



Commitment to Diversity and Inclusion

2018 REPORT TO CONGRESS



OMWI



Federal Reserve Bank of Kansas City
Office of Minority and Women Inclusion



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On the cover: Federal Reserve Bank of Kansas City employees participate in a range of diversity activities at the Bank. Among those employees, from left: Fernando Urasma, Vaani Ranganatham, Tasha Shaw, Jennifer Wilding, Victor Tran and Elizabeth Rodriguez.

Esther L. George

President and Chief Executive Officer
Federal Reserve Bank of Kansas City



MARCH 29, 2019

At the Federal Reserve Bank of Kansas City, our commitment to diversity and inclusion is long-standing. We recognize the value that diversity brings to our organization in helping us carry out and complete our mission.

This report highlights the key role that diversity and inclusion has played throughout 2018 in the areas of our workforce, supplier and procurement strategies and financial education. The following pages detail our efforts in meeting the requirements outlined by Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

Through our Office of Minority and Women Inclusion (OMWI), we seek to strengthen and continuously improve our goal of ensuring our activities are inclusive and represent the range of backgrounds and experiences that make up the Federal Reserve's Tenth District. The following pages tell the story of our successes and challenges during 2018.

For more information about our diversity and inclusion efforts, visit www.kansascityfed.org/aboutus/kcfedinformation/diversity.

A handwritten signature in black ink that reads "Esther L. George". The signature is written in a cursive, flowing style.

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

EXECUTIVE SUMMARY



Kansas City Fed employees from left: Jason Zhang, Fawn Jamerson, Emily Relph, Chelsy Carter and Wendell Thomas.

The Federal Reserve Bank of Kansas City's Office of Minority and Women Inclusion in 2018 continued to build and strengthen the Bank's commitment to diversity and inclusion.

The Bank recognizes that achieving its mission across its large, varied region requires diversity that reflects the communities it serves and the people it represents. The Bank experienced a number of successes during 2018 relative to its strategy of focusing on people, procurement and partnerships.

STANDARDS AND PROCEDURES

While the Bank has had a rich history of diversity and inclusion long before the Dodd-Frank Act of 2010, the Act led to more formal standards and procedures through OMWI for the following:

- Equal Employment Opportunity and racial, ethnic and gender diversity of the workforce and all management.
- Participation of minority-owned and women-owned businesses in the Bank's programs and contracts.
- Fair inclusion in the workforce of contractors.
- Technical assistance for minority-owned and women-owned businesses.

PEOPLE, PROCUREMENT AND PARTNERSHIPS

The Bank's focus on diversity and inclusion applies to all business areas. Throughout 2018, the Bank enhanced its efforts to remain proactive and progressive relative to its strategy.

PEOPLE

- The total minority hiring rate increased to 29.8 percent in 2018, which is 8.1 percentage points higher compared with 21.7 percent in 2017. The total female hiring rate increased to 44.0 percent, which is 3.6 percentage points higher compared with 40.4 percent in 2017.
- To attract diverse talent, the Bank continues to pursue qualified applicants through recruiting events and programs at majority-minority serving colleges and universities and community collaborative partner events. Bank employees recruited talent at 44 colleges across 10 states, including 14 majority-minority and women-serving colleges and universities.
- In 2018, participation in the Bank's formal mentoring program reached a five-year high of 31.8 percent, including 29.5 percent of the minority workforce and 38.7 percent of the female workforce.

PROCUREMENT

- The Bank identified and included diverse suppliers in 82 percent of all requests for proposals in 2018.
- The Bank awarded 24.9 percent of all contracts to minority-owned and women-owned businesses in 2018.

PARTNERSHIPS

- More than 6,000 students attended a financial education program hosted by the Bank.



Tammy Edwards

OFFICE OF MINORITY AND WOMEN INCLUSION

The Kansas City Fed's Office of Minority and Women Inclusion (OMWI) is led by Vice President Tammy Edwards, who was appointed OMWI director in 2018. In this role, she leads development and implementation of diversity and inclusion strategies and continues to serve as vice president of Community Development and Strategic Engagements for the seven states of the Tenth Federal Reserve District.

Edwards joined the Bank in 2008 after holding various leadership positions at Sprint Corp. She regularly presents on various leadership, community and economic development topics and co-edited the 2015 book, "Transforming U.S. Workforce Development Policies for the 21st Century."

In 2018, Edwards completed a leadership development program that included shadowing Dallas Fed President Robert Kaplan. The program, administered by the Federal Reserve's Conference of First Vice Presidents, encourages leaders to work with senior management at other Reserve Banks to gain new insight and share ideas.

