp., Lincoln, Nebraska
G. Richard Russell, President and Chief Executive Officer, Millard Lumber Inc., Omaha, Nebraska
James L. Thom, Vice President, T-L Irrigation Co., Hastings, Nebraska
Participants from ranching, agriculture, biofuels, dairy, financing and other sectors meet annually with Kansas City Fed staff to give presentations on their industry and participate in open discussion.
Barrett Barr  
Deere and Company, Bettendorf, Iowa

Ankush Bhandari  
Gavilon, LLC, Omaha, Nebraska

Bill Brooks  
INTL FCSTone, Dearborn, Missouri

Alan Brugler  
Brugler Marketing & Management LLC, Omaha, Nebraska

Ed Cooper  
Wells Fargo Bank, Chicago, Illinois

Parry Dixon  
A.D.M., Oakley, Illinois

Jim Farrell  
Farmers National Company, Omaha, Nebraska

Ron Farrell  
Farrell Growth Group, LLC, Kansas City, Missouri

Steve George  
Fremont Farms of Iowa LLP, Malcom, Iowa

Andy Gottschalk  
RJ O’Brien and Associates, Aurora, Colorado

Paul Hammes  
Union Pacific Railroad, Omaha, Nebraska

Howard Hill  
National Pork Producers Council, Urbandale, Iowa

Bill Horan  
Horan BioProduction, LLC, Rockwell City, Iowa

Bill Lapp  
Advanced Economic Solutions, Omaha, Nebraska

Jim Robb  
Livestock Marketing Information Center, Denver, Colorado

Dhamu Thamodaran  
Smithfield Foods, Inc., Smithfield, Virginia

Jim Timmerman  
Timmerman Land & Cattle, Springfield, Nebraska

Steve Wellman  
American Soybean Association, Syracuse, Nebraska

Ray Wyse  
SWAT LLC, Omaha, Nebraska

**Hosts**  
Nathan Kauffman  
Federal Reserve Bank of Kansas City-Omaha Branch, Omaha, Nebraska

Maria Akers  
Federal Reserve Bank of Kansas City-Omaha Branch, Omaha, Nebraska
Economists from each of the seven states in the Tenth District meet annually with Kansas City Fed staff to review the state’s activities from the past year and offer future insight. Sectors discussed include housing, manufacturing, agriculture, construction, energy, banking, employment, retail and exports.

Jeremy Hill, Director, Center for Economic Development and Business Research, Wichita State University, Wichita, Kansas
David Mitchell, Assistant Professor, Missouri State University, Springfield, Missouri
Lee Reynis, Director, Bureau of Business and Economic Research, University of New Mexico, Albuquerque, New Mexico
Dan Rickman, Regents Professor of Economics, Oklahoma Gas and Electric Services Chair in Regional Economic Analysis, Oklahoma State University, Stillwater, Oklahoma
Jim Robinson, Principal Economist, State of Wyoming, Economic Analysis Division, Laramie, Wyoming
Eric Thompson, Associate Professor of Economics, Director of the Bureau of Business Research Economics, University of Nebraska, Lincoln, Nebraska
Richard L. Wobbekind, Senior Associate Dean for Academic Programs, Executive Director, Business Research Division, University of Colorado, Boulder, Colorado
advisory councils

federal reserve bank of kansas city
Members, who represent business and labor from the Tenth District, meet twice a year with Kansas City Fed staff to offer insight on the regional economy.
Members, who come from financial institutions, nonprofits and businesses, meet twice a year with Kansas City Fed staff to offer insight on economic and community development issues in the region.

Shelly Marquez, Vice President and Community Development Manager, Wells Fargo Bank, Denver, Colorado
Clyde McQueen, President and Chief Executive Officer, Full Employment Council, Kansas City, Missouri
Daniel Padilla, Regional Branch Director, First National Bank, Omaha, Nebraska
Steve Radley, President and Chief Executive Officer, Network Kansas, Andover, Kansas
Alex O. Romero (not pictured), President and Chief Executive Officer, Albuquerque Hispano Chamber of Commerce, Albuquerque, New Mexico
John Santner, Midwest Regional Director, NeighborWorks America, Kansas City, Missouri
Natalie Shirley, President, Oklahoma State University-Oklahoma City, Oklahoma City, Oklahoma
Katrina Washington, Broker/Owner of Stratos Realty, Stratos Realty Group LLC, Oklahoma City, Oklahoma
Lesli Wright, Senior Vice President, Risk Management, Hilltop National Bank, Casper, Wyoming

