



FEDERAL RESERVE BANK
OF PHILADELPHIA

Annual Report 2000





FEDERAL RESERVE BANK
OF PHILADELPHIA

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DELAWARE

PENNSYLVANIA

NEW JERSEY

President Anthony M. Santomero, Ph.D. (left) and First Vice President William H. Stone

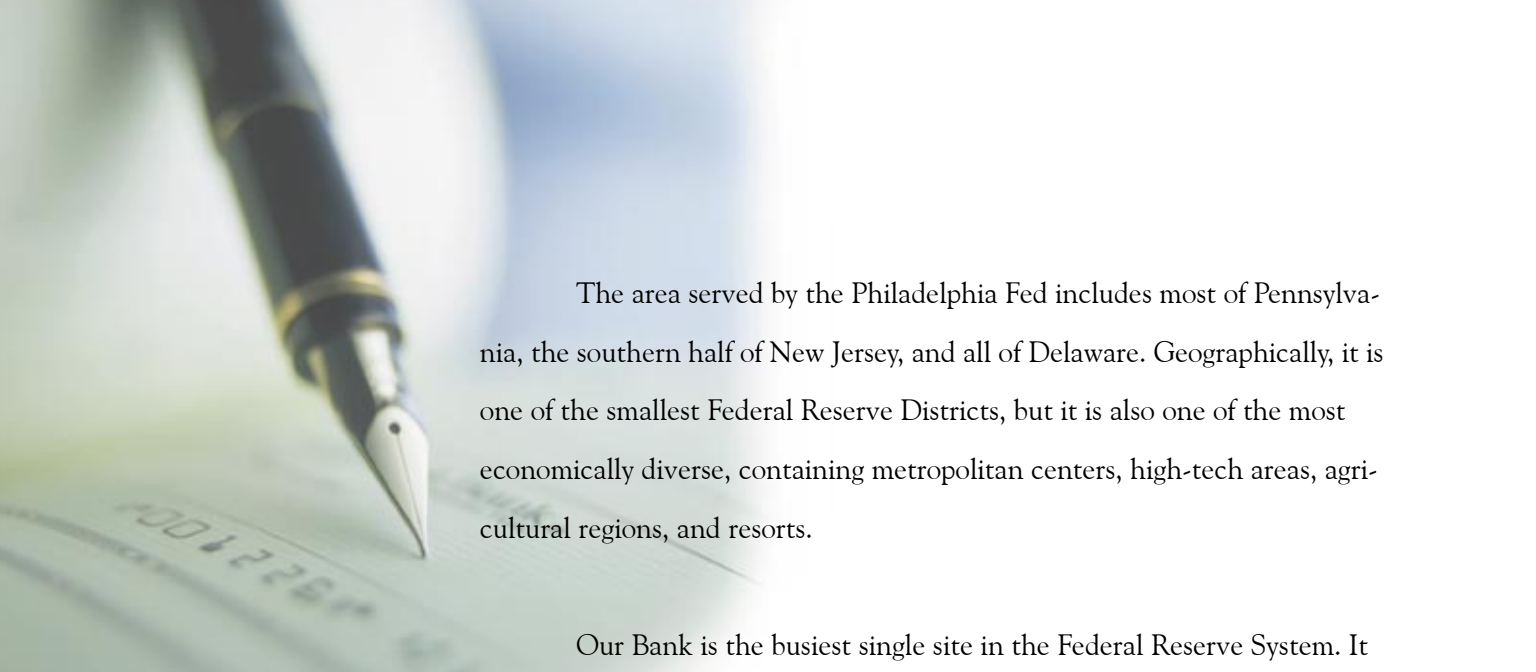
President's Letter

With this Annual Report, we at the Federal Reserve Bank of Philadelphia would like to reintroduce ourselves to the broad business community of the Third Federal Reserve District. Many of you know us well, whether you are bankers, business leaders, students of economic policy, or individuals who have had contact with us through our community and public affairs activities. Others of you may have only a passing familiarity, and some may not know the Philadelphia Fed at all.

Yet, we interact with each of you in the tiniest details of daily life. Each ATM withdrawal, every check written, whenever change is made, the Federal Reserve helps to complete the transaction. We are the largest financial institution in the region, and our 1300 employees play a fundamental role in the region's economic life. We want people to better understand what the Federal Reserve is and what it does. Toward this end, we highlight our mission and functions in this year's Annual Report. Let's begin at the beginning...

The Nation's Central Bank

As the central bank of the United States, the Federal Reserve System has one main purpose: to cultivate a financial environment conducive to the greatest sustainable economic growth and employment. The 12 Federal Reserve Banks located throughout the country, under the direction of the Federal Reserve Board in Washington, D.C., pursue activities in three areas: they establish and implement national **monetary policy**; they **supervise and regulate** banking and other financial services; and they ensure the efficient operation of the **payments system**.



The area served by the Philadelphia Fed includes most of Pennsylvania, the southern half of New Jersey, and all of Delaware. Geographically, it is one of the smallest Federal Reserve Districts, but it is also one of the most economically diverse, containing metropolitan centers, high-tech areas, agricultural regions, and resorts.

Our Bank is the busiest single site in the Federal Reserve System. It processes more checks than any other single Federal Reserve Bank site and is the headquarters of the System's national cash distribution network. The Philadelphia Fed is also becoming a center of knowledge and expertise on payment cards, the most rapidly evolving mode of payment. In the fall of 2000, we established the Payment Cards Center to explore the impact of credit cards, debit cards, smart cards, and stored-value cards on the way people save, spend, and manage money.

