



PEOPLE



PRACTICES



PARTNERSHIPS

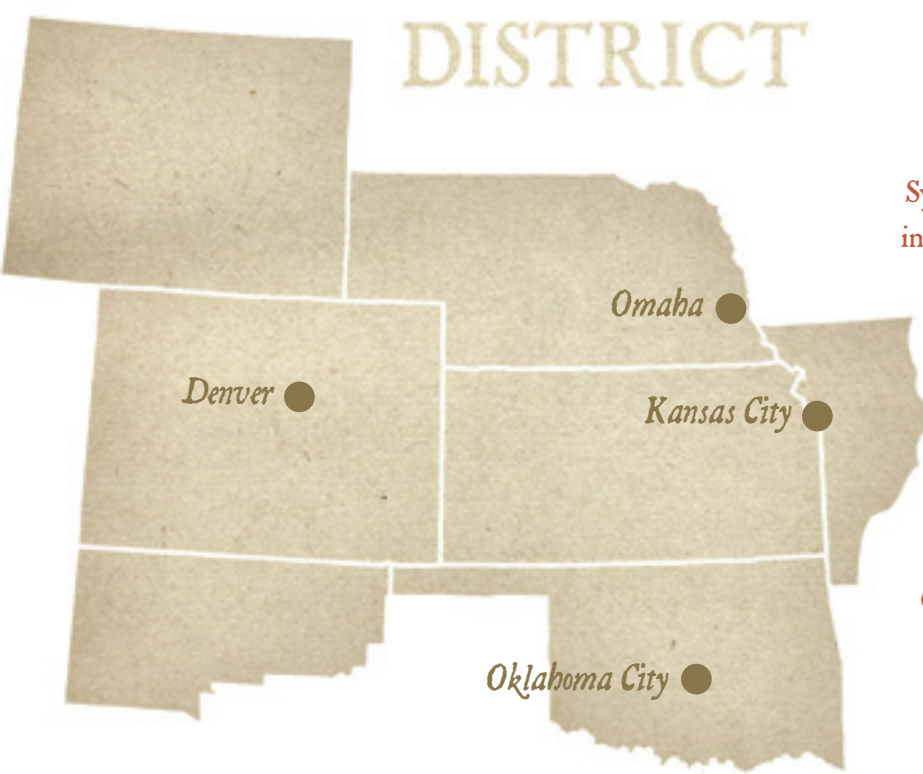
# COMMITMENT *to* DIVERSITY

*Federal Reserve Bank of Kansas City  
Office of Minority and Women Inclusion  
2011 Report to Congress*

# Contents

<i>Executive Summary</i>	4
<i>People: Minority and Women Employment</i>	8
<i>Practices: Minority- and Women-Owned Business Inclusion</i>	14
<i>Partnerships: Outreach and Financial Literacy</i>	20
<i>Appendix</i>	28

## the TENTH DISTRICT



The Federal Reserve Bank of Kansas City was established in 1914 as one of 12 regional Reserve Banks, which, along with the Board of Governors of the Federal Reserve System in Washington, D.C., are responsible for setting the nation's monetary policy, providing financial services to depository institutions and supervising financial institutions. The System's decentralized structure, including local boards of directors and advisory councils, ensures that a broad spectrum of views from the public contribute to the central bank's deliberations.

The Kansas City Fed employs about 1,300 people in its head office in Kansas City and in Branch offices in Denver, Oklahoma City and Omaha. The Bank is responsible for the Tenth Federal Reserve District, a large and diverse region consisting of Colorado, Kansas, Nebraska, Oklahoma, Wyoming, northern New Mexico and western Missouri.



MARCH 30, 2012

One of the Federal Reserve Bank of Kansas City's core values is the belief that diversity strengthens our organization and enriches the communities we serve. To that end, the Bank is proud to submit its 2011 Report to Congress of the Office of Minority and Women Inclusion (OMWI), which details the Bank's successes and challenges in meeting the requirements of Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

As part of the nation's central bank, we strive to hire and retain a creative and diverse workforce, identify and use a diverse pool of suppliers to meet our business needs, and improve the financial literacy of diverse populations in our region through community outreach and partnerships with urban schools. Each of these goals contributes to the Kansas City Fed's role in assuring the nation's financial stability.

During the first full year of establishing an OMWI, the Bank continued to strengthen and develop its long-standing commitment to diversity and inclusion throughout its operations. By making continuous improvement a key part of our organization, we have identified many ways to enhance our existing diversity practices.

While this report focuses on the initiatives undertaken by the Bank in 2011, I invite you to visit our diversity Web page at [www.KansasCityFed.org/diversity](http://www.KansasCityFed.org/diversity) for regular updates throughout the year about our OMWI activities. You will find our Diversity Strategy, information about our commitment to diversity, requirements of Section 342 and much more.

Esther L. George  
President and Chief Executive Officer  
Federal Reserve Bank of Kansas City



# Executive Summary

*In the year since establishing its Office of Minority and Women Inclusion (OMWI), the Federal Reserve Bank of Kansas City has strengthened its commitment to diversity. Although the legislation that called for each Reserve Bank to establish OMWI was signed in 2010, many of the activities called for in the Dodd-Frank Act have been in place at the Bank for years.*

In support of the Act, the Bank established its OMWI on Nov. 1, 2010, and appointed Donna J. Ward as senior vice president and OMWI director. In this role, Ward is responsible for all OMWI activities and is the senior officer in charge of the Bank's procurement and human resources areas.



*Donna J. Ward is OMWI director and senior vice president of the Kansas City Fed's Administrative Services Division, where she oversees procurement and human resources areas.*



*Students from urban high schools in the Kansas City area participate in the Kansas City Fed's Student Board of Directors.*

Under Ward's direction, the Bank continued to strengthen its efforts in three key areas during 2011:

- **PEOPLE:** Attracting and retaining a diverse workforce.
- **PRACTICES:** Ensuring the participation of minority- and women-owned businesses in contracts and programs.
- **PARTNERSHIPS:** Engaging with diverse community organizations and urban schools to promote financial literacy.

*Kansas City Fed President Esther George, left, presents Vice President Tammy Edwards with the Bank's Diversity Change Agent Award in 2011.*



## PEOPLE

The Kansas City Fed, with Branch offices in Denver, Oklahoma City and Omaha, serves the Tenth Federal Reserve District, a large and diverse area that includes Colorado, Kansas, Nebraska, Oklahoma, Wyoming, northern New Mexico and western Missouri.

The Tenth District economy represents a wide range of industries, including agriculture, banking, energy, manufacturing, aerospace, hospitality/tourism

and military. According to the latest available data from the U.S. Census Bureau, a significantly higher percentage of the District's population lives in rural areas (33 percent) than the national average (19 percent). Likewise, the District's minority population differs from the nation's, with 27.5 percent of the District's population holding minority status, compared to 36.3 percent for the nation as a whole.

the diversity of the District. The first female chair of the Bank's head office board of directors was appointed in 1984, and in 2000, the chairs of all four offices' boards were women. Most recently, leaders from the Chickasaw and Potawatomi nations served as a board director and a member of the Bank's Community Development Advisory Council, respectively.



