

# THE STORY OF THE FEDERAL RESERVE SYSTEM



FEDERAL RESERVE BANK OF NEW YORK

You're probably familiar with one or more banks in your neighborhood.

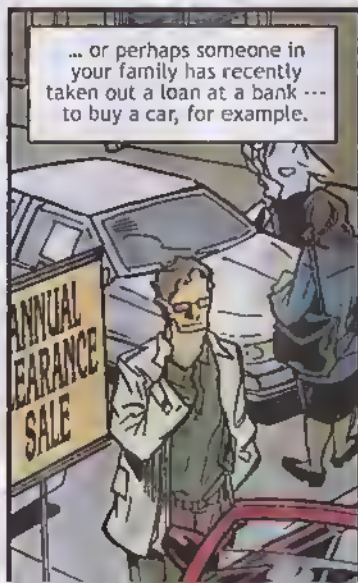


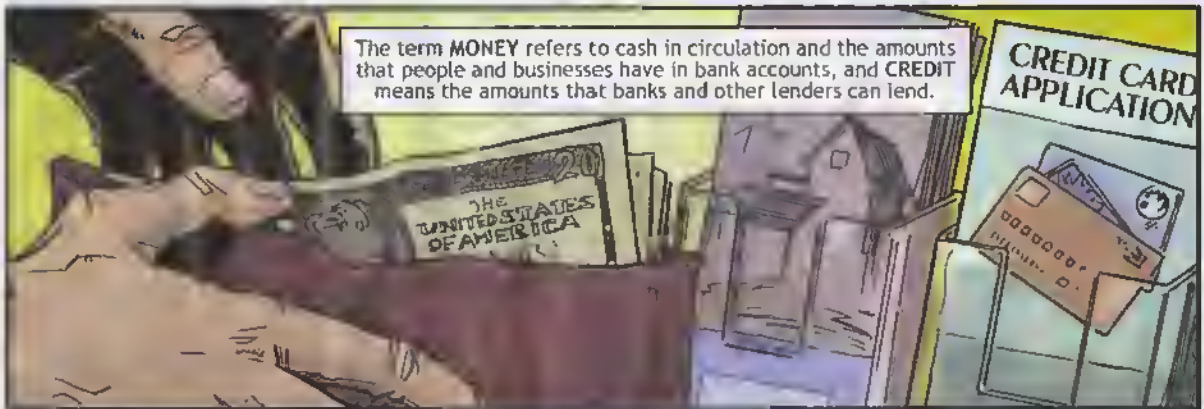
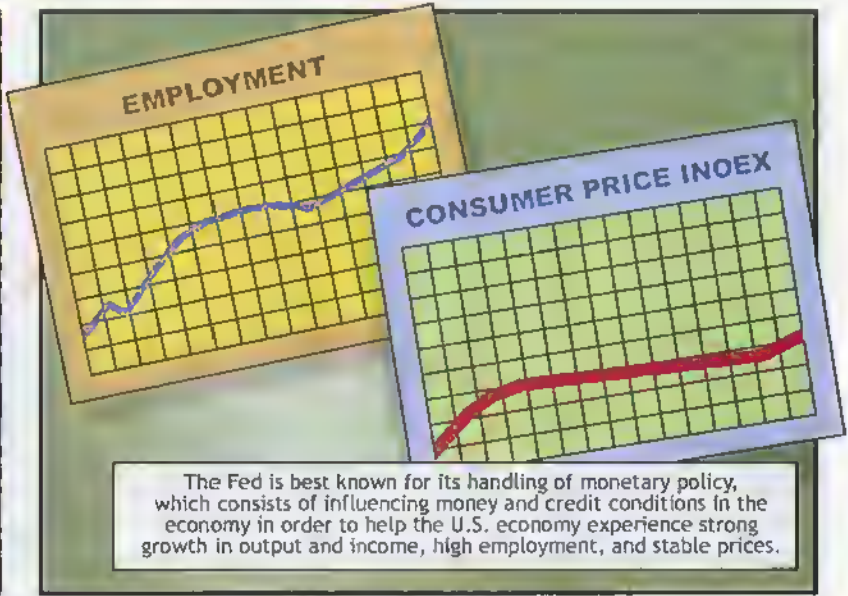
Story by: Ed Steinberg  
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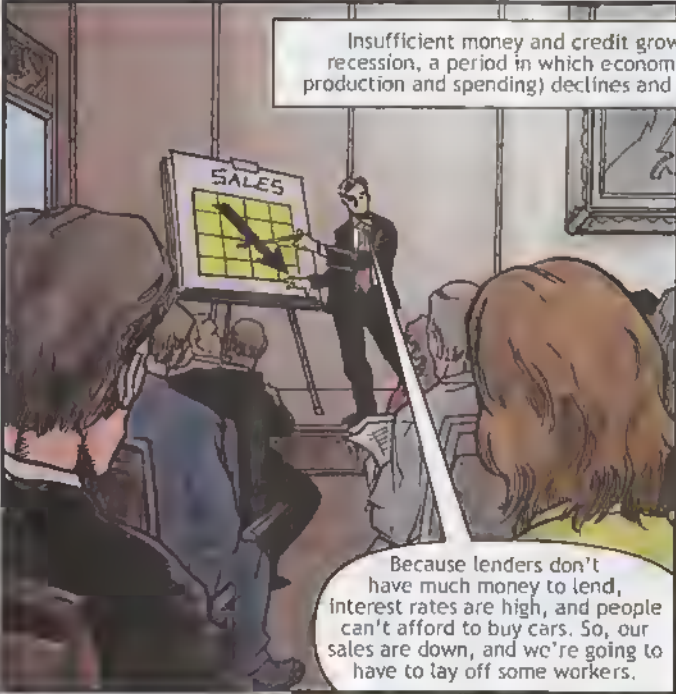
Perhaps you or someone in your family has a checking or savings account at a local bank...



... or perhaps someone in your family has recently taken out a loan at a bank --- to buy a car, for example.








Insufficient money and credit growth can lead to a recession, a period in which economic activity (such as production and spending) declines and unemployment rises.

Because lenders don't have much money to lend, interest rates are high, and people can't afford to buy cars. So, our sales are down, and we're going to have to lay off some workers.



Nobody's building now, because interest rates are so high, so we have to lay off some workers.



On the other hand, when money and credit grow too much, the result can be inflation - a sustained and rapid increase in the price level.

~~\$600~~  
~~\$500~~  
~~\$400~~

\$550  
~~\$450~~  
~~\$350~~

How can you raise your prices so often?

Well, everyone who comes in to buy seems to have a lot of money to spend, so we figure we can raise prices and still sell the appliances.