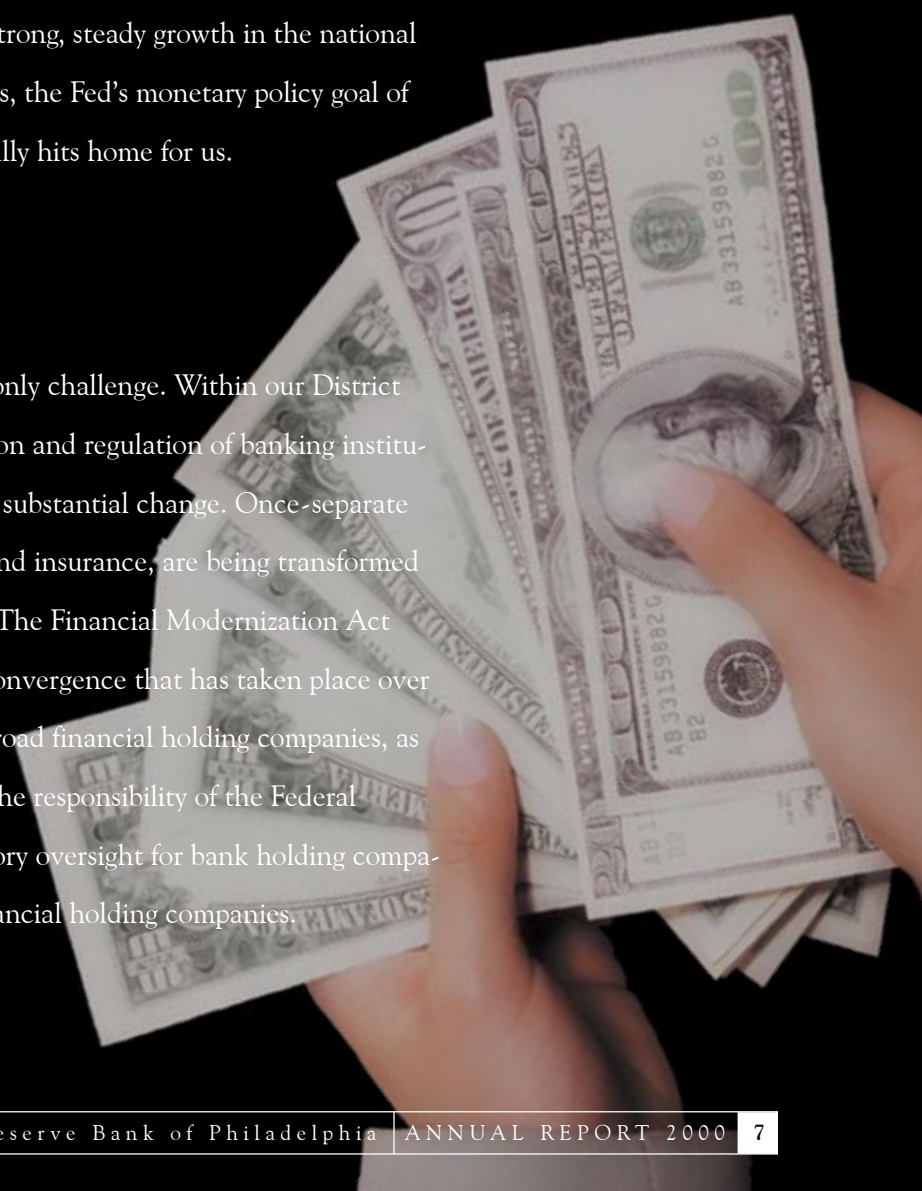
Extending the Expansion

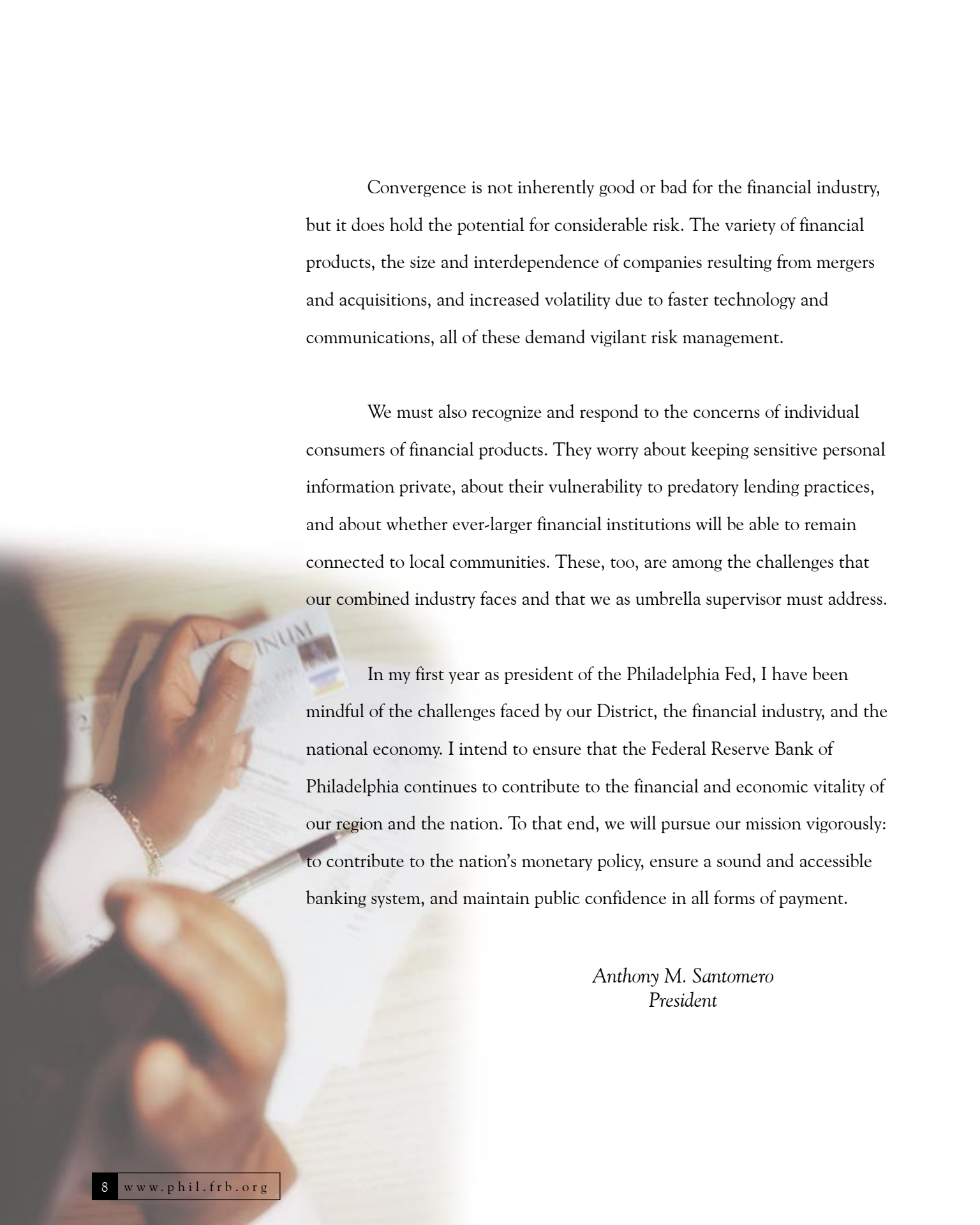
The national economic expansion that began in 1991 continued in 2000, but a slowdown of growth that began in mid-year reminded us that we cannot take prosperity for granted. From 1995 to 1999, the expansion's strongest years to date, inflation remained stable because productivity growth helped supply keep pace with demand, thanks to unprecedented technological development in computers and telecommunications. Will technology continue to develop at such a dramatic rate? How long can productivity increase so rapidly? These questions, along with the impact of higher oil prices and increased volatility in the stock market, demand concerted attention if we are to preserve the prosperity Americans have enjoyed for almost 10 years.