*Betty Dixon, the Kansas City Fed's first woman Protection officer, joined the Omaha Branch in July 1973.*

*“To serve this region, the Kansas City Fed ensures that those who serve on its boards and advisory councils are strong industry and community leaders who reflect the diversity of the District.”*



*In 2000, then-Bank President Tom Hoenig, center, is pictured with the chairs of the Bank's boards in Denver, Kansas City, Omaha and Oklahoma City.*

To serve this region, the Kansas City Fed ensures that those who serve on its boards and advisory councils are strong industry and community leaders who reflect

Throughout its history, the Kansas City Fed has placed a high priority on inclusion. Today, with 1,300 employees on staff, more than half of the Bank's

officer-level personnel are women, far surpassing the average found among comparably sized organizations in Kansas City. In addition, the Bank's Management Committee, which is responsible for setting the Bank's policy and strategic direction, is 63.6 percent female and 9.1 percent minority—surpassing the 2010 Census Kansas City metro-area averages for equivalent positions of 25.7 and 6.1, respectively.





*The Bank's new building project in 2008 focused on ensuring the workforce included minorities and women.*

## PRACTICES

The Kansas City Fed welcomes the opportunity to work with diverse suppliers and service providers. It strongly encourages the participation of minority- and women-owned businesses in its procurement process and offers a self-registration tool for suppliers on its website.

One of the largest projects in the Bank's history—the construction of its headquarters building at 1 Memorial Drive—involved the significant participation of minority- and women-owned suppliers. When construction began in 2005, the Bank was closely involved with its project partners to emphasize the importance of diversity in subcontractors and suppliers.

*The Bank is closely involved with INROADS Inc., which seeks to develop and place talented minority students in professional careers.*

with diverse businesses, by participating in outreach events with potential diverse suppliers and by creating new resources to inform diverse businesses about opportunities with the Bank.

*The Bank's partnership with the Kansas City Chapter of the National Black MBA Association provides a connection to diverse professionals.*

The project team involved the Minority Contractors Association and the National Association of Women in Construction to help identify qualified suppliers, and as a result, more than 21 percent of the project's contracts with a total value of \$45.5 million was awarded to minority- and women-owned businesses. This included \$26.7 million spent on minority contractors and \$18.8 million to women contractors. Inclusion efforts on the project also focused on ensuring the project workforce included minorities and women, who represented 16.3 percent of the total workforce.

In 2011, the Bank continued its commitment to supplier diversity by hosting business roundtables



## PARTNERSHIPS

The Kansas City Fed has developed long-standing partnerships with more than a dozen community organizations dedicated to advancing the interests of minorities and women, including the Hispanic Chamber of Commerce of Greater Kansas City, the National Black MBA Association, the National



Society of Hispanic MBAs, the Black Achievers Society and the Urban League of Greater Kansas City. In addition, Bank staff at all levels participate in and support community organizations.

One key partnership has been with the Kansas City Chapter



of INROADS, which seeks to develop and place talented minority students in professional careers. The Bank's involvement with INROADS goes back more than 30 years, and since 1991, a senior officer has participated in a leadership role with INROADS.

More than 13 years ago, the Bank was a founding member of Kansas City's Urban Financial Services Coalition, and then-president Tom Hoenig received the coalition's highest honor, the Nathaniel C. Harris Lifetime Achievement Award, in 2010.

Since the 1980s, the Bank has worked with Junior Achievement to deliver personal finance lessons to children. Annually, Bank volunteers reach some 800 students in urban areas throughout the District through this partnership. In addition, dozens of Bank employees volunteer for the annual "Teach Children to Save Day" and provide classroom lessons for thousands of elementary school children in urban school districts.

The Kansas City Fed's commitment to diversity remains strong and continues to be refined as it seeks to carry out its public service-oriented mission.



*Through the years, the Bank has sought opportunities to improve financial education in urban school districts.*



*Bank staff engaged community partners during a 2011 forum on payroll and reloadable debit cards.*



# People

## A COMMITMENT TO MINORITY *and* WOMEN EMPLOYMENT

*During her career at the Kansas City Fed, Erika Ramirez has managed a budget, worked with internal auditors, found ways to address the needs of the region's low- to moderate-income populations and coordinated the Bank's diversity strategy.*

Through these experiences, Ramirez has had opportunities to interact with the Bank's senior leaders and has gained wide exposure to a range of operations. In her current position as diversity and inclusion coordinator, she plays an important role in the Bank's OMWI efforts.

"The Bank has a long-standing history of commitment to diversity and inclusion, and we continually strive to achieve our goals," Ramirez says. "It is rewarding to be a part of an organization that places a high priority on attracting and retaining a diverse workforce."

retain and develop a workforce that is reflective of the pool of qualified candidates in its relevant labor markets. This strategy, which is publicly available on the Bank's website at [www.KansasCityFed.org/diversity](http://www.KansasCityFed.org/diversity), has resulted in a number of successes.

*“The Bank has a long-standing history of commitment to diversity and inclusion, and we continually strive to achieve our goals.”*



*Erika Ramirez, is the Kansas City Fed's diversity and inclusion coordinator and plays a vital role in the Bank's OMWI efforts.*

The Kansas City Fed is committed to being an inclusive organization where diversity is respected and leveraged in all areas to better serve its region—the Tenth Federal Reserve District.

To strengthen this commitment, the Bank in 2011 developed a three-year strategy that formalizes the Bank's efforts to attract,

The Bank's Management Committee reaffirmed standards and processes for equal employment opportunity and workforce diversity and inclusion.

The Bank's strategic planning framework identifies "Valuing Diversity and Teamwork" as one of its six Critical Success Factors and acknowledges the importance of diversity in assembling the talent and creativity needed to achieve performance excellence.



*In 2011, the Bank advertised employment opportunities with the following diverse media outlets:*

■ LOCAL NEWSPAPERS

Denver Weekly News  
Dos Mundos, Kansas City  
El Hispano, Denver  
The Kansas City Call

■ CAREERBUILDER  
PARTNERSHIPS

AmericanIndianJobs.com  
AfricanAmericanTimes.net  
Femalethiink.com  
MSNLatino.com  
KoreaDirect.com

■ FEDERAL RESERVE  
SYSTEM-WIDE  
ADVERTISEMENTS

Asian Life  
Black EOE Journal  
Hispanic Network Magazine  
IMDiversity  
Professional Woman's  
Magazine

“The Bank has historically defined diversity as being deeper than race, ethnicity or gender, to include diversity of background, thought and experience,” says the Bank’s OMWI director, Donna Ward. “Our strategy provides a clear, focused way to define our future efforts.”

RECRUITMENT

In order to carry out its important public mission, the Bank pursues a diverse candidate pool by recruiting at minority- and women-serving colleges and universities, engaging with minority student groups to communicate career opportunities, participating in urban and women-oriented career fairs targeted toward experienced job seekers, advertising job openings through women- and minority-oriented publications and websites, and partnering with diverse community organizations.

In 2011, the Bank posted job openings on 62 diverse online job boards, including AmericanIndianJobs.org, AfricanAmericanTimes.net, Femalethiink.com, MSNLatino.com and KoreaDirect.com.