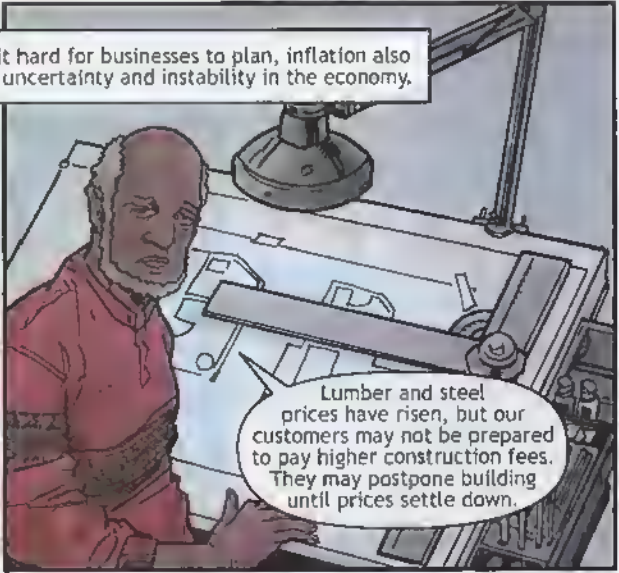
SOUP

SPAGHETTI



By making it hard for businesses to plan, inflation also can lead to uncertainty and instability in the economy.

Our costs are way up, and if we raise our prices enough to cover them, our sales may suffer.



Lumber and steel prices have risen, but our customers may not be prepared to pay higher construction fees. They may postpone building until prices settle down.

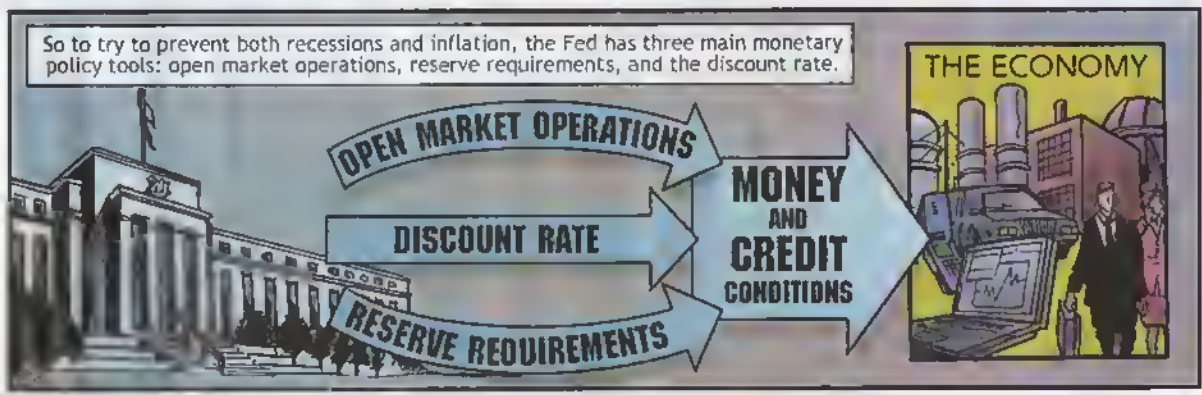


The uncertainty that inflation causes can lead businesses to cut purchases of new equipment and buildings.



The drop in business investment, in turn, can hurt the economy's ability to produce in the future.

Last year, when inflation created so much uncertainty, we stopped buying machinery and now we're having trouble keeping up with our orders.



Open market operations are purchases and sales by the Fed of U.S. government securities, which are large IOUs of the federal government. When the Fed buys securities, it pays for them by crediting the amount of the purchase to the account that the seller's bank has at the Fed. The bank, in turn, credits the seller's account.

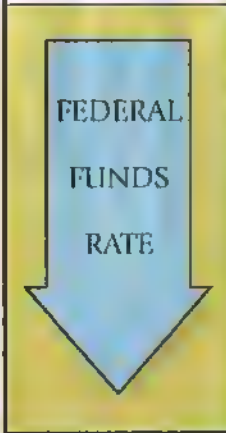


Thus, open market purchases by the Fed provide the banking system with additional funds to lend.

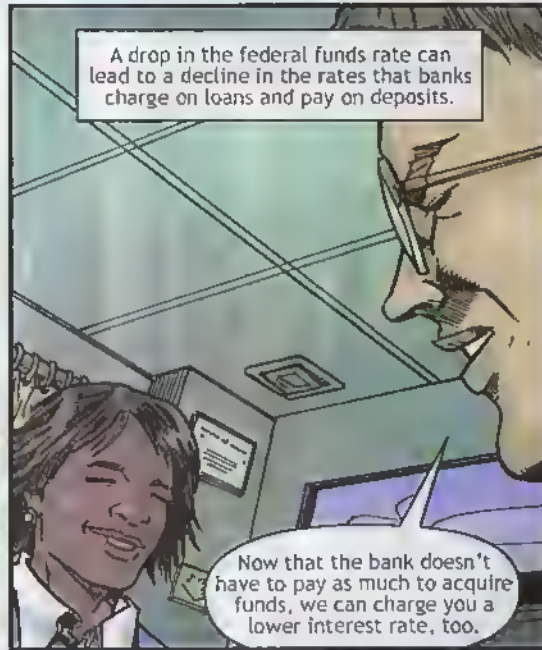


We have more to lend now that the Fed has bought some government securities and the proceeds have been deposited in the bank.

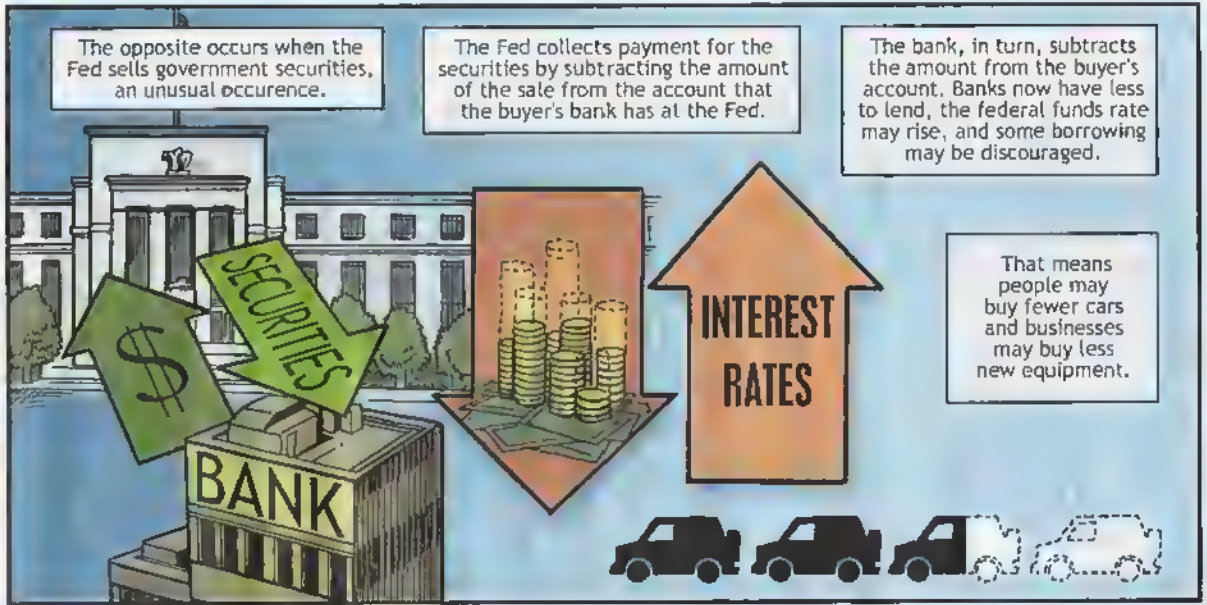
In that way, open market purchases tend to lower the federal funds rate, the interest rate that banks charge each other on very short-term loans.