This unprecedented period of national prosperity has brought steady economic growth and low unemployment to our District. Activity has expanded across the board, particularly in such key sectors as business services, construction, and tourism. We continue to build on our reputation as a center for pharmaceutical research and production, health care, and higher education. And we are experiencing encouraging growth in bioengineering, communications, computers, and Internet companies. But, despite all of this good news, the Third District is not a high-growth area. Ours is a mature economy that relies heavily on strong, steady growth in the national economy to keep us moving ahead. Thus, the Fed's monetary policy goal of fostering sustained economic growth really hits home for us.

Challenges of Financial Convergence

But monetary policy is not our only challenge. Within our District the Bank is responsible for the supervision and regulation of banking institutions that are themselves going through substantial change. Once-separate industries, such as banking, securities, and insurance, are being transformed into a broad financial services industry. The Financial Modernization Act (Gramm-Leach-Bliley) formalized the convergence that has taken place over the last 10 years. Supervision of these broad financial holding companies, as the resulting entities are now called, is the responsibility of the Federal Reserve, which has been given supervisory oversight for bank holding companies, including those that operate as financial holding companies.





Convergence is not inherently good or bad for the financial industry, but it does hold the potential for considerable risk. The variety of financial products, the size and interdependence of companies resulting from mergers and acquisitions, and increased volatility due to faster technology and communications, all of these demand vigilant risk management.

We must also recognize and respond to the concerns of individual consumers of financial products. They worry about keeping sensitive personal information private, about their vulnerability to predatory lending practices, and about whether ever-larger financial institutions will be able to remain connected to local communities. These, too, are among the challenges that our combined industry faces and that we as umbrella supervisor must address.

In my first year as president of the Philadelphia Fed, I have been mindful of the challenges faced by our District, the financial industry, and the national economy. I intend to ensure that the Federal Reserve Bank of Philadelphia continues to contribute to the financial and economic vitality of our region and the nation. To that end, we will pursue our mission vigorously: to contribute to the nation's monetary policy, ensure a sound and accessible banking system, and maintain public confidence in all forms of payment.

Anthony M. Santomero
President

Monetary Policy

Setting the Stage for Growth


Monetary policy is the primary tool used by the Federal Reserve to create a financial environment for sustained economic growth. Policy is set nationally, through the Federal Open Market Committee (FOMC).

All 12 Federal Reserve District presidents participate in FOMC discussions, but they vote on a rotating basis. (Philadelphia's next turn will come in 2002.) The FOMC meets eight times a year in Washington and consists of 12 voting members: seven from the Board of Governors and a rotating group of five Federal Reserve Bank presidents.

The FOMC influences liquidity in the economy by setting the federal funds rate, the interest rate at which banks borrow and lend reserves to one another. This rate affects the availability of money and credit in the economy. The availability of money and credit influences spending and, in turn, demand for goods and services. The Fed's goal is to keep growth of demand for goods and services in line with that of the economy's production capacity, which keeps inflation under control. So, by increasing or decreasing banks' liquidity through cash reserves, the Fed initiates a sequence of events that, ideally, keeps inflation in check and permits economic expansion.



Executive Vice President Richard W. Lang, shown at the Independence Mall entrance to the Philadelphia Fed, oversees the Bank's research and external outreach activities.



The discount rate, the interest paid by banks borrowing directly from the Fed, is set by the Board of Governors in Washington and the boards of directors of each Federal Reserve Bank. Every two weeks, Reserve Bank boards meet to discuss national and regional economic conditions and vote on whether to adjust the discount rate. Their recommendations are given to the Board of Governors, and if the situation warrants, the Governors approve a discount rate change for Federal Reserve Banks.

The factual foundation for policy discussions is provided by the Research Department. In Philadelphia, regional and national economic data are collected and analyzed to assess underlying trends in the Third District, so that the impact of economic cycles in this area can be better understood. Staff economists regularly brief President Santomero and the Bank's board of directors on national and regional economic developments.

Information gathered and analyzed by the Philadelphia Fed is made available to the rest of the Federal Reserve System, as well as to businesses, educators, the media, and the general public. The Bank's monthly Business Outlook Survey, taken among Third District manufacturing firms, is considered by financial analysts to be an early barometer of changing conditions in the national economy. Results of this survey, as well as the Research Department's other surveys and analyses, are available at the Philadelphia Fed's web site: www.phil.frb.org.

By contributing local perspective to the national discussion of monetary policy, conducting ongoing research into regional economic trends, and keeping in close touch with the people who live, work, and do business in the Third District, the Philadelphia Fed contributes significantly to the creation of a financial environment conducive to economic growth.