On campuses across the region, the Bank has continued to build



*As a Protection officer, Edgardo Melo ensures the safety of the Bank’s people, property and assets.*



*Jeff Legette (right), a manager in the Bank’s Supervision and Risk Management Department, meets with a visitor at a Kansas City Fed community event.*

relationships with minority and women student organizations, establishing connections at more than 20 colleges and universities.

And though the Bank has long had recruiting relationships with colleges and universities, these relationships were



*Senior supervisors Kari Anderson, left, and Rhonda Patterson, right, discuss an issue in the Bank’s boardroom.*

## MINORITY *and* WOMEN EMPLOYMENT METRICS

<i>Performance Measurement</i>	<i>2011 Results</i>
■ Total Number of Minority and Women College and University Events Attended	32
■ Historically Black Colleges and Universities Events Attended	7
■ Hispanic-Serving Institutions Events Attended	21
■ Women's Colleges Events Attended	4
■ Sponsorship or Participation in Urban Career Fairs	5
■ Number of Employment Advertisements Placed in Diverse Media - Electronic	1,607
■ Number of Employment Advertisements Placed in Diverse Media - Print	15
■ Number of Partnerships with Community Organizations - Minority Employment	9

participating on employer panels, conducting classroom and student group presentations, and conducting on-campus interviews.

Recruiting efforts haven't been limited to the Tenth District. On a national level, the Bank has participated in minority recruitment initiatives with other Reserve Banks and the Board of Governors. Staff have also attended national minority professional association conferences and made employment opportunities available at national conferences of the National Urban League, the National Society of Hispanic MBAs, the National Black MBA Association, the Association of Latino Professionals in Finance and Accounting and the Atlanta Consortium.

strengthened and expanded at historically black universities, such as Lincoln University in Jefferson City, Mo., and the University of Arkansas-Pine Bluff; Hispanic-serving institutions, such as Colorado State University-Pueblo and the University of New Mexico; and women's colleges, such as Stephens College in Columbia, Mo.

Along with these efforts, the Bank's staff has participated in minority-focused career fairs, hosting information sessions,

## MINORITY *and* WOMEN HIRING RATES

<i>Hiring Rates</i>	<i>2011 Results</i>
■ Minority Hiring Rate (Percent) <sup>1</sup>	18.9
■ Women Hiring Rate (Percent) <sup>1</sup>	37.9
■ Minority Full-Time Hires Through Campus Recruiting (Percent)	13.3
■ Minority Internship Hires Through Campus Recruiting and Community Partnerships (Percent)	23.5

<sup>1</sup> Percentage reflects official, management and professional staff.



## 2011 COMMUNITY AWARDS PRESENTED TO THE BANK

- *Corporate Plus Award - INROADS*
- *Corporate Partner Award - National Society of Hispanic MBAs*
- *2011 Presidential Partner - National Black MBA Association*
- *Silver Level Partner Award - Urban Financial Services Coalition*
- *13 Years of Continuous Corporate Support - Urban Financial Services Coalition*

These efforts have paid off, with the Bank achieving successful minority and women hiring rates in 2011.

### RETENTION

Through orientation, coaching, mentorship, training and other initiatives, the Bank strives to retain and develop talented minorities and women.

With a formal mentoring program that has been in place for many years, employees have an opportunity to enter into a professional relationship

with an experienced employee to develop specific skills and knowledge that will promote professional growth. Participation in this program by minority and women employees encourages increased retention and assists with identifying and developing the Bank's future leaders.

In addition, the Bank's existing employee diversity group was reorganized in 2011 as the Employee Diversity Council to better reflect and support the

Bank's Diversity Strategy. The group's activities promote an inclusive workplace culture by encouraging employees to learn more about their colleagues' diverse backgrounds and experiences.

"Each employee in the Bank is responsible for understanding the importance of diversity and for contributing to an inclusive work environment where excellence and continuous improvement thrive," Ward says.



*Top: The Bank's Employee Diversity Council and department diversity liaisons promote an inclusive work environment throughout the Bank.*

*Bottom: The Bank's OMWT Steering Committee includes (from left): Josias Aleman, vice president, Human Resources; Erika Ramirez, Human Resources; Donna Ward, senior vice president and OMWT director; Krissey Young, vice president, Public and Community Affairs; Janel Frisch, vice president, Financial Management; and Tammy Edwards, vice president, Community Affairs.*

In 2011, the Bank also introduced the Diversity Strategy Steering Committee, which comprises senior management and other officers to support the Bank's diversity efforts. The group advises the OMWI director and is responsible for providing leadership, guidance and resources to ensure the Bank's diversity efforts are supported and strategies are achieved.

As a way to support the Bank's workforce initiatives, a new diversity training program was developed in 2011 that is required for all members of management. The training is focused on increasing the awareness of diversity and inclusion as a business opportunity, ensuring that the Bank's diversity strategy and commitment is understood.

## COMMUNITY PARTNERS

The Bank engages with numerous diverse community partners across the Tenth District to

achieve its workforce goals. The Bank also provides staff to serve as presenters and subject matter experts to organizations that seek to develop opportunities for minority and women professionals.

In 2011, the Bank expanded and strengthened its relationships with groups such as the Black Achievers Society, the Urban Financial Services Coalition and the Urban League of Greater Kansas City.

Through the years, the Bank has partnered with INROADS Inc., which provides support and internships for minority college students. Since 1991, a senior officer has been closely involved with the organization. Several current Bank employees are INROADS alumni, and the Bank's partnership benefits both organizations, as well as the community.

"In addition to providing substantive internships to high-potential college students, Bank management and Human Resources staff volunteer to provide coaching to INROADS students on business skills needed to be successful in a corporate environment," Ward says.

*Gigi Wolf, Public Affairs, works to improve the public's understanding of the Bank.*



*Bank employees meet regularly with community partners such as the National Society of Hispanic MBAs.*

## INTERNAL ASSESSMENT and REPORTING

In 2011, the Bank designed and implemented an assessment and reporting system to track the effectiveness and progress of its workforce strategies.

Each quarter, the Bank publishes a Diversity and Inclusion Performance Report that outlines recruitment results, including workforce representation as compared to census data. In addition, the report includes information on minority and women hiring rates, visits to minority- and women-serving colleges and universities, sponsorship and participation in urban career fairs, employment advertisements placed with diverse media, and partnerships with diverse organizations.

The report also measures retention, minority and women participation in the Bank's mentorship program and the results of employee surveys.





This report is reviewed by senior management, who regularly discuss successes, trends and challenges.

*Kansas City Fed President Esther George, center, receives an award recognizing the Bank's participation with the Urban Financial Services Coalition.*



The Bank has also made information about its inclusion efforts available on its website at [www.KansasCityFed.org/diversity](http://www.KansasCityFed.org/diversity). This website includes regular updates, resources, recent news articles, correspondence with members of Congress and events.

## CHALLENGES

With these successes in 2011, the Bank is mindful of several challenges:

- **Higher Education Limitations:** The Tenth Federal Reserve District has a limited number of colleges and universities that historically serve women or have a majority of students with minority status. The

Bank has expanded its recruiting efforts beyond the District's geographic boundaries, but many candidates prefer to remain in areas in which they are more familiar.