A drop in the federal funds rate can lead to a decline in the rates that banks charge on loans and pay on deposits.



Now that the bank doesn't have to pay as much to acquire funds, we can charge you a lower interest rate, too.



The Fed does not conduct its open market operations with all individuals and financial institutions.

Psst, anyone want to buy two billion dollars' worth of government securities?

Rather, the Fed deals with about twenty large firms – brokers and broker-dealers – that buy and sell government securities and can handle the large purchases and sales efficiently, quickly, and safely.

Indeed, the Fed's open market operations are conducted electronically in a matter of minutes.

Did I miss anything while I was out?

Yes, we just carried out today's open market operations.

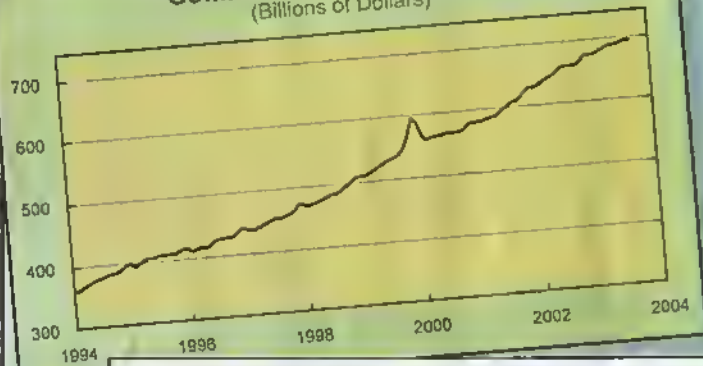
When the Fed decides to change its monetary policy, it uses open market operations to implement the change.

**THE DAILY SUN**  
**FED EASES**  
 MONETARY POLICY  
 OPEN MARKET PURCHASES  
 GIVE BANKS MORE FUNDS TO LEND

**EVENING NEWS**  
**FED RAISES**  
 INTEREST RATES  
 OPEN MARKET SALES  
 DRAIN FUNDS FROM  
 BANKING SYSTEM

However, most of the Fed's open market operations have nothing to do with changes in monetary policy.

### CURRENCY IN CIRCULATION (Billions of Dollars)



The Fed conducts open market operations several times a week in order to prevent technical, temporary forces from pushing money and credit conditions in some undesired direction. One of these forces is the amount of cash in circulation.

The amount of cash that people have with them is not constant. It varies seasonally, by day of the month, and even by day of the week.



For example, people use a lot of cash in busy shopping seasons.

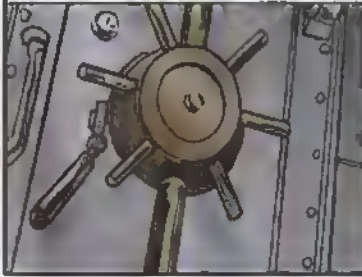


Also, over the weekend, people use ATMs to withdraw a lot of cash from banks for shopping and entertainment.





Reserve requirements are another, though far less frequently used, tool of monetary policy. Reserve requirements are the percentages of certain deposits that banks must have either in their own vaults or on deposit at the Fed.



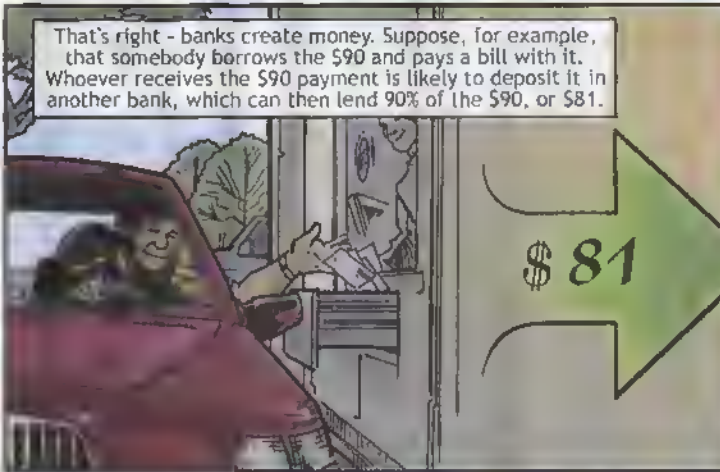
For example, if the reserve requirement is 10%, a bank that receives a \$100 deposit must have \$10 in its vault or at its Federal Reserve Bank.



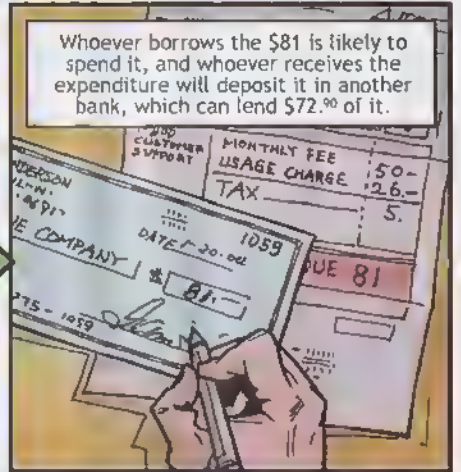
Reserve requirements are a powerful tool, because they affect the ability of the banking system to create money.



That's right - banks create money. Suppose, for example, that somebody borrows the \$90 and pays a bill with it. Whoever receives the \$90 payment is likely to deposit it in another bank, which can then lend 90% of the \$90, or \$81.



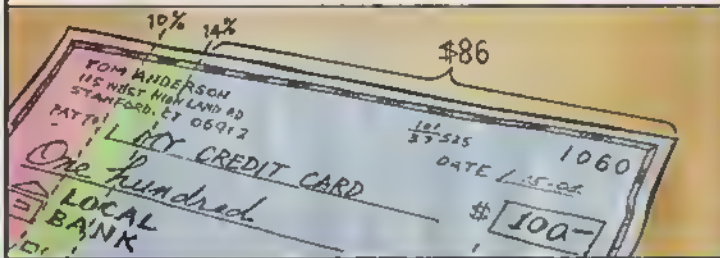
Whoever borrows the \$81 is likely to spend it, and whoever receives the expenditure will deposit it in another bank, which can then lend \$72.90 of it.