Supervision, Regulation, and Credit

Managing Risk

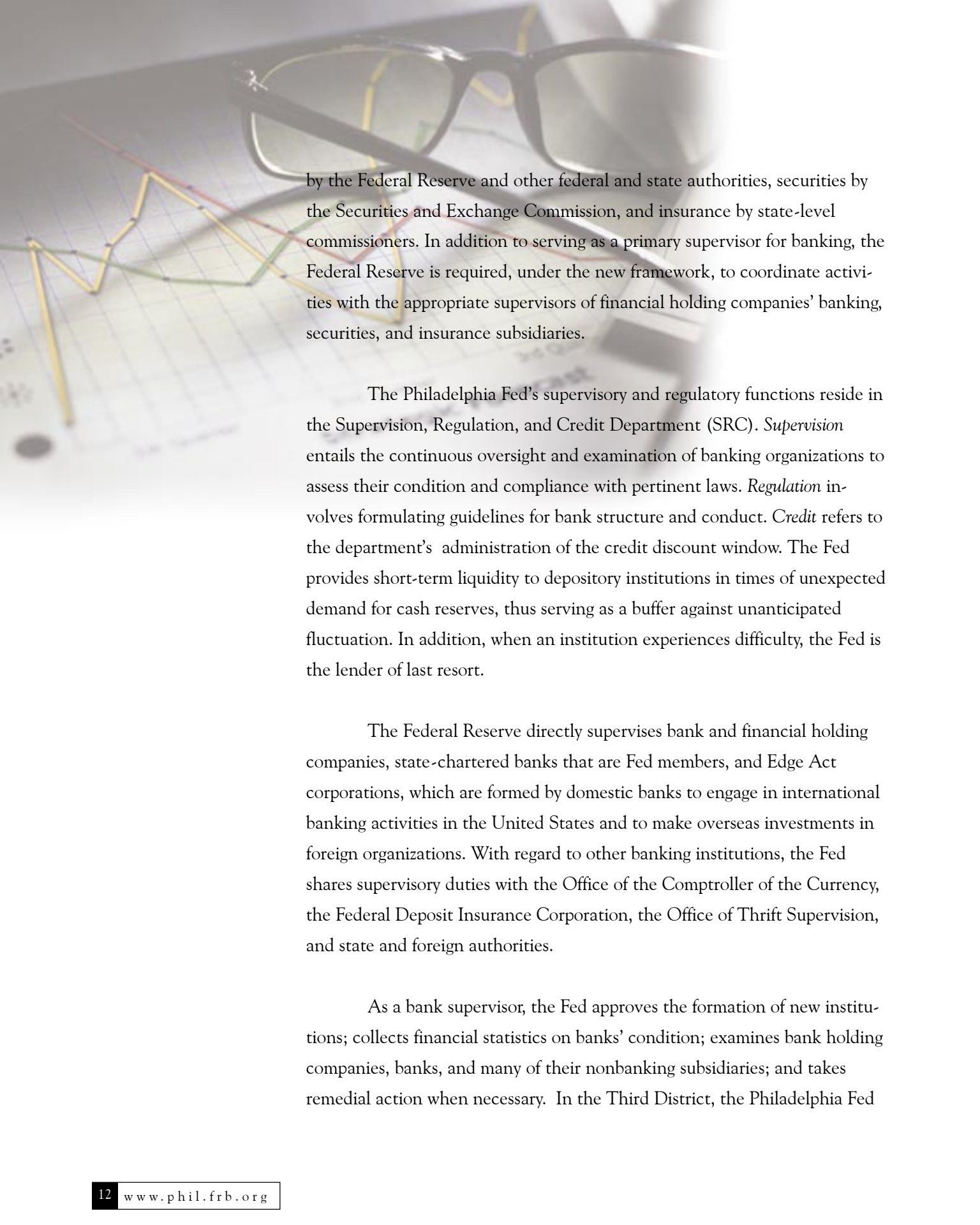
Worldwide banking trends are evident in the Third Federal Reserve District, which includes central and eastern Pennsylvania, southern New Jersey, and all of Delaware. Here, as they have across the country, financial services have converged as regulatory barriers have dissolved. Depository institutions have consolidated and have expanded their functions by merging with providers of uninsured financial products. In managing personal finances, individuals have more freedom, more information, more options, more decisions, and, often, more confusion than ever before.

The Federal Reserve is charged with maintaining a sound and responsive banking system, working in cooperation with other federal and state banking agencies to ensure that laws are followed, risk is managed effectively, and responsive relationships are maintained with communities and other constituencies. As the financial services landscape has changed, however, the Fed's approach to supervision has changed too, most significantly in the past year.

The Financial Modernization Act of 1999 enabled bank holding companies to affiliate with securities and insurance firms and also established a new supervisory structure. Each financial function is directly supervised: banking



Senior Vice President and Lending Officer Michael E. Collins leads the Supervision, Regulation, and Credit Department at the Philadelphia Fed. The department helps to maintain public confidence in the banking system by ensuring that laws are followed and risk is managed. Recent legislation extended the Fed's supervisory role to securities and insurance.

A pair of black-rimmed glasses is positioned at the top center of the page, resting on a document. The document features a line graph with several data series in yellow, green, and red, plotted on a grid. The background is a light, neutral color.

by the Federal Reserve and other federal and state authorities, securities by the Securities and Exchange Commission, and insurance by state-level commissioners. In addition to serving as a primary supervisor for banking, the Federal Reserve is required, under the new framework, to coordinate activities with the appropriate supervisors of financial holding companies' banking, securities, and insurance subsidiaries.

The Philadelphia Fed's supervisory and regulatory functions reside in the Supervision, Regulation, and Credit Department (SRC). *Supervision* entails the continuous oversight and examination of banking organizations to assess their condition and compliance with pertinent laws. *Regulation* involves formulating guidelines for bank structure and conduct. *Credit* refers to the department's administration of the credit discount window. The Fed provides short-term liquidity to depository institutions in times of unexpected demand for cash reserves, thus serving as a buffer against unanticipated fluctuation. In addition, when an institution experiences difficulty, the Fed is the lender of last resort.

The Federal Reserve directly supervises bank and financial holding companies, state-chartered banks that are Fed members, and Edge Act corporations, which are formed by domestic banks to engage in international banking activities in the United States and to make overseas investments in foreign organizations. With regard to other banking institutions, the Fed shares supervisory duties with the Office of the Comptroller of the Currency, the Federal Deposit Insurance Corporation, the Office of Thrift Supervision, and state and foreign authorities.