- **Competition:** Due to demographics and labor market dynamics, the Bank faces significant competition for qualified minority talent within its region. This can be attributed to the region's limited labor pool for the positions for which the Bank recruits.

## LOOKING FORWARD

The Bank has identified the following steps as it seeks to improve and enhance its workforce strategies:

- Seek to further expand minority recruitment and retention initiatives.
- Continue to evaluate the minority- and women-serving

colleges and universities where the Bank recruits talent to ensure alignment with Bank needs.

- Seek to increase minority participation in the Bank's mentorship program.
- Continue to work with community partners in order to network and interact with qualified minority candidates and provide resources to further promote professional development of minority talent.
- Continue to partner with employment contract agencies to include diverse slates of candidates for positions sourced through third-party providers.
- Continue to provide resources and information for new employees regarding the Bank's commitment to diversity in all areas during the orientation process.
- Continue to promote open communication with all employees to convey a broad awareness of the Bank's focus on diversity and opportunities to support those efforts.

# Practices

## A COMMITMENT TO MINORITY- and WOMEN-OWNED BUSINESS INCLUSION

*As president and founder of Kansas City-based ECCO Select, Jeanette Hernandez Prenger has shaped her company into one of the fastest-growing businesses in the region. From its start in 1995 as an IT consulting and staffing firm, the company saw its list of clients grow to include customers in all 50 states.*

In 2011, ECCO Select added the Federal Reserve Bank of Kansas City to that list. Through the Bank's community outreach and other efforts coordinated by its OWMI, the company became one of several new diverse suppliers to start working with the Bank.

enterprise. We have also been given access to hiring managers for questions or support."

By organizing and participating in business roundtables and community outreach events, developing enhanced communication tools and continuing its focus on the value of diverse suppliers and contractors, the Kansas City Fed's OMWI successfully ensured minority- and women-owned firms were included in the Bank's procurement process.

The Kansas City Fed believes that supplier diversity strength-

ens its operations and enriches the community, and it actively encourages and supports the participation of minority- and women-owned businesses in its procurement process.

"It is extremely important to involve minority- and women-owned businesses in all stages of our procurement processes," says OMWI Director Donna Ward. "From meeting with prospective contractors one-on-one, to ensuring we have a wide diversity of suppliers to choose from, the

*In 2011, then-Bank President Tom Hoenig participated in a panel discussion at the Mid-America Minority Business Development Council's annual Business Opportunity Fair.*



*Jeanette Hernandez Prenger, founder and president of ECCO Select, says the Bank is a "cornerstone account" for her firm.*

"We have been very pleased with the Kansas City Fed's commitment to diverse businesses," Prenger says. "ECCO Select has been given the opportunity to work on job orders across the





Kansas City Fed is committed to ensuring we meet the Dodd-Frank Act's inclusion objectives.”

As OMWI director and senior vice president of the Bank's Administrative Services Division, Ward has responsibility for developing and implementing

initiatives to utilize minority and women suppliers. The Federal Reserve System's National Procurement Office (NPO), which is responsible for managing and facilitating contracts with all 12 Reserve Banks, also provides support.



*By collaborating with stakeholders on a regular basis, the Bank assists in meeting the needs of diverse employers and suppliers.*

## DIVERSE SPEND TOTALS

*In 2011, the Bank spent a total of \$37.5 million with contractors and suppliers. The amount spent with minority- and women-owned businesses totaled \$4.6 million, or 12.2 percent of total reportable spend. Spend amounts include prime contractors only.*

	<i>Amount</i>	<i>Percent</i>
■ Total reportable spend <sup>1</sup>	\$37.5 million	100.0
■ Total diverse spend	\$4.6 million	12.2
Women-owned business spend	\$4.0 million	10.6
Minority-owned business spend	\$618,000	1.6

<sup>1</sup> Reportable spend includes all vendor payments except those made for/to the following: government entities, taxes, rent, utilities, schools or universities, and associations.

The Bank's supplier inclusion efforts have helped firms such as ECCO Select meet larger business goals.

“The Federal Reserve Bank of Kansas City is now a cornerstone account for us,” Prenger says. “We can now leverage our financial services experience to provide similar services to clients across this industry.”

*“From meeting with prospective contractors one-on-one, to ensuring we have a wide diversity of suppliers to choose from, the Kansas City Fed is committed to ensuring we meet the Dodd-Frank Act's inclusion objectives.”*



*Throughout 2011, staff representing the Bank's OMWI and procurement areas participated in several community events to meet with diverse suppliers and to discuss the Bank's procurement processes. These events included the following:*

- **PROCUREMENT ROUNDTABLE, FEB. 14**—The Bank's OMWI director hosted members of the Asian American Chamber of Commerce, the Black Chamber of Commerce, Central Exchange, the Hispanic Chamber of Commerce, the Mid-America Minority Business Development Council and the Women's Employment Network to discuss ways to increase the Bank's exposure and access to diverse suppliers.
- **HISPANIC CHAMBER OF COMMERCE, MARCH 18**—The Bank's OMWI director and senior procurement officer met with members of the Hispanic Chamber to discuss supplier diversity best practices.
- **ASIAN AMERICAN CHAMBER OF COMMERCE, MARCH 29**—Members of the Bank's purchasing and human resources staff attended a gathering focused on employment and business opportunities.
- **MID-AMERICA MINORITY BUSINESS DEVELOPMENT COUNCIL, APRIL 28**—A member of the Bank's procurement staff participated in an event designed for corporate buyers to meet and learn about key minority businesses.
- **BUSINESS DEVELOPMENT OPPORTUNITY PANEL, MAY 5**—The Bank's Community Affairs staff hosted this event at the Denver Branch to provide small businesses a chance to ask questions about procurement, lending and technical resources.
- **MID-AMERICA MINORITY BUSINESS DEVELOPMENT COUNCIL'S ANNUAL BUSINESS OPPORTUNITY FAIR, MAY 19**—The Bank's then-president spoke on a panel at this event, which helped minority-owned businesses connect with companies and discuss business opportunities. The Bank's senior procurement officer, purchasing supervisor and a supervisor from facilities management also attended.
- **KANSAS CITY GOVERNMENT CONTRACTING AND PROCUREMENT FORUM, AUG. 9**—This event, attended by the Bank's purchasing supervisor and two other staff members, was designed to showcase public sector opportunities for businesses.
- **GREATER KANSAS CITY CHAMBER OF COMMERCE CONTRACTING FAIR, NOV. 15**—At this event, the Bank held one-on-one appointments with minority- and women-owned suppliers that were identified as potential contractors.
- **FEDERAL RESERVE BANK OF ST. LOUIS BUSINESS OPPORTUNITY FAIR, DEC. 2**—Staff from the Kansas City Fed attended this event to discuss business opportunities with minority- and women-owned firms.
- **SMALL BUSINESS DAY, DEC. 10**—The Bank's Omaha Branch hosted a half-day program that provided information, resources and networking opportunities to minority business owners. Sessions were offered in English and Spanish.
- **MID-AMERICA MINORITY BUSINESS DEVELOPMENT COUNCIL NETWORKING EVENT, DEC. 15**—The Bank's OMWI director, diversity and inclusion coordinator and purchasing supervisor met with local minority-owned businesses.