As the process continues, the banking system will expand an initial \$100 deposit into as much as \$1,000 of deposits. These deposits are considered part of the nation's money supply.

$$\$100 + \$90 + \$81 + \$72.90 + \dots + \dots = \$1,000$$

By law, the Fed can set the reserve requirement on checking accounts anywhere from 8% to 14%. If the requirement were 14%, rather than 10%, the bank that received the \$100 deposit would keep \$14 on reserve and lend a maximum of \$86, rather than \$90...



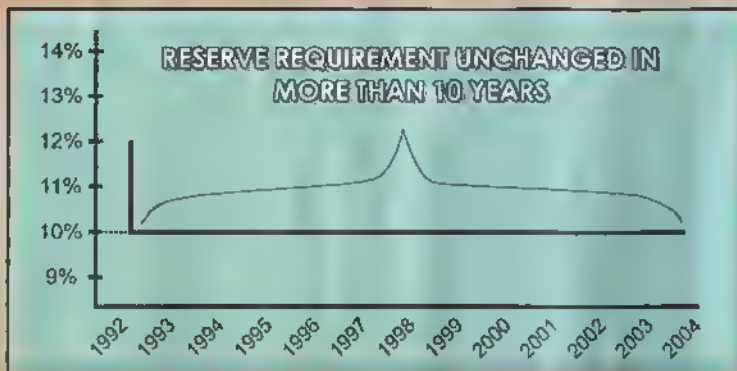
... and the next bank would be able to lend just 86% of \$86, or \$73.96, rather than \$81.

With a 14% reserve requirement, the banking system would be able to expand the initial \$100 deposit into just \$714, rather than \$1,000.

$$\$100 + \$86 + \$73.96 + \$63.61 + \dots + \dots = \$714$$

So, reserve requirements are a powerful tool, as they affect the ability of the banking system to create money. However, the Fed rarely changes reserve requirements.

Since cutting the reserve requirement on checking accounts from 12% to 10% in April 1992, the Fed has not changed the requirement.



One reason the Fed rarely changes reserve requirements is that frequent changes would make it hard for bankers to plan.

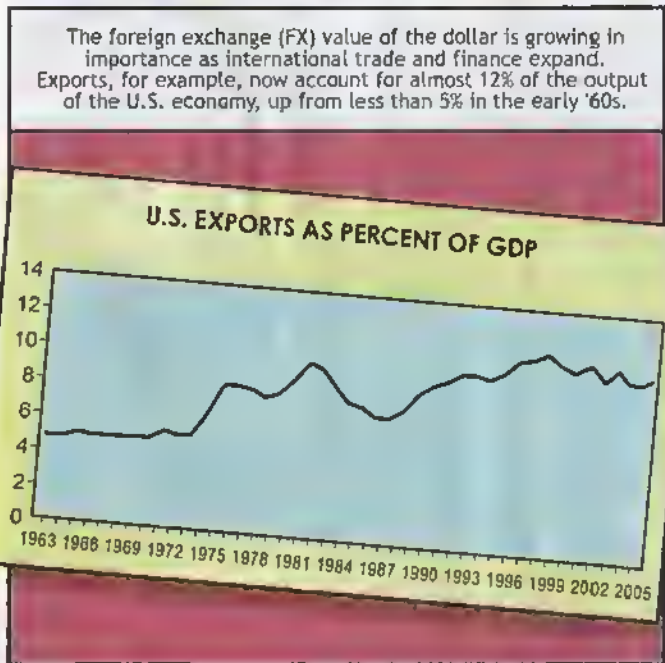
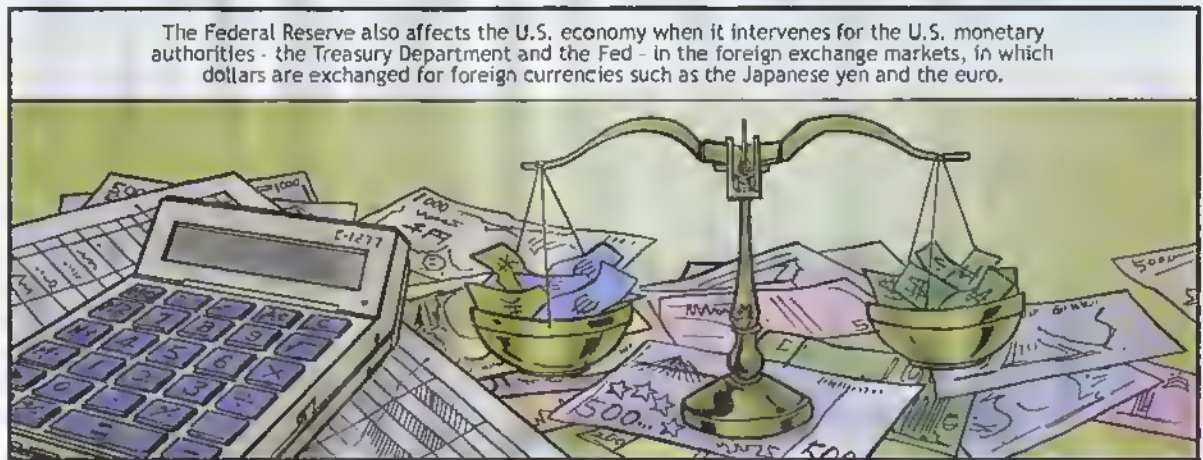
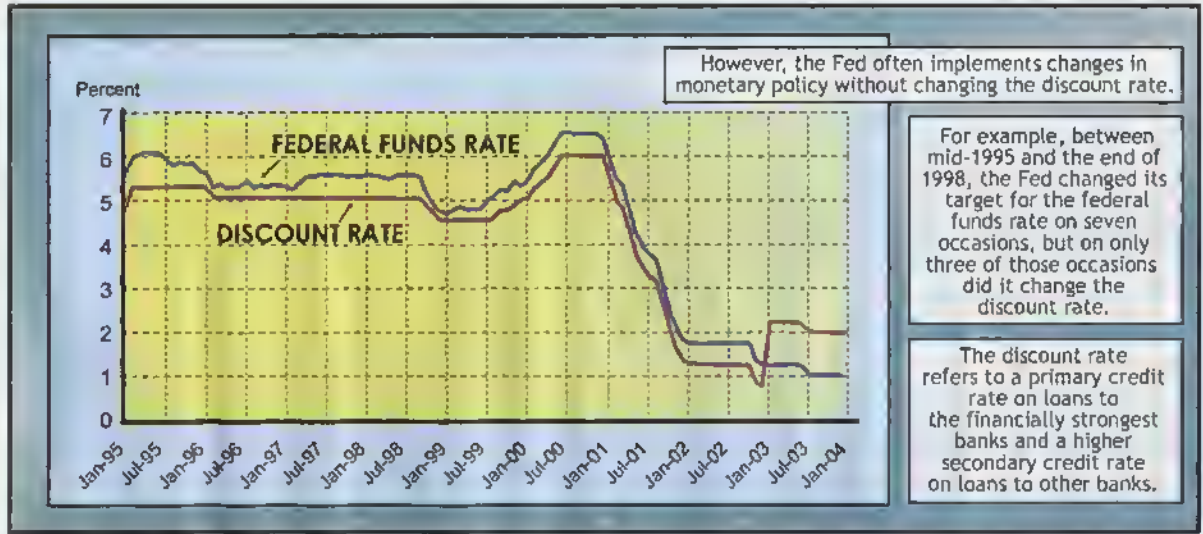
If I make these loans and then the Fed raises reserve requirements, it will be hard for me to meet the new requirement.


