



Gregory L. Stefani
*First Vice President and
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Federal Reserve Bank of Cleveland

Message from the First Vice President

BOLD. CLEAR. ASPIRATIONAL.

These three words describe the Federal Reserve Bank of Cleveland's 2014–2016 Strategic Direction: a plan that will establish us as a premier Reserve Bank and an influential voice in and for the Fourth Federal Reserve District—the region we serve.

In 2013, we set out to develop a strategic direction that would capitalize on our knowledge and experience, engage us with our stakeholders, and resonate with our employees. We have built a strong hub of economic knowledge, particularly in inflation and household finance, and recognize our ability to further support the regional and national economies by increasing our focus in these fields. We have pioneered new ways to identify and analyze systemic risk, and see potential for advancing our knowledge of financial stability by integrating our supervisory and research capabilities. We have enhanced our revenue collection systems for the US Treasury with greater functionality, and continue to leverage new technologies. We have long been recognized for our operational efficiency and effectiveness, and see opportunities to become a driver of continuous improvement within the Federal Reserve System. We also know that our knowledge and experience are of little value in a vacuum, and that our success in executing our strategy hinges on how strong and relevant our voice is.

There are four key components to our plan—they are the pillars that support our mission and vision:

- *Voice of the Fourth District* by being an influential voice in our region and a leader in the Federal Reserve System
- *Promote Economic Growth and Development* by advancing research on key drivers of regional and national economic growth to guide policy decisions
- *Strengthen Financial Stability* by influencing policy decisions to strengthen our nation’s financial system
- *Deliver Innovative Solutions* by proactively identifying and developing solutions to transform our Bank and our services

Executing on a strategic plan of this magnitude requires the commitment of talented, adaptable, and engaged employees—employees who are invested in our mission and vision and connected to our strategy. I am proud of our employees and their accomplishments and sincerely believe that our people make the difference. They drive our culture of innovation and continuous improvement. They listen to and inform our stakeholders and influence policy decisions on issues important to our region and nation. They expand our presence and serve as our ambassadors. Our employees are the voice of the Fourth District—they are the Federal Reserve Bank of Cleveland.

I invite you to see for yourself their impact—how they make the difference, every day. Last year alone, we collected more than \$600 billion dollars on behalf of the US Treasury for

government agencies, exchanged nearly 6 billion currency notes for member depository institutions, hosted close to 10,000 education program participants, conducted more than 150 examinations of financial institutions, published impactful research on inflation, labor markets, and housing, and shared our knowledge in 150-plus speeches. You can learn more about our employees’ successes—their innovations, their expertise, their influence, and their reach—in our “By the Numbers” infographic on the pages that follow.



The year 2013 ended with a significant milestone for the Federal Reserve; on December 13, we began to commemorate our centennial—100 years of service to our region and our nation. As part of the commemoration, we reaffirmed our commitment to promote economic prosperity for all Americans for the next 100 years, and beyond. The Federal Reserve Bank of Cleveland is excited to have begun work in 2014 that will help us both fulfill our commitment and reach our vision of being a premier Reserve Bank. We look forward with great anticipation to the remainder of 2014 and to the years ahead.



In closing, on behalf of our employees and our Boards of Directors, I extend our sincere appreciation to Federal Reserve Bank of Cleveland President and Chief Executive Officer Sandra Pianalto. Sandy is scheduled to retire at the end of May 2014. It was under her leadership that the Cleveland Fed strengthened our policy focus and broadened our expertise to become more of a knowledge-based organization. It was also by following her vision that we developed our bold, new strategic direction.

On a more personal note, Sandy and I have both spent more than three decades here at the Cleveland Fed, and I’ve been especially privileged as first vice president to work alongside her for the past three years. She has not only been my trusted colleague, but also an advisor, a confidante, and a coach. All of us affiliated with the Federal Reserve Bank of Cleveland are forever grateful for Sandy’s leadership and friendship, and we wish her the best in her future pursuits.

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