## INCLUSION STANDARDS

In 2011, the Bank developed and implemented the Tenth District Supplier Diversity Policy and Standards, which formalized the Bank's long-standing commitment to diversity practices throughout its operations, including procurement.



*As part of its outreach to suppliers, the Bank has developed a Supplier Diversity brochure to inform diverse businesses about procurement opportunities.*

In addition, equal opportunity language stating the Bank's non-discrimination commitment in the solicitation, award and administration of contracts was inserted into new contracts as of Jan. 21, 2011. The language further states that by entering into a contract with the Bank, the contractor confirms a similar commitment in its own employment practices.

The Bank also has developed and implemented processes and procedures to ensure contractors are making a good-faith effort to include women and minorities in their workforces. Through the end of the year, good-faith-effort determinations had been completed for 52.3 percent of the Bank's total number of executed contracts in 2011.

## ASSISTANCE and OUTREACH

Throughout the year, the Kansas City Fed actively engaged in discussions with a number of minority- and women-owned businesses that did not have an existing contract with the Bank. These efforts resulted in forming new connections that helped the Kansas City Fed expand its pool of potential diverse suppliers.

Kansas City Fed staff was also available to assist any business that had questions about the Bank's procurement process, including how to use the Bank's electronic sourcing application.

Along with providing assistance, the Kansas City Fed hosted and attended numerous community events that supported the goals of minority- and women-owned firms. These events resulted in increased awareness of the business opportunities available to diverse suppliers seeking to do business with the Bank.

In addition, the Bank reaffirmed its memberships with the Hispanic Chamber of Commerce of Greater Kansas City, the Greater Kansas City Chamber of Commerce and the Mid-America Minority



*The Bank's Denver Branch hosted a Business Development Opportunity Panel to provide diverse businesses with information about procurement and technical assistance.*



Top: Staff at the Bank's Denver Branch discuss small business issues with community leaders at a recent event.  
 Bottom: Minority- and women-owned business owners discussed resources and opportunities with several organizations at the Omaha Branch's Small Business Day.

Business Development Council. The Bank also joined the Asian American Chamber of Commerce of Kansas City and the Black Chamber of Commerce of Greater Kansas City to increase its visibility to potential diverse suppliers and contractors.

### DIVERSE BUSINESS RESOURCES

To inform minority- and women-owned businesses about procurement opportunities and to assist them in accessing those opportu-

nities, the Bank offers a Web-based self-registration tool for all potential suppliers. The tool allows suppliers to provide information about their company and the goods or services they can provide. This database is actively mined, and a minority- or women-owned business is included in requests for proposals.

This information is shared throughout the entire Federal Reserve System, and a list of

newly registered suppliers who can provide goods or services to the Kansas City Fed is shared with the Bank's business areas on a quarterly basis.

The Kansas City Fed also utilizes a supplier diversity brochure that includes useful information for potential diverse suppliers, including information about the Federal Reserve's business needs, a link to the supplier self-registration tool and contact information for the Bank's purchasing staff. This brochure is made available at all networking and outreach events the Bank participates in.

### CHALLENGES

The Bank has identified two specific challenges as it seeks to encourage the participation of minority- and women-owned suppliers in its procurement process.

- **Classification of suppliers:** The lack of a central classification entity makes it challenging to classify suppliers as minority- or women-owned. In attempting to address this challenge, the Bank and the Federal Reserve's NPO have found shortcomings in each data management solution they have analyzed.



- *Lack of suppliers:* In some categories where the Bank seeks to procure goods or services, there is a lack of available minority- and women-owned suppliers. The Bank uses a variety of methods to attempt to identify diverse suppliers, but this challenge remains.

### LOOKING FORWARD

The Bank plans to undertake the following initiatives in 2012 to continue its diverse supplier inclusion efforts:

- Plans are under way for the Bank to host a Business Opportunity Fair in 2012. The event will provide minority-

and women-owned businesses with the chance to speak directly with various business areas in the Bank about procurement opportunities.

- The Bank will continue to engage with community and business groups to network with and identify qualified suppliers through community outreach opportunities and technical assistance. In October 2012, the Bank will attend the National Minority Supplier Development Council's Conference and Business Opportunity Fair in Denver, Colo., along with other events throughout the District.

- The Bank will host Small Business Day events throughout the District in 2012 to connect small businesses, including minority- and women-owned firms, to resources, information and opportunities in their communities.



*Top: Dell Gines, Community Affairs, leads efforts for Small Business Day events at the Bank's Omaha Branch.*



*Left: The Bank's Small Business Day at its Omaha Branch provided diverse businesses with numerous opportunities to network and connect with other firms and resources.*

# Partnerships

A COMMITMENT TO OUTREACH *and* FINANCIAL LITERACY

*The Kansas City Fed's boardroom is usually the site of discussions about the Bank's operations, the state of the economy and other issues, but another group meets there once a month to lay the foundation for their future decisions about college, careers and personal finances.*



*The 24 members of the Bank's Student Board of Directors meet monthly to interact with Bank staff and to develop skills that will help them succeed after high school.*

For Kansas City high school student Dominic Davis and the 23 other members of the Bank's Student Board of Directors, the program provides an opportunity to learn more about career opportunities, how the economy works and ways to develop a sense of financial responsibility. The select group of high school students, who represent the urban school districts of Kansas City, Mo., and Kansas City, Kan., meet monthly through the academic year and interact

closely with Bank staff to develop skills that will help them beyond high school.

"I thought it would be a good opportunity for me to jumpstart my career by learning more about a field I want to go into,"



says Davis, a student at North-east High School in Kansas City,

Mo. "It also helps me to learn about budgeting and how to manage credit for college."

The Student Board of Directors is one of many community outreach and financial literacy initiatives the Kansas City Fed undertook in 2011 as a way to reach diverse community members, including youth and adults across the Tenth Federal Reserve District.



*Above: Members of the Student Board of Directors learn about financial responsibility through workshops and other Bank events.*

*Left: Student directors discuss career opportunities with Bank staff.*

"Our community outreach programs provide valuable information, resources and connections with the public we serve," says Krissy Young, vice president of the Bank's Public



and Community Affairs departments. "Through economic education initiatives, workshops and other events, the Bank is able to help communities in our District deal with important financial issues."

In 2011, Public and Community Affairs hosted or were partners in nearly 150 financial education and public outreach events that reached more than 13,000 people, including youth and diverse audiences. Throughout the year, the Bank established formal and informal partnerships with diverse and urban school districts throughout the region. The Bank has also worked closely with a number of other organizations that are focused on promoting the interests of minorities and women.

At the Conestoga Magnet School in Omaha, Bank staff have closely partnered with teachers to develop financial education curriculum and special projects that explore economic concepts. In 2011, the Bank

published a book of illustrations and financial advice provided by the students.