On the other hand, if I don't make the loans and the Fed leaves the requirement alone, I'll be losing the chance to earn some income.

Also, when the Fed has to reduce the growth of money and credit, it would rather not do so by raising reserve requirements, because the requirements impose a kind of tax or cost on banks.

Every dollar the Fed tells me I have to keep on hand costs me the income I could otherwise earn by lending the dollar.


Still another tool of monetary policy involves the discount rate, the interest rate that the Fed charges banks on short-term loans. Changes in the discount rate can influence other interest rates.





On the other hand, if the FX value of the dollar falls (that is, the dollar depreciates) U.S. consumers have to pay more for foreign-made goods, and that could help cause inflation in the United States.

The fall in the value of the dollar has really raised the price of these cars.



On occasion, the U.S. Treasury Department and the Fed decide to intervene in the FX market.

The Fed then executes the decision by using foreign currency to buy dollars, in order to try to raise the value of the dollar, or by selling dollars for foreign currency, in order to reduce the value of the dollar.

The dollar has been falling in value. We'd like to see that stop.

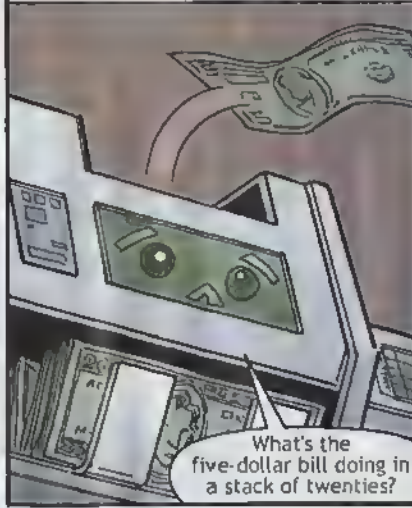
These interventions are small compared with the total amount of FX trading, so they don't influence supply and demand conditions in the currency market. Rather, they influence market sentiment relating to the foreign exchange value of the dollar.

So far, we've seen that the Fed has various ways to foster a healthy economic climate. The Fed also provides banks with services that help the economy function smoothly. Some of these activities make it easier for people to make payments. For instance, the Fed provides banks with cash to meet their customers' needs.

On the other hand, when banks have more cash than they need, they ship the excess to the Fed for credit to their accounts.



The Fed uses high-speed machines to count the bills that the banks deposit. These state-of-the-art machines also check the denomination of each bill.



The machines also spot possible counterfeit bills...

There's something suspicious about this bill.

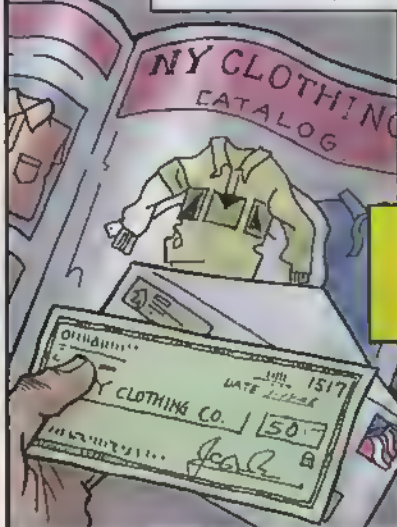


...and identify bills that are worn and not fit for continued use. Another machine shreds those bills, which are then disposed of at landfills.

People don't believe I have millions of dollars supporting my business.



While cash is used for some transactions in the economy, checks are used for many others, and the Fed processes about one-third of all the checks written in the United States.



Suppose you live in California and you send a check to a company in New York to pay for some clothing.



The company in New York will deposit the check in its bank, which will credit the amount of the check to the company's account.



In many cases, the bank will then send the check to the Federal Reserve Bank of New York, which will credit the amount to the account that the bank has at the New York Fed.

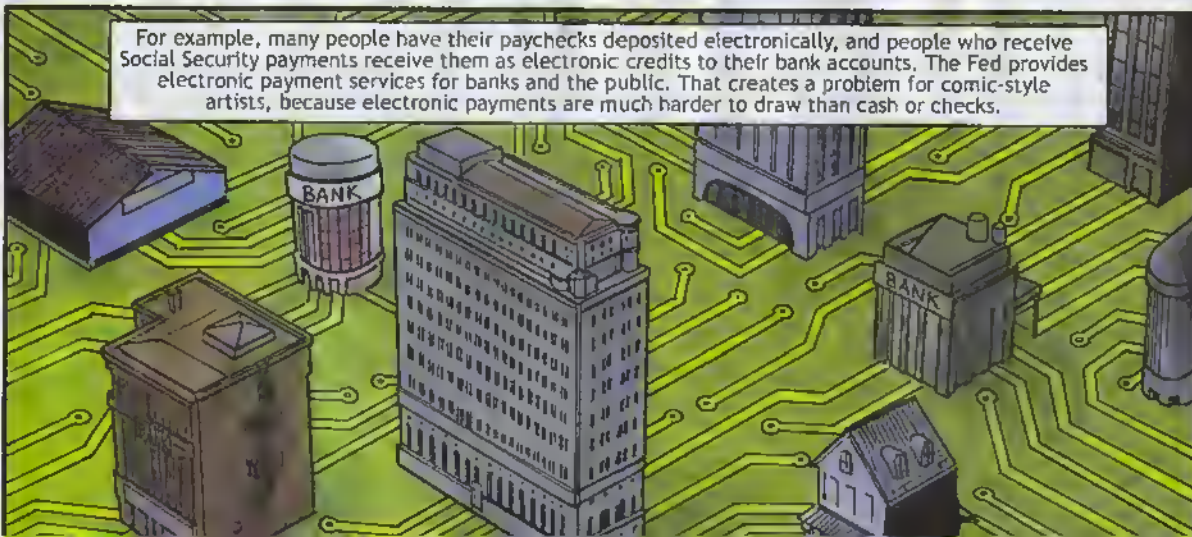
The New York Fed will then send the check to the Federal Reserve Bank of San Francisco, which will subtract the amount of the check from the account that your bank has at the San Francisco Fed, and then send the check to your bank, which will subtract the amount from your account.