As a bank supervisor, the Fed approves the formation of new institutions; collects financial statistics on banks' condition; examines bank holding companies, banks, and many of their nonbanking subsidiaries; and takes remedial action when necessary. In the Third District, the Philadelphia Fed

supervises 150 banking organizations headquartered in the District, including 20 financial holding companies. Because Delaware has a high concentration of credit card banks, and many major banks have overseas operations in the District, the Philadelphia Fed's supervision team has become particularly skilled in these areas, expertise that is shared with other examination teams across the Federal Reserve System.

As overall supervisor of financial services, the Fed will take the same approach it does in its primary regulation activities: it will emphasize fairness, promptness, and consistency, to promote confidence among institutions and the public. It recognizes risk as an inherent part of financial dealings and evaluates institutions' condition by assessing their ability to manage risk. Stress-testing balance sheets is one way the Fed makes this assessment. Such testing is particularly important with the integration of insured and uninsured activities within institutions and with the increasingly dense technological and international web in which financial transactions occur. Given the evolution of the financial services industry into large and small entities, the Fed recognizes the need to tailor examination activities to the size and complexity of an institution. The Fed will continue to be proactive as a supervisor by continuously enhancing information gathering, analysis, coordination, and communication.

Sometimes the best way to ensure that financial services are accessible to all segments of the community is to simply bring together the people involved. The Fed's Community and Consumer Affairs Department serves as a regular contact point for financial institutions, businesses, and community groups. The Bank often sponsors meetings on emerging financial issues, development opportunities, and needs for concerned groups. In 2000, topics included credit options for minority entrepreneurs and strategies to combat predatory lending.

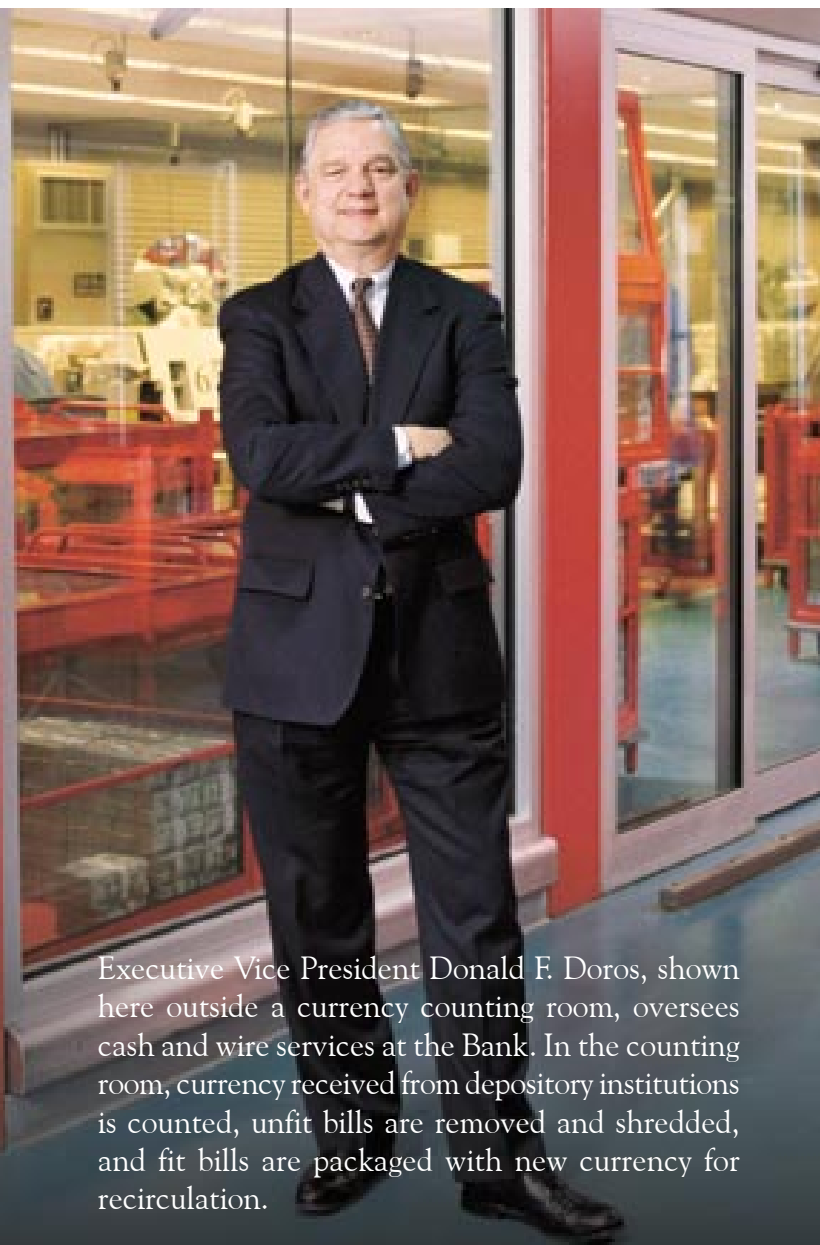
Payments Services

Supporting Everyday Commerce

Open your wallet, your checkbook, or your online financial account and the Fed is there. Almost imperceptibly, the Federal Reserve is involved

in the millions of everyday monetary transactions in the American economy. The need to ensure that payment transactions are made efficiently and securely was one of the reasons behind the creation of the central bank in 1913. As facilitator of the payments system, the Federal Reserve reliably moves funds among individuals, businesses, banks, and the government.

Regardless of the specific exchange, people take payment transactions for granted. They expect money to be universally accepted, checks and credit cards to be honored, and electronic funds to be as good as cash. And they are. It all happens without incident because the Fed works behind the scenes supplying banks and thrift institutions with coin and currency, clearing checks, and transferring funds among them electronically.



Executive Vice President Donald F. Doros, shown here outside a currency counting room, oversees cash and wire services at the Bank. In the counting room, currency received from depository institutions is counted, unfit bills are removed and shredded, and fit bills are packaged with new currency for recirculation.