"My students really enjoy the Federal Reserve volunteers who come each year," says Erin Ruis, economic specialist at Conestoga Magnet School. "This makes the students feel important. The students love it when community members spend time with them.



in their financial education plans.

In 2011, these partnerships were strengthened in urban school districts with a number of new initiatives.

To reach educators who could not bring their classrooms to the Bank or a Branch office for a tour, Public Affairs staff developed an Economic

The (Bank) staff are not only community partners, but have become personal friends."

### DIRECT OUTREACH TO URBAN SCHOOL DISTRICTS

Over the years, the Bank has developed partnerships with school districts across the Tenth District to provide information and resources to assist teachers

*The Bank organizes financial literacy events for urban schools at all grade levels.*

Exploration Traveling Trunk for secondary-level classrooms that includes a variety of personal finance activities. A pilot program is currently under way with an urban school district, and feedback from the program will be used to improve the trunk for future classrooms.

Staff members at the Bank's Omaha Branch also have partnered with educators and

*The Bank has developed innovative financial literacy programs to reach urban classrooms across the region.*





*Public Affairs staff have developed a traveling trunk of educational materials for use at urban high school classrooms across the Tenth District.*

curriculum supervisors to develop a financial literacy course that is required for 10th-grade classrooms in Omaha Public Schools. Bank staff assisted teachers in reviewing course outlines and provided information about the Federal Reserve to incorporate in course materials.

While assisting teachers in developing the new 10th-grade curriculum, Bank staff also provided professional development and support for educators in urban school districts through events such as “Evening at the Fed”—an open-house-style event allowing teachers to come to the Bank after school hours to learn more about Federal Reserve resources. In addition, the Oklahoma City Branch hosted a “Fiscally Fit Bootcamp” for educators to boost their own personal finance knowledge before passing it on to students.

“These events have always been open to any educators from any

background, but we are making specific efforts to promote these events to those who serve urban school districts,” Young says.

Feedback from educators also plays an important role in the



*Each Bank office has an Economic Education Advisory Board that provides feedback and ideas for meeting classroom goals. Kansas City's board is pictured above.*

Bank’s economic education strategy. Each office has an Economic Education Advisory Council that meets three times a year to advise the Bank on strategies and ideas for meeting classroom goals. The councils represent a diverse range of educators and school districts, and many of the plans developed at council meetings are provided to urban school districts.

*Resources for educators are readily available at outreach events hosted at the Kansas City Fed.*



Beyond supporting educators, Bank employees have also taken leadership roles at urban schools across the Tenth District. In Oklahoma City, a staff member is involved with an urban high school finance academy that

will launch in 2012. In Omaha, staff members closely partner with the Academy of Finance, which is located at four urban schools, and participate with a superintendent’s council for career education.

In Denver, staff are involved with the Career and Technical Advisory Council for Littleton Public Schools, where students receive mentoring through mock interviews and participate in entrepreneurship and financial literacy activities. Denver employees also work with Denver Public School’s South High School Academy of Finance, providing speakers, job shadowing opportunities and mentoring.



## STUDENT OUTREACH

In addition to working with school districts, the Bank provided numerous financial education opportunities directly to minority elementary and high school students in 2011.

One such initiative is the “It Makes Good Cents” program, which was the result of the Bank’s partnership with the Conestoga Magnet School in Omaha. Bank employees provided financial education lessons for 4th through 6th graders at the school and encouraged students to develop and illustrate their own financial advice. The best tips were assembled into a book that was published by the Bank and provided to each student.

*As a result of its partnership with the Conestoga Magnet School in Omaha, the Bank produced a book filled with financial tips submitted by students.*



“The students love to work with the Federal Reserve to publish a new book every year,” Conestoga’s Ruis says. “I appreciate the project, because it is a different way I can evaluate student learning. As I watch the students produce their pages, I am amazed at how much information they are retaining from my lessons.”

Another event targeting elementary students is the Bank’s annual “Teach Children to Save Day.” During this event, staff in Kansas City provide financial lessons to urban elementary classrooms across the Kansas City metro area.

At the high school level, the Bank has been involved in a number of high-profile financial education events that reached hundreds of students.

In September, the Bank led programs with both the

*As part of the annual Teach Children to Save Day, Bank employees provide financial lessons to students in urban school districts across the region.*

Congressional Hispanic Caucus (CHC) and the Congressional Black Caucus (CBC). For the CHC’s Ready to Lead Program, the Bank, in partnership with other Federal Reserve Banks, planned and delivered a financial education program that provided students with information about banking basics, bank products, credit and financing options for college.

The Bank also sponsored a video contest for Kansas City-area high school students to help highlight financial awareness. Student teams produced videos on the topic of “How do hope, engagement and well-being impact financial success?” The winning team received the opportunity to attend the CBC’s Youth Leadership Summit in



*Top: Vice President Tammy Edwards (above, center) speaks to students attending the Congressional Hispanic Caucus' Ready to Lead program in September 2011. The program provided students with information about banking, credit and financing options for college.*

Washington, while the runner-up received a tour of the Bank, a customized financial education session and a luncheon with Rep. Emanuel Cleaver II, chairman of the CBC.

During the CBC's Youth Leadership Summit, the Bank, in partnership with other Federal Reserve Banks, planned and delivered a day-long financial seminar that provided information about banking, bank products, credit and financing options for college.

The program's success has led to plans for the Reserve Banks to continue their involvement with the CBC in 2012.

The Bank also partnered with Operation HOPE to reach high school students in Denver. In November, the Bank helped deliver financial education sessions at Montbello High School to more than 400 students, who learned banking basics and the

entrepreneurs throughout the Tenth District.

Some highlights:

- Each office assisted with the coordination of state- or community-level "Money Smart" events. These events,



*Right: High school students participate in a financial education workshop at the Bank,*

importance of using a bank.

In addition, the Bank launched its Student Board of Directors program in Kansas City, which has met tremendous success. By engaging directly with students on the Board, the Bank is helping provide a solid foundation for students' future careers.

"Each of these programs helped provide students with knowledge they can use to make wise financial decisions," Young says.

## OUTREACH TO COMMUNITY GROUPS and THE PUBLIC

Along with its outreach initiatives to school districts and students, the Bank in 2011 planned and implemented many programs to reach diverse consumers and

which range from one day to an entire month, offer financial education programs to the public. Presenters at these events include the Bank, financial institutions, government agencies, nonprofit organizations and volunteers.

- In July, the Bank's Omaha office hosted a Refugee Entrepreneurship Pilot Training Program and Listening Session with prospective entrepreneurs from three Omaha refugee resettlement agencies. The session explored ways technical assistance agencies could help bring refugees into the city's small business community.
- The Bank hosted a roundtable



event in August that provided community leaders with consumer information and resources developed by the Bank. The CEO of the Urban League of Greater Kansas City and the organizers of the Kansas City Black Expo provided information on their community development programs.

- In September, the Bank hosted a mortgage assistance program for borrowers who were facing foreclosure. Attendees received assistance from housing counselors and representatives from five major loan servicers. The event was held in conjunction with the Kansas City Black Expo and the HOPE Now Alliance.
- The Bank's Omaha office hosted a Small Business Day in December, which provided information, resources and networking opportunities to minority business owners. More than 250 people attended the event and received assistance on financing, business planning, marketing and technical assistance. Sessions were offered in both English and Spanish.