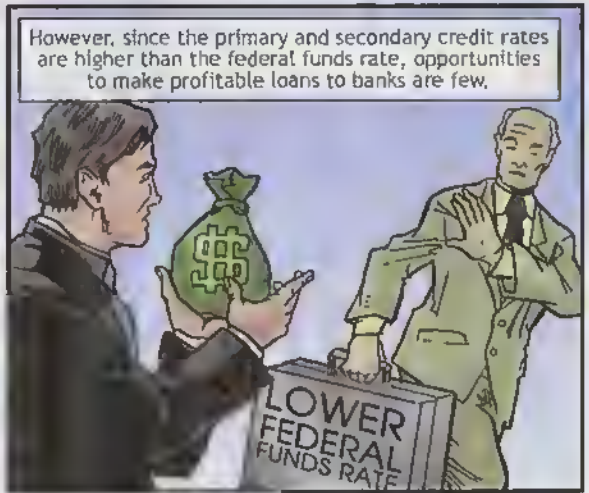
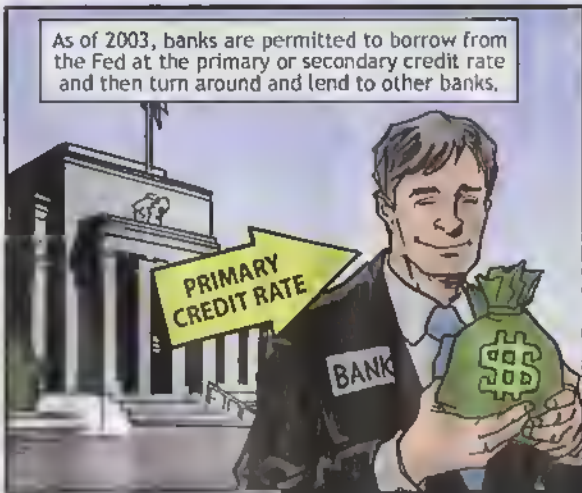
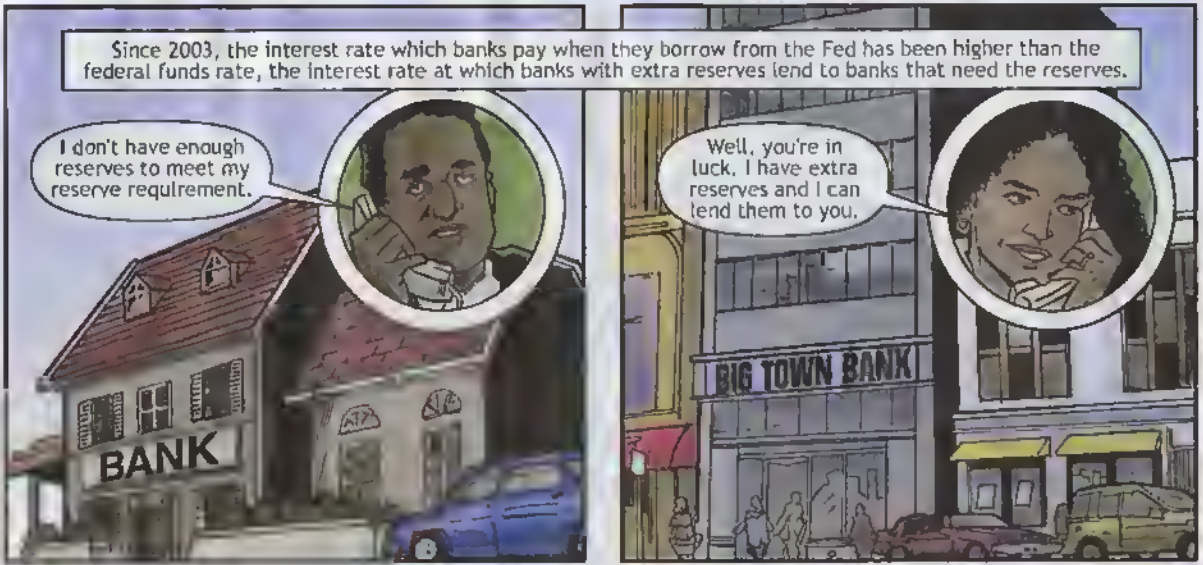


While cash or checks are used for most transactions, the dollar volume of electronic payments is much larger than that of checks and cash combined.



For example, many people have their paychecks deposited electronically, and people who receive Social Security payments receive them as electronic credits to their bank accounts. The Fed provides electronic payment services for banks and the public. That creates a problem for comic-style artists, because electronic payments are much harder to draw than cash or checks.





The Fed has a special lending program, seasonal credit, for banks that face severe seasonal pressures each year - at certain times of the year, the banks have only limited deposits and they face a large demand for loans.

Under the seasonal credit program, banks can borrow for up to nine months each year. Most of the banks that use this program are in agricultural communities.



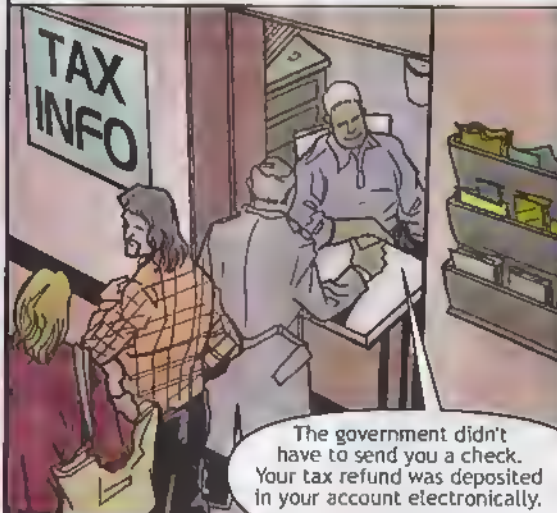
The farmers have to borrow now to plant their crops, and they won't be sending us many deposits until they harvest the crops. We may have to ask the Fed to give us a loan until then.

The Fed also performs financial services for the U.S. government.

Just like everyone else, I need a bank account to pay my bills.



Thus, people who get federal income tax refunds, whether by check or by electronic payment, receive the payments from a government account at the Fed.



The government didn't have to send you a check. Your tax refund was deposited in your account electronically.