community development advisory council

From left) Mr. Radley, Ms. Wright, Mr. McQueen, Ms. Washington, Mr. Santner, Ms. Marquez, Mr. Padilla and Ms. Shirley.
John Dicus, President and Chief Executive Officer, Capitol Federal Savings Bank, Topeka, Kansas
Douglas Ferraro, President and Chief Executive Officer, Belco Credit Union, Greenwood Village, Colorado
Copper France, President, Bank of Commerce, Rawlins, Wyoming
Lisa Ginter (not pictured), Chief Operating Officer, CommunityAmerica Credit Union, Lenexa, Kansas
Jane Haskin, President and Chief Executive Officer, First Bethany Bank & Trust, Bethany, Oklahoma
James Landen, President, Security National Bank of Omaha, Omaha, Nebraska
Elaine Paxton, President and Chief Executive Officer, First National Bank of Clinton, Clinton, Missouri
Rebeca Romero Rainey (not pictured), Chairman and Chief Executive Officer, Centinel Bank, Taos, New Mexico
James Robinson, President and Chief Executive Officer, Nodaway Valley Bank, St. Joseph, Missouri
Ron Shettlesworth, President and Chief Executive Officer, Main Bank, Albuquerque, New Mexico
Lee R. Symcox, President and Chief Executive Officer, First Fidelity Bank, Oklahoma City, Oklahoma
David J. Warnemunde, Chairman, President and Chief Executive Officer, Madison County Bank, Madison, Nebraska

(From left) Mr. Ferraro, Mr. Robinson, Mr. Shettlesworth, Mr. Warnemunde, Mr. France, Ms. Haskin, Mr. Dicus, Ms. Paxton, Mr. Symcox and Mr. Landen.
(From left) Mr. Copeland, Mr. Reuter, Mr. Lindgren, Mr. Kloiber, Mr. Hipp, Ms. Haskin, Mr. Oatman, Ms. Padmanabhan, Mr. Fosler, Ms. Howe and Mr. Thurman.

Scott Copeland, Executive Vice President, BancFirst, Oklahoma City, Oklahoma

Alan Fosler, Senior Vice President and Cashier, Union Bank & Trust Company, Lincoln, Nebraska

Mark Frank (not pictured), Executive Vice President, CoBiz Bank, Denver, Colorado

Jane Haskin, President and Chief Executive Officer, First Bethany Bank & Trust, Bethany, Oklahoma

Steve Hipp, Strategic Business Consultant, INTRUST Bank, Wichita, Kansas

Janet Howe, Executive Vice President and Chief Operating Officer, ANB, Colorado Springs, Colorado

Mike Kloiber, President and Chief Executive Officer, Tinker Federal Credit Union, Tinker AFB, Oklahoma

Steve Lindgren, Executive Vice President and Chief Operating Officer, Cornhusker Bank, Lincoln, Nebraska

Russell Oatman, Senior Vice President, First National Bank of Omaha, Omaha, Nebraska

Suchitra Padmanabhan, President, CBW Bank, Weir, Kansas

Jim Reuter, President, FirstBank Data Corporation, Lakewood, Colorado

Bob Thurman, Chief Executive Officer, Credit Union of America, Wichita, Kansas
Esther L. George
President and Chief Executive Officer

Kelly J. Dubbert
First Vice President and
Chief Operating Officer

Troy A. Davi
Senior Vice President and
Director of Research

Denise I. Connor
Senior Vice President

Kevin L. Moore
Senior Vice President

Dawn B. Morhaus
Senior Vice President

Barbara S. Pacheco
Senior Vice President

Karen A. Pennell
Senior Vice President

Diane M. Raley
Senior Vice President and Board Secretary

Veronica M. Sellers
Senior Vice President and
General Counsel

Donna J. Ward
Senior Vice President and Director of the
Office of Minority and Women Inclusion

Craig S. Hakkio
Senior Vice President and Special
Advisor on Economic Policy

Stephen E. McBride
Senior Vice President and
General Auditor

Josias A. Aleman
Vice President

Larry D. Bailey
Vice President

Kristi A. Coy
Vice President

Kevin J. Craig
Vice President

Tammy N. Edwards
Vice President and Community
Affairs Officer

Brian C. Faros
Vice President

Janel K. Frisch
Vice President and
Chief Financial Officer

Kristofer K. Hogan
Vice President

Mark C. Horan
Vice President

Megan L. Hruda
Vice President

James H. Hunter
Vice President

George A. Kahn
Vice President and Economist

W. Todd Mackey
Vice President

Renu A. Mehra
Vice President

Charles S. Morris
Vice President and Economist

Todd A. Offenbacker
Vice President

Annette K. Owens
Vice President

Kimberly N. Robbins
Vice President

Linda S. Schroeder
Vice President

Amy M. Seck
Vice President

Stephanie L. Stratemeier
Vice President

Mark A. Watson
Vice President