Our currency is accepted not only because of the strength and stability of the American economy but also because the Fed, in cooperation with the U.S. Treasury, guarantees its value. When the Fed receives excess cash from banks, worn and counterfeit tender is pulled from circulation, and fit notes are packaged for redistribution. The Fed also supports the Treasury in redesigning currency to enhance its security. In 2000, the introduction of new five- and ten-dollar bills completed the latest currency redesign. As public demand for cash fluctuates throughout the year, the Fed is responsible for providing depository institutions with needed supplies of new and fit bills.

The Philadelphia Fed is a busy cash processing center, preparing bundles of currency for destinations up and down the East Coast. In 2000, a total of \$37 billion in cash and coin was recirculated by the Philadelphia Fed. Beyond meeting the cash needs in its own vicinity, the Philadelphia Fed serves as the headquarters of the Federal Reserve's national cash distribution network.

The most visible changes in cash during 2000 were the redesigned \$5 and \$10 bills, which joined the previously redesigned \$20, and the ongoing series of commemorative state quarters.

The Philadelphia Fed receives between 8 and 9 million notes a day from depository institutions. About 80 percent of these are \$1 and \$20 bills.





At the Philadelphia Fed, 250 Check Services employees work on three shifts in functions that include Receiving, Data Preparation, High-Speed Sort, Low-Speed Sort, Shipping, Settlement, and Adjustment.

Of the 65 billion checks written each year, about a quarter are cleared through Federal Reserve Banks. Even when banks clear checks themselves, they settle debits and credits through their reserve accounts at the Fed. Thanks to its business with the large banks' operations centers in Delaware, the Philadelphia Fed is the busiest check processor in the Federal Reserve System, clearing as many as five to seven million checks on a peak night. In 2000, this amounted to 1.3 billion checks worth \$1.9 trillion.

The Fed first transacted electronic payments in 1918, between banks, through the Fedwire network. In the early 1970s, the Fed pioneered the use of electronics for smaller payments, such as payrolls, through its automated clearinghouse, Fed ACH. Today, as the payments system increasingly relies on the speed and economy of electronic transfers of funds, the Federal Reserve continues to be a major processor of electronic payments, annually handling a half-trillion dollars through its automated clearinghouse and almost \$23 trillion in electronic funds transfers – everything from direct Social Security deposits to multimillion-dollar transactions.

Late in 2000, the Philadelphia Fed established a Payment Cards Center to study the economic impact of credit cards, debit cards, smart cards, and stored-value cards. The Center will bring together academic researchers, industry experts, and public policymakers to examine how these methods of payment affect wholesale and retail commerce and to explore their potential. Philadelphia is a natural setting for the Payment Cards Center because some of the nation's largest issuers of these payment vehicles are headquartered in Delaware.

Demand for all forms of payment – cash, check, and electronic – is rising, thanks to a growing population, an expanding economy, and increasing opportunities to spend. Still, the payments system of the future will rely increasingly on faster, cheaper electronic transfers of funds, and the Federal Reserve is committed to the technological innovation that will make this shift possible. At the same time, the Fed remains committed to increasing the efficiency and safety of all forms of payment, so that whatever method people choose, they can remain confident that their transactions will be completed uneventfully.



Senior Vice President D. Blake Prichard directs retail payment operations at the Philadelphia Federal Reserve, the busiest single check-processing site in the Fed System.

Central Bank

Balancing Continuity and Change

Providing the money and credit to support a healthy pace of economic activity, ensuring that banks prudently manage risk, facilitating day-to-day transactions — all these activities are part of the Fed's mission to create a financial environment that fosters maximum growth, full employment, and stable prices.

The Federal Reserve Bank of Philadelphia has an important role to play in the successful accomplishment of the Fed's mission. We represent our District in the Fed's monetary policy deliberations. We work with our fellow regulatory agencies to oversee the banking institutions that operate here. And we move money — in cash, check, or electronic form — to effect transactions here, across the nation, and around the world. The year 2000 was a busy one at the Philadelphia Fed, and 2001 is off to a fast start as well.

Last year also marked the passage to a new century — a time for weighing the forces of continuity and change. Recognizing the power of each is important for succeeding as the nation's central bank. Continuity of purpose and commitment to high-quality service are crucial for maintaining public confidence in the nation's economic and financial system. At the same time, responsiveness to changes in business climate, in technology, and in the delivery of financial services is vital to providing people with the full measure of economic progress and rising standards of living.

So we at the Federal Reserve Bank of Philadelphia continue to move ahead, contributing to the financial and economic vitality of the region and the nation in these changing times.

Operating Statistics

The trend toward greater use of electronic payments is reflected in the growth of our commercial and government ACH business volumes in 2000. For U.S. government payments, direct deposit is displacing payment by check, and the number of government checks we process continued to decline.

The Bank continues to be a major processor of cash in the Federal Reserve System. Two new currency counting rooms will be added in 2001 to handle the increased volume. The substantial decline in food coupons processed reflects state governments' shift from paper coupons to electronic debit cards as a means of distributing benefits.

	2000 Volume	2000 Dollar Value	1999 Volume	1999 Dollar Value
SERVICES TO DEPOSITORY INSTITUTIONS				
Wire Transfer of Funds	7.7 million transfers	\$25.3 trillion	7.7 million transfers	\$22.7 trillion
ACH:				
Government	268.7 million items	\$335.4 billion	245.2 million	\$300.4 billion
Commercial	122.4 million items	\$311.2 billion	109.3 million	\$268.5 billion
Check processing:				
U.S. Government	31.1 million checks	\$32.5 billion	32.3 million	\$33.7 billion
All other	1,314.5 million checks	\$1,913.4 billion	1,124.4 million	\$1,723.6 billion
Cash operations:				
Currency processed	1,659.0 million notes	\$35.6 billion	1,575.8 million	\$30.1 billion
Coin processed	19.7 thousand bags	\$9.6 million	21.9 thousand bags	\$10.3 million
Loans to depository institutions-				
Adjustment and seasonal credit	183 loans	\$545 million	226 loans	\$786 million
SERVICES TO U.S. TREASURY				
Electronic book-entry transfers	47,000 transfers	\$138 million	40,500 transfers	\$241 million
Food coupons processed	6.3 million coupons	\$31.6 million	18.6 million coupons	\$99.0 million