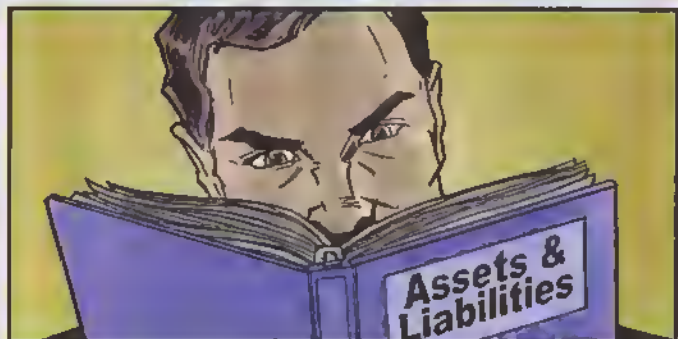




Now, debt or IOUs that the federal government issues exist only as electronic records. Individuals may put these electronic securities in Legacy Treasury Direct accounts.

Now you won't have to worry that your Treasury securities might be destroyed in a fire, and you won't even need a safe deposit box to store them. They're perfectly safe as electronic securities.

Another responsibility of the Federal Reserve (one that it shares with some other government agencies) is to supervise banks in order to make sure they operate safely and soundly, and are sensitive to risks.



For example, Fed bank examiners look at banks' financial statements to make sure that the banks have enough capital (funds of their own) to withstand risks from a downturn in the economy or unpaid loans.

The Fed also examines banks' operating procedures to make sure that they are not too susceptible to theft or fraud by their employees or by others.



How many people know the password for this computer?

When the Fed finds a problem in the way a bank operates, it often can be resolved without penalty or any other supervisory action.



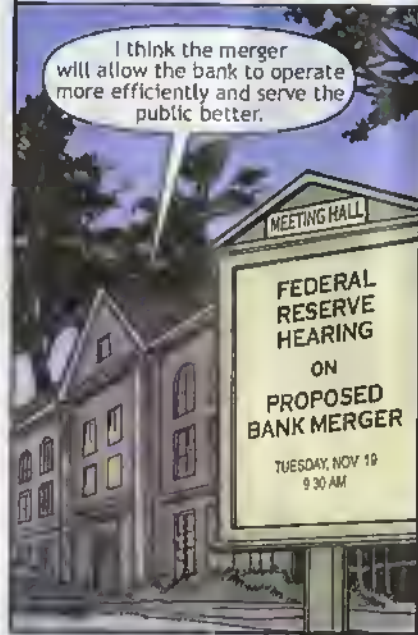
I'll change the password right now, and I won't give anyone the new password.



In more serious cases, the Fed can fine banks and individuals, and in the most extreme cases, it can even close a bank.

Your bank has been operating in an unsafe manner. We can't let that continue. You'll either have to get more capital or shut down.

Besides supervising banks for safety and soundness, the Fed considers applications by banks for mergers or to open new branches. The purpose of the approval process is to make sure the banking system remains competitive and operates in the public interest.



I think the merger will allow the bank to operate more efficiently and serve the public better.



The Fed also enforces some consumer and community protection laws. One is the Community Reinvestment Act, which encourages banks to meet the credit needs of the community, especially in low- and moderate-income neighborhoods.

People from any neighborhood who qualify for loans should get them.

Another law enforced by the Fed is the Fair Credit and Charge Card Disclosure Act, which says that applications for credit cards must tell you whether you have to pay an annual fee for the card and what interest rate you have to pay on the balance in your account.

To get this credit card, you have to pay a \$20 fee each year. On the other hand, the interest rate on this card is lower than what some of the other cards charge.



We've looked at many of the activities that the Federal Reserve performs. Let's look now at the different parts of the Federal Reserve System and what each part does.

The System is headed by the Board of Governors, which is in Washington, D.C.



The Board of Governors consists of seven members, appointed by the U.S. president and confirmed by the U.S. Senate. Governors are appointed to 14-year terms.



These terms are much longer than those of the president, senators, or members of the House of Representatives.

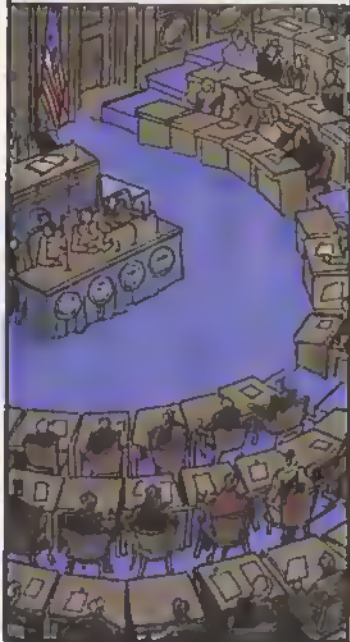


Also, the 14-year terms are staggered. That means they don't all expire at the same time. One term expires every two years. The staggered 14-year terms reduce the influence of politics on the Fed.



If all the Fed's governors complete their terms, I'll be able to appoint only two governors in my four-year term.

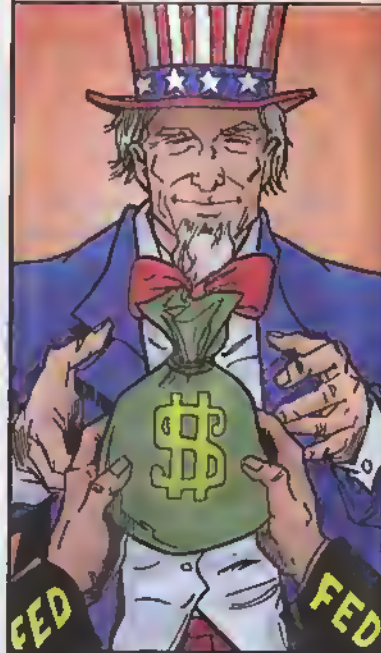
Another factor that promotes the Fed's political independence is that the Fed does not have to rely on appropriations from Congress.



The Fed is financially self-sufficient. Its income comes predominantly from interest it receives on its holdings of U.S. government securities.



Not only is the Fed financially self-sufficient, but it actually takes in much more income each year than it spends. The Fed returns to the U.S. Treasury the excess of what it takes in over what it spends.



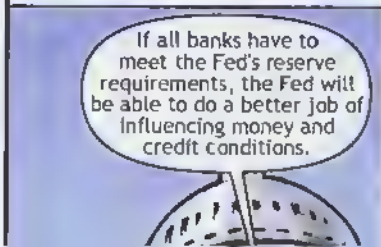
Of course, the Fed's independence is far from total. By law, the chairman of the Federal Reserve has to testify before Congress at least twice a year regarding the Fed's monetary policy.



Also, it was Congress that created the Fed. The U.S. Constitution gives Congress the power to coin and regulate the value of money, and Congress has decided to delegate that authority to the Fed. At times, Congress has changed the Fed's powers.