OVERVIEW



Founded in 1914, the Federal Reserve Bank of Kansas City is one of 12 regional Reserve Banks, which, along with the Board of Governors in Washington, D.C., make up the Federal Reserve System.

As the central bank for the United States, the Federal Reserve System is responsible for three mission areas: setting the nation's monetary policy, providing financial services to depository institutions and supervising and regulating financial institutions. The System's decentralized structure, which includes local boards of directors and advisory councils at each Reserve Bank, ensures that a broad spectrum of views from the public at the regional level is used in national policy deliberations.

The Kansas City Fed employs nearly 2,000 people at its head office in Kansas City and at Branch offices in Denver, Oklahoma City and Omaha. The Bank is responsible for the Tenth Federal Reserve District, an area that includes Colorado, Kansas, Nebraska, Oklahoma, Wyoming, northern New Mexico and western Missouri. The Tenth District economy represents a wide and diverse range of industries, including agriculture, banking, energy, manufacturing, aerospace, hospitality/tourism and military.

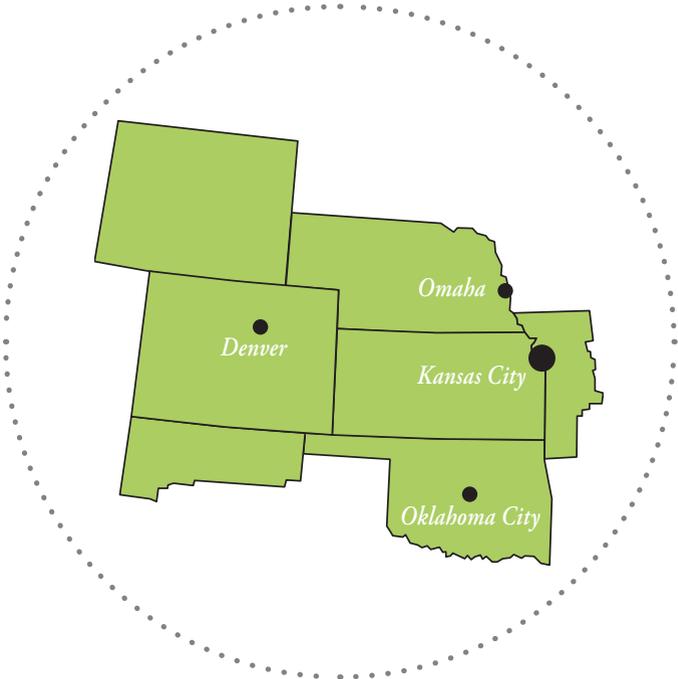
In accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, each Reserve Bank, along with the Board of Governors, established an Office of Minority and Women Inclusion (OMWI) that is responsible for matters relating to diversity in management, employment and business activities.

The Kansas City Fed's OMWI oversees the Bank's workforce diversity, procurement, financial education and community partnerships. We believe diversity strengthens our organization and enriches the work we do.

The Kansas City Fed and its Branches are guided by a 12-member senior management team, boards of directors and advisory councils. The Bank's senior

management guides the organization's mission, vision, values, strategy and diversity and inclusion objectives. Women and minorities represent 66.7 percent and 16.7 percent of senior management, respectively.

The Bank also focuses on diversity among the members of boards of directors. To reflect the diversity of the region and ensure broad and diverse views are a part of the central bank's monetary policy deliberations, the



Bank monitors the demographic representation of its boards of directors and advisory councils. In 2018, the head office board was 33 percent minority and 33 percent female. The District's four boards of directors were 37 percent minority and 40 percent female.

The minority and female representation for the District's boards increased each year since 2015.



Rose Washington, chair of the Kansas City Fed's Board of Directors, speaks at a Forum for Minority Bankers hosted by the Bank.

PEOPLE

MINORITY AND WOMEN EMPLOYMENT



Employee Dawn Lasley participates in the Bank's Diversity and Inclusion Retreat.

The Federal Reserve Bank of Kansas City continues to place a high priority on ensuring the diversity in our region is reflected in our workforce, business activities and community partnerships. The Bank is best positioned to maintain the public's trust and confidence when its leadership team, employees, boards of directors, advisory councils, suppliers and community partners reflect the diversity that characterizes the region.

The Bank seeks to attract, retain and develop a diverse workforce at all levels and is committed to diversity through an inclusive environment where everyone feels welcomed, valued and respected. In 2018, the Bank experienced a number of successes relative to its minority and women employment goals.