Directors

From left

Chairman

Joan Carter,
President & COO,
UM Holdings Ltd.,
Haddonfield, NJ

Deputy Chairman

Charisse R. Lillie,
Partner,
Ballard Spahr Andrews
& Ingersoll,
Philadelphia, PA



From left

Rufus A. Fulton, Jr.,
Chairman, President & CEO,
Fulton Financial Corporation,
Lancaster, PA

Robert E. Chappell,
Chairman & CEO,
The Penn Mutual Life
Insurance Co.,
Horsham, PA

Howard E. Cosgrove,
Chairman & CEO,
Conectiv,
Wilmington, DE





From left

Harry Elwell, III,
President & CEO,
First National Bank
of Absecon,
Absecon, NJ

Robert D. Burris,
President & CEO,
Burris Foods, Inc.,
Milford, DE



From left

Frank Kaminski, Jr.,
Chairman, President & CEO,
Atlantic Central
Bankers Bank,
Camp Hill, PA

Glenn A. Schaeffer,
President,
Pennsylvania Building and
Construction Trades Council,
Harrisburg, PA

Officers

In 2000, the Board appointed Dr. Anthony M. Santomero to the position of president of the Bank. Several officers received promotions in 2000: Richard W. Lang to Executive Vice President; Loretta J. Mester to Senior Vice President and Director of Research; John Bell and Reed Raymond to Vice President; and Donna Franco and Elisabeth Videira-Dzeng to Assistant Vice President. In addition, four employees were promoted to the official staff: Mitchell Berlin to Research Officer; Stephen G. Hart to Marketing and Service Quality Officer; John P. Kelly to Check Adjustments Officer; and Anthony Scafide, Jr. to Wholesale Payments Services Officer. Peter P. Burns joined the Bank as Vice President and Director of the new Payment Cards Center.

Anthony M. Santomero

President

Milissa M. Tadeo

Senior Vice President

William H. Stone, Jr.

First Vice President

John G. Bell

Vice President

Donald F. Doros

Executive Vice President

Robert J. Bucco

Vice President

Richard W. Lang

Executive Vice President

Peter P. Burns

*Vice President and Director,
Payment Cards Center*

William A. Bonifield, Jr.

*Senior Vice President and Manager
Cash/Fiscal Product Office*

Gerard A. Callanan

Vice President

Michael E. Collins

*Senior Vice President
and Lending Officer*

Theodore M. Crone

Vice President and Economist

Ronald B. Lankford

Senior Vice President

John J. Deibel

Vice President

Loretta J. Mester

*Senior Vice President and
Director of Research*

Patrick L. Donahue

Vice President

D. Blake Prichard

Senior Vice President

William Evans, Jr.