Bank staff also presented and spoke to numerous diverse audiences throughout 2011, including

the Hispanic Chamber of Commerce of Greater Kansas City, the African American Empowerment Network Conference in Omaha, the UMB Bank Women's Network in Kansas City, the African American Male Success Summit in Kansas City and the "Women and Money" financial education series in Kansas, among others.

## CHALLENGES

While 2011 resulted in many successes in terms of financial education initiatives and public and community outreach, several challenges remain for 2012 and beyond.

- *School district budgetary challenges:* One significant challenge the Bank could face in coming years deals with the ability of school districts to

*Right: U.S. Rep. Emanuel Cleaver II of Kansas City speaks to a Congressional Black Caucus (CBC) program for high school students organized by the Federal Reserve.*

*Below: High school students from the Kansas City, Mo., school district participate in the CBC's Youth Leadership Summit in Washington.*

continue to fund financial education programs. Developing and implementing financial education programs amid budgetary constraints requires creative and alternative ways to reach educators and students. Several school districts the Bank has partnered with have reported severely restricted time available for educators to participate in professional development activities with the Bank.

- *Classroom time constraints:* As school districts continue to balance the needs of required curriculum instruction and mandatory testing preparation, finding time for financial





*U.S. Rep. Emanuel Cleaver II of Kansas City attended a luncheon hosted by the Kansas City Fed for the runners-up of the CBC's video contest. The students also received a financial education workshop from Bank staff.*

literacy topics can be difficult. Leveraging resources that can be integrated closely within other curriculum will be vital to address this need.

## LOOKING FORWARD

In 2012, the Bank has identified several opportunities to enhance its financial education programs with urban school districts, as well as its community and public outreach initiatives.

- The Bank will evaluate existing curricula and resources to identify culturally relevant examples and anecdotes for inclusion to ensure its materials are as effective as possible.
- Among the new programs slated for 2012 is "Financial Fables." These interactive e-books for young children combine reading, economics and personal finance lessons into stories that are entertaining and educational. Each "Fable"

has related teacher lessons and is aligned with national economic personal finance standards, as well as state reading standards. Interactive features will include activities and games, along with suggested family activities.

- The Bank will also develop webinars and microlessons to help make economic concepts more understandable for all audiences; build broader and deeper relationships with urban school districts; evaluate student-facing programming that can benefit diverse audiences; and continue its partnerships with the CBC and the CHC to deliver financial education programs at their respective annual conferences.
- The Bank will expand its Student Board of Directors program to all District offices to build on the success found in Kansas City.

- Going forward, the Bank will continue to host Small Business Days in the Tenth District to provide resources and information to diverse business owners; host roundtables to include diverse stakeholders in conversations



*Students taking part in the Bank's Money Smart Month events show their projects to community members.*

about community issues; identify prominent diverse business and community leaders as potential Bank directors and advisory board members; and continue to support diverse community organizations through partnerships.

- The Bank plans to launch a "Summer at the Fed" program to provide low- to moderate-income students in the Kansas City area with a free, two-day economic education day camp experience to learn about fundamental economic principles and personal finance concepts in a fun and unique way. Select participants in the Student Board of Directors program are expected to be hired to assist with programming and activities.



2011 SELECTED FINANCIAL EDUCATION *and* COMMUNITY OUTREACH INITIATIVES

<i>Date</i>	<i>Event</i>	<i>Location</i>	<i>Attendance</i>
■ Jan. 25 and Feb. 10	Omaha Public Schools Resource and Curriculum Specialist Workshop	Omaha, Neb.	62
■ Feb. 10	Hispanic Chamber of Commerce of Greater Kansas City Biz Fest	Overland Park, Kan.	140
■ Feb. 12	Leverage of Omaha/Black Entrepreneurship	Omaha, Neb.	45
■ March 18	Men of Distinction/Introduction to Entrepreneurship	Omaha, Neb.	90
■ March 23	UMB Bank Women's Network	Kansas City, Mo.	90
■ April 2	Money Smart Day	Kansas City, Mo.	237
■ April 23	Money Mania/Jump\$tart Your Money Week	Oklahoma City, Okla.	500
■ April 25	The State of Financial Literacy Education	Oklahoma City, Okla.	75
■ April 26	Teach Children to Save Day	Kansas City metro area	2,150
■ April 30	Money Smart Colorado Week	Denver, Colo.	200
■ May 5	Business Development Opportunities	Denver, Colo.	71
■ May 19	African American Empowerment Network	Omaha, Neb.	200
■ June 24	City of Kansas City, Mo., Bright Futures Workshop	Kansas City, Mo.	92
■ Aug. 23	Community Leader Roundtable	Kansas City, Mo.	60
■ Aug. 24	African American Male Success Summit	Omaha, Neb.	250
■ Sept. 12	Congressional Hispanic Caucus Financial Education Program	Washington, D.C.	200
■ Sept. 15-16	Financing Healthy Food Options Workshop	Kansas City, Mo.	37
■ Sept. 17	Mortgage Assistance Program	Kansas City, Mo.	150
■ Sept. 23	Congressional Black Caucus Financial Education Program	Washington, D.C.	85
■ Sept. 30	Oklahoma Society of CPAs Women's Financial Conference	Oklahoma City, Okla.	150
■ Nov. 3	Banking on Our Future/HOPE Now	Denver, Colo.	425
■ Nov. 4	Oklahoma Society of CPAs/Do it Herself Conference	Tulsa, Okla.	100
■ Dec. 9	Colorado Education for Leadership and Democracy Conference	Denver, Colo.	200
■ Dec. 10	Small Business Day	Omaha, Neb.	250

# Appendix

*In 2011, the Kansas City Fed's Management Committee, which has overall responsibility for strategic planning and policy direction, reaffirmed long-established standards for workforce diversity and Equal Employment Opportunity (EEO).*

The Kansas City Fed's EEO policy reads as follows: "The Bank is an equal opportunity employer. The Bank's Equal Employment Opportunity (EEO) policy applies to all aspects of employment, including

recruiting, hiring, training and promoting individuals. As such, all decisions are made without regard to race, color, religion, sex, national origin, age, disability, sexual orientation or genetic information."

The following pages contain metrics related to the Bank's workforce representation. These charts, along with more information about the Kansas City Fed's commitment to diversity in its people, practices and partnerships, are available at [www.KansasCityFed.org/diversity](http://www.KansasCityFed.org/diversity).