RECRUITMENT

Recruiting is a crucial part of building the Bank's talent pool. To attract candidates, Bank employees visit college campuses in 10 states to participate in campus recruiting efforts. Diversity recruiting liaisons assigned to majority-minority serving campus teams continued to connect and build relationships with multicultural offices and diverse

student organizations. As a part of these efforts, Bank employees recruited at 14 historically black colleges and universities, Hispanic-serving universities and women-serving colleges and attended 18 events, which included career fairs, classroom presentations and signature networking events. Recruiting materials were enhanced to include information describing the Bank's commitment to diversity and inclusion. Throughout 2018, Bank employees recruited at the following campuses:

OMWI CAMPUS RECRUITING

- Clark Atlanta University
- College of St. Mary
- Colorado State University at Pueblo
- Cottey College
- Langston University
- Lincoln University
- Morehouse College
- Prairie View A&M University
- Spelman College
- Stephens College
- Texas Southern University
- Texas Woman's University
- University of Arkansas at Pine Bluff
- University of New Mexico

18 In 2018, Bank employees attended 18 campus events at diverse colleges and universities.

EXPERIENCED PROFESSIONAL RECRUITING

The Bank attracts experienced professionals through a variety of channels, including hosting professional networking events, attending national conferences and collaborating with national organizations. This year, Bank representatives attended 11 urban career fairs and 32 professional networking events to leverage sources for highly qualified diverse talent.

COLLABORATIVE PARTNERS

The Bank partners with several professional and diverse organizations to connect with the community and create an additional talent sourcing channel. Employees from across the Bank are invited to attend multiple professional networking events throughout the year with these diverse organizations within the community.

In addition, these collaborative partners are invited to Diversity and Inclusion Summits hosted by the Bank, where they have the opportunity to hear from and connect with Bank leadership.

In 2018, the Bank hosted nine collaborative partner events and five Diversity and Inclusion Summits. Summit topics included unconscious bias in recruiting and women in technology.



Bank employee Brian Kantanka was recruited to the Bank through the INROADS program, which helps businesses gain greater access to diverse talent through continuous leadership development of outstanding diverse students.

Recruiting efforts were expanded beyond the Tenth District to include collaboration with nationwide organizations. These organizations include:

- Grace Hopper Anita Borg Institute – National Society of Women in Technology
- LaSTEMA
- National Black MBA Association
- Prospanica
- Women in Technology
- Women’s Business Enterprise

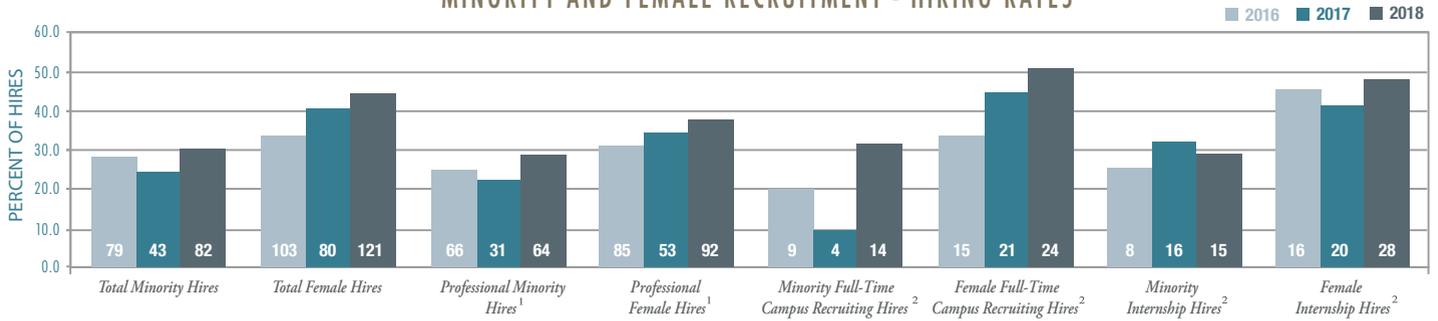
In addition to recruiting events, the Bank attracts talent through electronic and print advertisements in diverse media.

WORKFORCE

In 2018, the Kansas City Fed’s employees reflected a diverse employee population when compared with relevant job groups (i.e., senior executives, midlevel managers and professionals) in the Kansas City Metropolitan Statistical Area (MSA). Overall, the Bank’s workforce is 21.5 percent minority and 43.6 percent women. A comparison of the majority of the Bank’s workforce revealed that the overall representation of women and minorities exceeds MSA levels (as reported in the 2015 U.S. Census Equal Employment Opportunity (EEO) data for the MSA).