Vice President

Joanna H. Frodin
Vice President

Arun K. Jain
Vice President

Jerry Katz
Vice President

Henry T. Kern
Vice President

Edward M. Mahon
Vice President and General Counsel

Stephen A. Meyer
*Vice President and
Senior Economic Policy Advisor*

Mary DeHaven Myers
*Vice President and
Community Affairs Officer*

A. Reed Raymond, III
Vice President

Louis N. Sanfelice
Vice President

John B. Shaffer
Vice President and General Auditor

Herbert E. Taylor
Vice President and Secretary

Vish P. Viswanathan
*Vice President and
Discount Officer*

Eileen P. Adezio
Assistant Vice President

Mitchell Berlin
Research Officer

Shirley L. Coker
Assistant Vice President and Counsel

Dean Croushore
*Assistant Vice President
and Economist*

Donna L. Franco
*Assistant Vice President and
Assistant Secretary*

William L. Gaunt
Assistant Vice President

Stephen G. Hart
*Marketing and
Service Quality Officer*

John V. Heelan
International Examinations Officer

Mary Ann Hood
Assistant Vice President

Howard M. James, Jr.
Assistant Vice President

John P. Kelly
Check Adjustment Officer

Linda K. Kirson
Office Automation Support Officer

Thomas P. Lambinus
Assistant Vice President

Joseph L. McCann
*Administrative Services Officer
and Security Officer*

Alice J. Menzano
*Assistant Vice President and
Cash/Fiscal Product Officer*

Edward Morrison
Operations Officer

Camille M. Ochman
Assistant Vice President

Patrick M. Regan
*Assistant Vice President and
Information Security Officer*

Anthony Scafile, Jr.
Wholesale Payments Services Officer

Richard A. Sheaffer
Assistant Vice President

Ronald R. Sheldon
Assistant Vice President

Stephen J. Smith
Assistant Counsel

Marie Tkaczyk
Assistant Vice President

Sharon N. Tomlinson
*Assistant Vice President and
Assistant Secretary*

Richard A. Valente
Assistant General Auditor

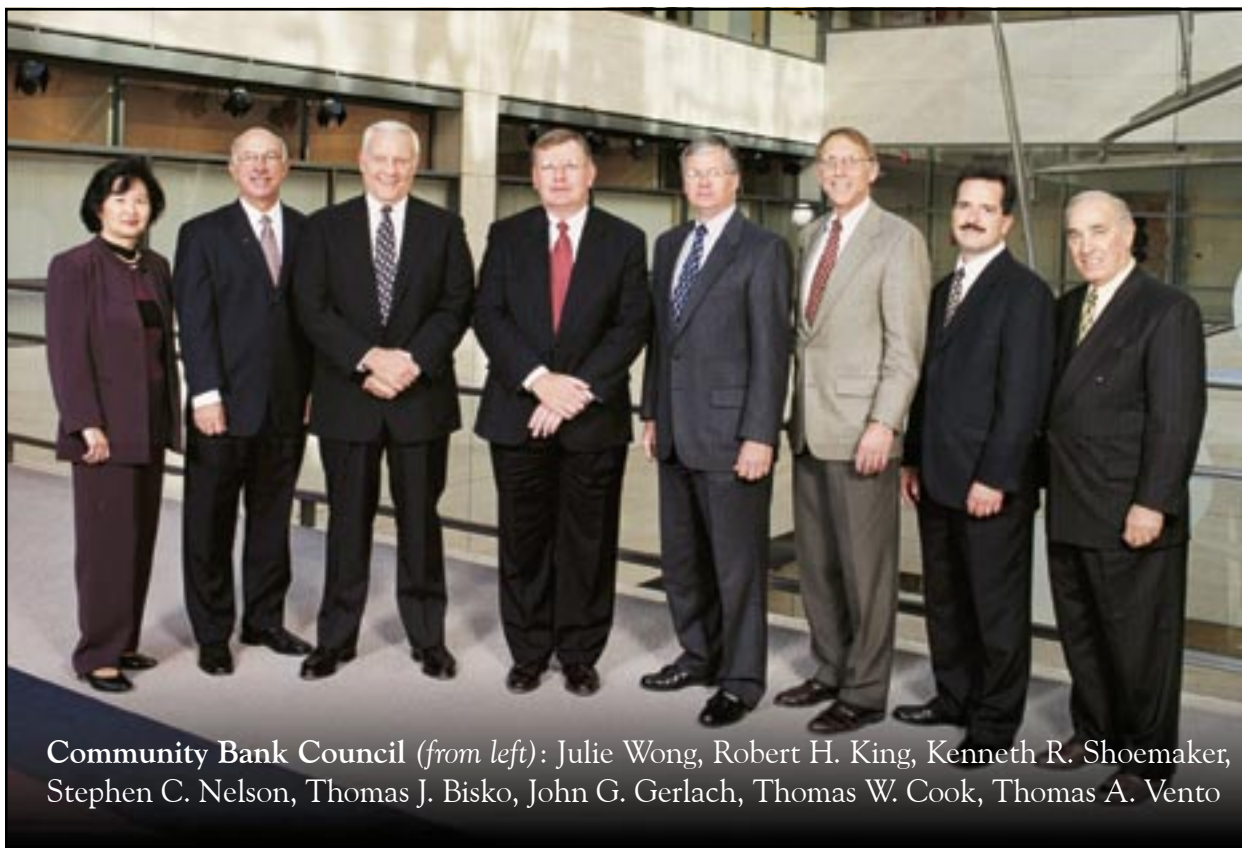
Elisabeth C. Videira-Dzeng
Assistant Vice President

Bernard M. Wennemer
Assistant Vice President

Anthony J. White
Financial Services Officer

Michael P. Zamulinsky
Assistant Vice President

Advisory Councils



Community Bank Council (from left): Julie Wong, Robert H. King, Kenneth R. Shoemaker, Stephen C. Nelson, Thomas J. Bisko, John G. Gerlach, Thomas W. Cook, Thomas A. Vento

COMMUNITY BANK COUNCIL

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Stephen C. Nelson

President & CEO

Artisans' Bank

Wilmington, DE

Deputy Chairman

Kenneth R. Shoemaker

President & CEO

Orrstown Bank

Shippensburg, PA

Theodore D. Bessler

President & CEO

Shore Community Bank

Toms River, NJ

Thomas J. Bisko

President

The Quakertown National Bank

Quakertown, PA

Thomas W. Cook

Executive Vice President & CEO

The Bank of Landisburg

Landisburg, PA

John G. Gerlach

President/CEO & Director

Pocono Community Bank

Stroudsburg, PA

Robert H. King

President

Sterling Bank

Mt. Laurel, NJ

Daniel L. Price, Sr.

President & CEO

Century Savings Bank

Bridgeton, NJ

Thomas A. Vento

President & CEO

Prudential Savings Bank, PASA

Philadelphia, PA

Julie Wong

President & CEO

United Heritage Bank

Edison, NJ



Credit Union Council (from left): Ignacio I. Morales, L. Edward Brzozowski, Anthony R. Hinds, David G. Keffer, John D. Buchinski, C. Kipp Stecher, Jo Ann Broderick, Dennis Flickinger

CREDIT UNION COUNCIL

Chairman

John D. Buchinski
President & CEO
Wheatland FCU
Lancaster, PA

Deputy Chairman

Lee T. MacMinn
President/CEO
Freedom CU
Philadelphia, PA

Jo Ann Broderick

President
First Commonwealth FCU
Lehigh Valley, PA

L. Edward Brzozowski

President
MON-OC FCU
Toms River, NJ

Virginia M. Fifer

CEO/Manager
Atlantic City Electric Company
Employees FCU
Mays Landing, NJ

Dennis Flickinger

President & CEO
First Capital FCU
York, PA

Anthony R. Hinds

CEO, DPL FCU
Newark, DE

David G. Keffer

CEO/Manager
Cornerstone FCU
Carlisle, PA

Paul J. Ladd

CEO/Manager
Garden State FCU
Moorestown, NJ

Ignacio I. Morales

Manager
Borinquen FCU
Philadelphia, PA

C. Kipp Stecher

President & CEO
AmeriChoice FCU
Mechanicsburg, PA



Small Business and Agriculture Council (from left): Daniel R. Hawbaker, Dennis E. Duffy, Janis Herschkowitz, Thomas K. Leidy, Chloe R. Eichelberger, Warren B. Matthews, M.D., Sandra Holsonback, David J. Freschman, David C. Hileman

SMALL BUSINESS AND AGRICULTURE COUNCIL

Chairman

Thomas K. Leidy
President & Chairman
Leidy's Inc.
Souderton, PA

Deputy Chairman

Janis Herschkowitz,
President & CEO
PRL, Inc. & Subsidiaries
Cornwall, PA

Cary S. Borish
Co-President
Marathon Grill
Philadelphia, PA

Peter Bylone
Manager
Vineland Produce Auction
Vineland, NJ

Dennis E. Duffy
President
Duffy, Dolcy & McManus,
Absecon, NJ

Chloe R. Eichelberger
Owner, President & CEO
Chloe Eichelberger Textiles, Inc.
Middletown, PA

David J. Freschman
President
Delaware Innovation Fund
Wilmington, DE

Daniel R. Hawbaker
President
Glenn O. Hawbaker, Inc.
State College, PA

David C. Hileman
Owner
Hilecrest Farms
Tyrone, PA

Sandra Holsonback
Director
Lehigh University Small Business
Development Center
Bethlehem, PA

Warren B. Matthews, M.D.
President
Wyncote Family Medicine
Wyncote, PA

Jay Windsor
President
Lakeside Greenhouses, Inc.
Laurel, DE



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