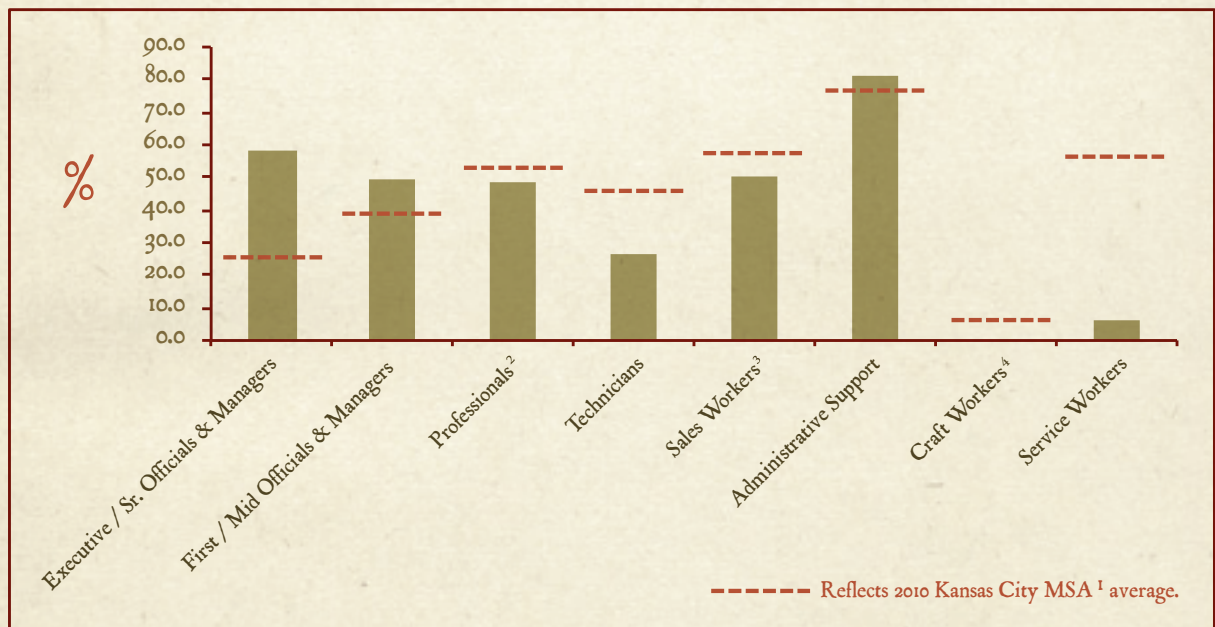
*The Bank was recognized in 2011 for its inclusion efforts by several community partners.*



## 2011 MINORITY WORKFORCE REPRESENTATION, KANSAS CITY OFFICE



## 2011 FEMALE WORKFORCE REPRESENTATION, KANSAS CITY OFFICE



<sup>1</sup>Kansas City Metropolitan Statistical Area (MSA) is based on 2010 federal statistics provided by the U.S. Census Bureau.

<sup>2</sup>Professionals include analysts, economists, examiners and IT professionals.

<sup>3</sup>Sales workers represent a small number of the total workforce with two total positions in the Kansas City office.

<sup>4</sup>Craft workers represent a small number of the total workforce with 25 total positions in the Kansas City office.

*Note:* Numbers may not add due to rounding. Information reflects EEO - 1 data as defined by the Equal Employment Opportunity Commission (EEOC). The data is as of August 31, 2011, in order to match our submitted annual EEO-1 report to the EEOC. The report is primarily based on employee self-identification. Per EEO guidance, if race or ethnic information is not self-reported, observer identification may be used. The Federal Reserve Bank of Kansas City follows a standard practice of reviewing employee representation against Census occupational data (broken down by EEO-1 categories and job groups). The Bank uses Census EEO-1 data because measuring performance against the broader Census population data is not comparable; the broader population data does not take into account the demographics of the labor pool that feed into each job category and group.



2011 FEDERAL RESERVE BANK of KANSAS CITY WORKFORCE REPRESENTATION DATA

*Female Representation*

JOB CATEGORIES	WHITE		BLACK <i>or</i> AFRICAN AMERICAN		HISPANIC <i>or</i> LATINO	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
■ Executive / Sr. Officials & Managers	6	85.7	-	-	1	14.3
■ First / Mid Officials & Managers	88	88.9	5	5.1	3	3.0
■ Professionals	241	86.7	23	8.3	7	2.5
■ Technicians	19	70.4	6	22.2	1	3.7
■ Sales Workers	3	100.0	-	-	-	-
■ Administrative Support	109	72.2	23	15.2	16	10.6
■ Craft Workers	-	-	-	-	-	-
■ Service Workers	8	80.0	1	10.0	-	-
TOTAL	474	82.4%	58	10.1%	28	4.9%

*Male Representation*

JOB CATEGORIES	WHITE		BLACK <i>or</i> AFRICAN AMERICAN		HISPANIC <i>or</i> LATINO	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
■ Executive / Sr. Officials & Managers	5	100.0	-	-	-	-
■ First / Mid Officials & Managers	101	91.8	4	3.6	5	4.5
■ Professionals	259	86.6	7	2.3	11	3.7
■ Technicians	60	84.5	7	9.9	1	1.4
■ Sales Workers	2	100.0	-	-	-	-
■ Administrative Support	25	65.8	4	10.5	4	10.5
■ Craft Workers	31	93.9	1	3.0	1	3.0
■ Service Workers	69	75.0	12	13.0	7	7.6
TOTAL	552	84.9%	35	5.4%	29	4.5%



NATIVE HAWAIIAN <i>or</i> PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN <i>or</i> ALASKAN NATIVE		TWO <i>or</i> MORE RACES		OVERALL TOTALS	
<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
-	-	-	-	-	-	-	-	7	100
-	-	3	3.0	-	-	-	-	99	100
1	0.4	5	1.8	-	-	1	0.4	278	100
-	-	1	3.7	-	-	-	-	27	100
-	-	-	-	-	-	-	-	3	100
1	0.7	2	1.3	-	-	-	-	151	100
-	-	-	-	-	-	-	-	0	0
-	-	1	10.0	-	-	-	-	10	100
2	0.3%	12	2.1%	0	0.0%	1	0.2%	575	100%

NATIVE HAWAIIAN <i>or</i> PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN <i>or</i> ALASKAN NATIVE		TWO <i>or</i> MORE RACES		OVERALL TOTALS	
<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
-	-	-	-	-	-	-	-	5	100
-	-	-	-	-	-	-	-	110	100
-	-	20	6.7	2	0.7	-	-	299	100
-	-	1	1.4	1	1.4	1	1.4	71	100
-	-	-	-	-	-	-	-	2	100
-	-	5	13.2	-	-	-	-	38	100
-	-	-	-	-	-	-	-	33	100
1	1.1	3	3.3	-	-	-	-	92	100
1	0.2%	29	4.5%	3	0.5%	1	0.2%	650	100%

*Note:* Numbers may not add due to rounding. Information reflects EEO - 1 data as defined by the Equal Employment Opportunity Commission (EEOC). The data is as of August 31, 2011, in order to match our submitted annual EEO-1 report to the EEOC. The report is primarily based on employee self-identification. Per EEO guidance, if race or ethnic information is not self-reported, observer identification may be used. The Federal Reserve Bank of Kansas City follows a standard practice of reviewing employee representation against Census occupational data (broken down by EEO-1 categories and job groups). The Bank uses Census EEO-1 data because measuring performance against the broader Census population data is not comparable; the broader population data does not take into account the demographics of the labor pool that feed into each job category and group.





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[WWW.KANSASCITYFED.ORG](http://WWW.KANSASCITYFED.ORG)