DIVERSITY RELATED RECRUITING ACTIVITIES 2018	
Total Number of Minority and Women-serving Colleges and University Events Attended	18
Historically Black Colleges and Universities Events Attended	10
Hispanic-serving Colleges and Universities Events Attended	4
Women-serving College and University Events Attended	4
Total Number of Urban Career Fairs and Networking Events	43
Sponsorship or Participation in Urban Career Fairs	11
Urban and Diverse Professional Organizations Networking Events	32
Total Number of FRBKC Hosted Diversity Events	14
FRBKC Hosted Collaborative Partner Events	9
FRBKC Hosted Diversity and Inclusion Summits	5

MINORITY AND FEMALE RECRUITMENT - HIRING RATES



¹Data reflects official, management and professional staff.

²Data reflects employees who started in the represented year.

2018

Effects of the Bank's recruiting efforts in 2018:

- New hires were 44% female and 29.8% minorities
- Females represent 43.6% and minorities are 21.5% of the total workforce

EMPLOYEE ENGAGEMENT

The Bank uses several forums to educate employees about its commitment to diversity and inclusion and expectations of staff. Specifically, employee education efforts focus on the importance of diversity to the Bank's success and the link between inclusive behaviors and organizational success. Diversity and inclusion education is included in new employee orientation, professional development courses, management training curricula and diversity summits.



Bank employee Mattie Brown stands with Bank President Esther George after joining the Kansas City Black Achievers Society. Brown was nominated by the Bank to join the prestigious service organization.



Erika Hamilton, assistant vice president in the Administrative Services Division, participates in a Growth Circle coordinated by WITCOP, the Bank's Community of Practice supporting women in technology. The Growth Circle offers networking opportunities and informal mentoring to women at the Bank.

The Bank uses a formal one-on-one mentoring program to assist employees in developing specific skills and enhancing professional growth. In 2018, participation in the Bank's formal mentoring program reached a five-year high of 31.8 percent, including 29.5 percent of the minority workforce and 38.7 percent of the female workforce.

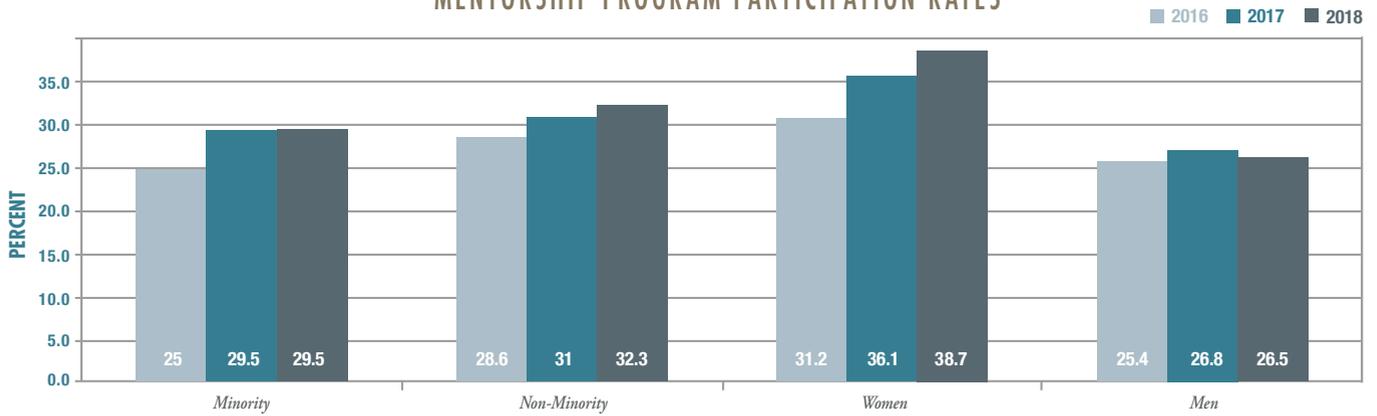
In addition to the formal mentoring program, the Bank also leverages employee-led organizations to enhance cultural awareness and professional and personal development.

The Women in Technology Community of Practice (WITCOP) focuses on empowering and developing current and aspiring women technologists at the Kansas City Fed to achieve leadership through technology.

The Minority Members of Management Mentoring Group focuses on developing and supporting minority managers through programs, interactive discussions and networking.