For example, in 1980, Congress passed a law saying that all banks in the United States have to meet the Fed's reserve requirements. Until then, only banks that belonged to the Federal Reserve System had to meet them.



In any case, the Fed is more independent than other parts of the government.



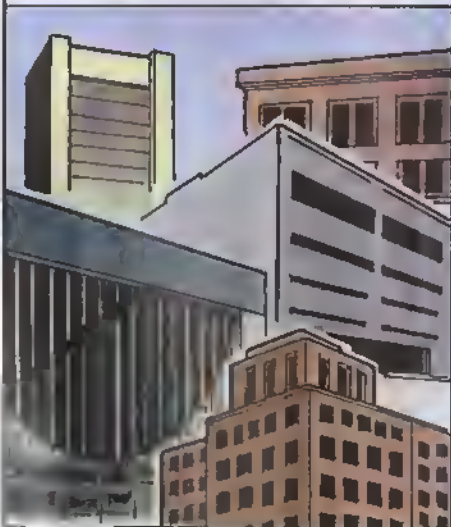
Interestingly, other countries have taken steps in recent years to increase the political independence of their central banks.



That's because independence helps a central bank focus on long-term economic problems. Indeed, research shows that countries with more central bank independence tend to be more successful in controlling inflation than other countries.



In addition to the Board of Governors, the Fed consists of 12 Federal Reserve Banks spread around the country. The Reserve Banks provide financial services for the U.S. government, supervise banks in their districts, and provide banks with services, such as the provision and storage of cash, loans, and check processing.



This map shows the location of the Reserve Banks and the district that each one serves. As shown on the map, the Reserve Banks are concentrated in the eastern half of the United States. That's because when the Fed was created, U.S. population, business and financial activities were far more concentrated in the east than they are now.



Both the Board of Governors and the Reserve Banks play a role in the monetary policy process. The Board of Governors sets reserve requirements.

Each Reserve Bank sets its primary and secondary credit rates every two weeks, subject to the approval of the Board of Governors. (Because the United States has a national credit market, the discount rate, and now the primary and secondary credit rates have, for many decades, been uniform throughout the Federal Reserve System.)



Meanwhile, monetary policy is determined by a group called the Federal Open Market Committee (FOMC), which meets in Washington, D.C., eight times a year.



The meetings are attended by the members of the Board of Governors and the presidents of all 12 Reserve Banks. There are only 12 voting members, however – the seven governors and five of the Reserve Bank presidents.

Jan 1, 2006  
NEW YORK  
CLEVELAND  
RICHMOND  
ATLANTA  
SAN FRANCISCO

Jan 1, 2007  
NEW YORK  
CHICAGO

There are several reasons why the president of the New York Fed is a permanent voting member of the FOMC. One is that the New York Fed conducts all the open market operations for the Federal Reserve System.

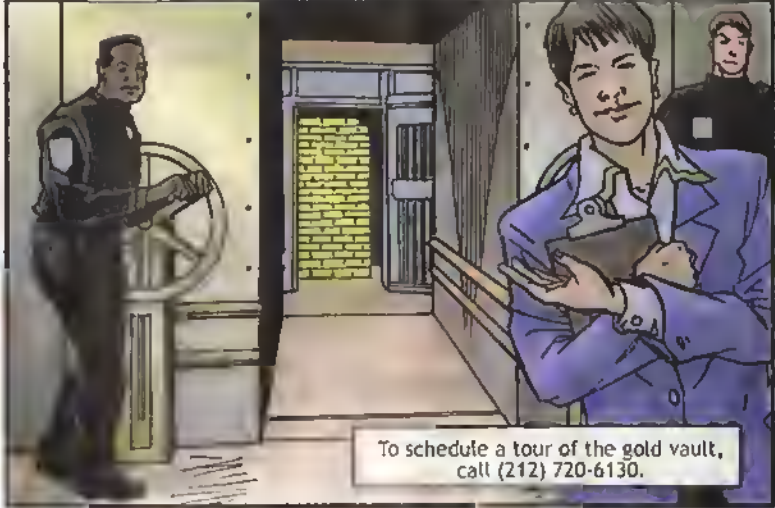


In addition, when the U.S. monetary authorities intervene in the foreign exchange market, the intervention is carried out by the New York Fed.



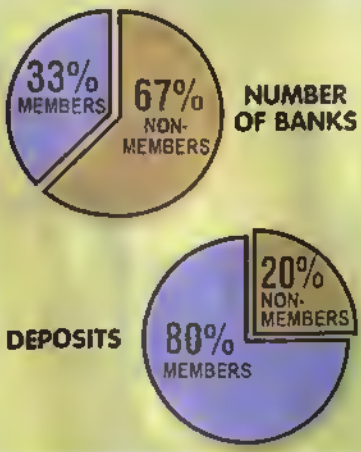
The Federal Reserve Bank of New York also provides a variety of services to foreign central banks.

For example, the New York Fed stores billions of dollars' worth of gold for foreign central banks. The gold makes a dramatic sight, and the Federal Reserve Bank of New York invites visitors to see it. (Indeed, each year, more than 25,000 visitors do just that.)

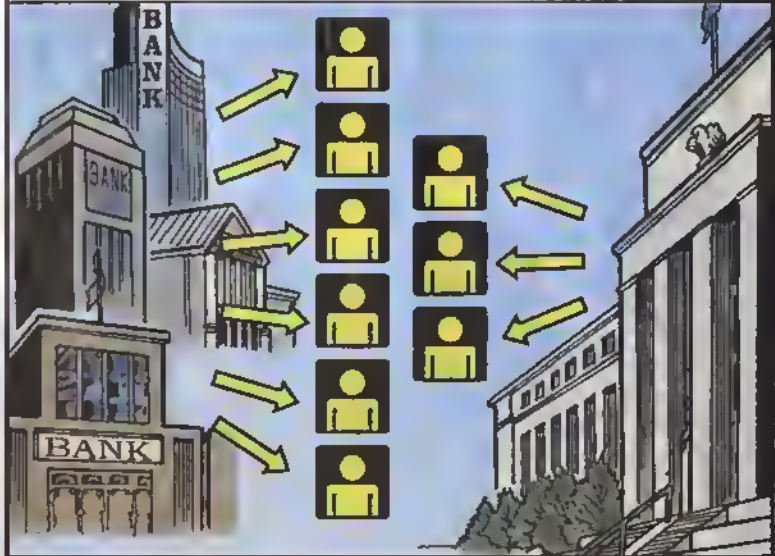


To schedule a tour of the gold vault, call (212) 720-6130.

Fewer than half the banks in the country — about 33% — are members of the Federal Reserve System. However, they tend to be the larger banks, and they have about eighty percent of all U.S. bank deposits.



The member banks choose six members of the board of directors of their local Reserve Bank, and the Board of Governors chooses the three other directors, including the chairman and deputy chairman.



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