In June, three employees from the Bank's Economic Research Division attended an event hosted by the Board of Governors, the Federal Reserve Bank of San

MENTORSHIP PROGRAM PARTICIPATION RATES¹



¹Percentage reflects total workforce.

Francisco and the Federal Reserve Bank of Cleveland to provide information to female and minority Research Associates in the Federal Reserve System who are interested in pursuing a Ph.D. in economics or finance. The conference enhanced ad hoc efforts in a more inclusive way, to connect diverse staff across the System who have an interest in graduate school with more experienced practitioners.

The Kansas City Fed uses its Women Economists Network, led by Denver Branch Executive and Vice President Alison Felix, to collaborate on research interests, current projects and future goals.

The group offers networking and mentoring for all women economists at the Bank and has the measurable goal of inviting more women economists to the Bank from external organizations to present their research.

All Bank employees are invited to participate in enrichment activities led by the Employee Diversity Committee. The group hosted several programs through the year, including the sixth annual Diversity and Inclusion Awareness Week, where more than 700 employees participated Districtwide.

More than 100 employees attended the annual Diversity and Inclusion Retreat. The event included interactive activities and diversity and inclusion-themed videos

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The Bank participated in 43 networking and career events with urban and diverse professional organizations, including the Asian American Chamber of Commerce of Kansas City, Hispanic Chamber of Commerce of Greater Kansas City and the Urban League of Greater Kansas City.



The Women Economists Network provides a resource for women at the Bank to collaborate on research topics and serve as mentors to one another.

to foster discussion. Participants candidly shared their stories and experiences while relating challenges around their efforts to build a solid inclusive foundation for future success.

The biennial internal Managers and Supervisors Conference included a focus on inclusive leadership practices. The agenda featured a keynote address from Vice President and OMWI Director Tammy Edwards, a tip sheet on inclusive leadership habits and a breakout session with interactive exercises.

INTERNAL REPORTING AND ASSESSMENT

The Bank has an established, systematic process to measure progress toward achieving its diversity and inclusion goals. The Bank produces a quarterly Diversity and Inclusion Report that highlights recruitment results, including workforce representation as compared with Equal Employment Opportunity Commission (EEOC) and Census data. The report also includes information on minority and women hiring and retention rates, participation in the Bank's mentorship program, visits to minority and women-serving colleges and universities, participation and sponsorship in urban career fairs, employment advertisements with diverse media and partnerships with diverse organizations. Diversity and EEO-related metrics are shared regularly with the Bank's senior leaders. Bank employees have access to Bank performance reports that include key workforce representation and hiring metrics.

SUCCESSSES

- Conversation guides were developed and provided to management for discussion with staff on diversity and inclusion topics.
- Two diversity and inclusion accountability guides were developed and introduced to managers and supervisors at their biennial conference.
- The Bank's internal and external communication plans were enhanced to incorporate more diverse and inclusive content and images.

CHALLENGES

The Bank is committed to its workforce diversity and inclusion strategies and addressing challenges in meeting its goals. Key challenges include:

- Identifying and competing for diverse talent who have highly specialized and technical skills.
- Increasing sourcing capabilities to expand the percent of minorities that see and apply for positions.
- Leveraging external partners to be of greater assistance in sourcing talent, suppliers and candidates for the Bank's boards and councils.
- Further employee engagement—ensure minority and women employees are fully participating in career planning, development and networking opportunities to further their engagement and career goals.

LOOKING AHEAD

As the Bank continues to seek ways to improve its workforce diversity and inclusion efforts, it has identified a number of future goals, including:

- Implement the Bank's 2019–20 Diversity and Inclusion strategic plan and quarterly performance reports.
- Evolve the campus recruiting strategy to maximize outreach opportunities at colleges and universities in the region and enhance recruiting relationships with historically black colleges and universities, Hispanic-serving institutions and women-serving colleges.
- Add diversity-focused recruiter position to increase sourcing and talent pipeline.



PROCUREMENT

SUPPLIER DIVERSITY



The Bank was recognized for outstanding efforts in supplier diversity at the Midwest Supplier Diversity Exposition. Pictured from left are Andrés Rivera, Diana Serrano, Tammy Edwards and Curt Haverland.

STRATEGIES

The Bank's supplier diversity strategy seeks to increase participation of minority-owned and women-owned businesses in contracting opportunities and ensure the Bank's suppliers are similarly committed to diversity and inclusion. When the Bank makes competitive acquisitions, it ensures at least one minority-owned and one woman-owned business are included, when available.

To identify diverse suppliers, Bank staff partners with diverse groups and organizations and participates in outreach activities targeted to minority-owned or women-owned businesses. During these interactions, the Bank shares information about its acquisition process and also provides access to a self-registration tool for businesses interested in contract opportunities with the Bank.

All Bank contracts contain a written statement asserting the Bank's commitment to equal opportunity in employment and contracting. They further state that by entering into a contract with the Bank, the supplier confirms a similar

commitment in its own business practices. To verify compliance with this commitment, suppliers may be asked to provide documentation of the actions they have undertaken to include minorities and women in their workforce.

RESULTS

In 2018, the Bank spent \$5.9 million with diverse suppliers. This constituted 12.8 percent of its total reportable spend, including 7.3 percent with minority-owned businesses and 5.5 percent with women-owned businesses. This represented an increase in total diverse spend compared with \$5.7 million in 2017.

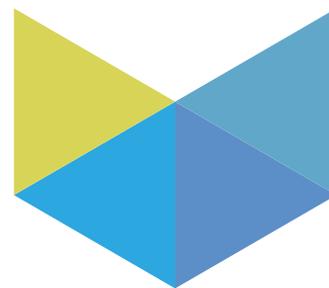
The Bank continues to partner with local, regional and national organizations that support minority-owned and women-owned business members. These partnerships help communicate business opportunities and build a network of diverse suppliers.

In 2018, the Bank participated in 11 outreach events and activities that provided staff with opportunities to connect with diverse suppliers. Additionally, the Bank hosted multiple meetings with diverse suppliers

to learn more about their work and to inform those suppliers about the Bank's general business needs and procurement practices. The Bank was recognized and received an award for "Turning Contacts into Contracts" at the Midwest Supplier Diversity Exposition.

CHALLENGES

The Bank continues to make progress on its supplier diversity objectives, but faces challenges identifying qualified diverse suppliers for certain goods and services, such as specialized technology. Also, the Bank continues to be challenged with increasing the responsiveness of diverse suppliers to competitive acquisitions. The Bank regularly surveys suppliers who did not respond to a request for proposal to solicit feedback. Feedback indicates that nonresponsive suppliers often feel they do not have the resources available to provide the requested goods or services during the time schedule required.



SPEND WITH CONTRACTORS AND SUPPLIERS

DESCRIPTION	MEASURE	2014	2015	2016	2017	2018
Total Reportable Spend¹	\$ (millions)	42.8	47.7	49.7	43.5	46.2
Total Diverse Spend²	\$ (millions)	8.6	7.0	5.7	5.7	5.9
	%	20.1	14.7	11.5	13.1	12.8
Minority-owned³	\$ (millions)	3.2	3.3	2.3	2.3	3.4
	%	7.4	7.0	4.7	5.3	7.3
Minority-owned (men)	\$ (millions)	2.5	2.9	1.6	1.6	2.9
	%	5.8	6.1	3.2	3.7	6.3
Minority-owned (women)	\$ (millions)	0.7	0.4	0.7	0.7	0.5
	%	1.6	0.9	1.5	1.6	1.0
Women-owned³	\$ (millions)	6.1	4.1	4.1	4.1	3.0
	%	14.3	8.6	8.3	9.4	6.5
Women-owned (non-minority)	\$ (millions)	5.4	3.7	3.4	3.4	2.5
	%	12.7	7.7	6.8	7.8	5.5
Women-owned (minority)	\$ (millions)	0.7	0.4	0.7	0.7	0.5
	%	1.6	0.9	1.5	1.6	1.0

¹Reportable spend includes all vendor payments except those made for/to association memberships, dues and fees; international banks; intercompany/inter-Fed transfers; government payments; payment network fees; rent; and utilities.

²Total Diverse Spend = Minority-owned (men) + Minority-owned (women) + Women-owned (non-minority).

³Women-minority numbers are included in both Minority-owned and Women-owned Totals.

PARTNERSHIPS

OUTREACH AND FINANCIAL EDUCATION



Students from majority-minority high schools in the Kansas City metro area participate in the Math X Economics event hosted by the Bank. Math X Economics is a hands-on learning experience that encourages students to consider career paths in economics and data science.

In 2018, the Bank continued its long-standing commitment to provide financial education and mentorship opportunities to urban high schools and minority students across the seven-state region it serves. Throughout the year, the Bank continued and expanded partnership opportunities with diverse school districts, youth organizations and community groups, ultimately reaching thousands of students and teachers throughout the Tenth District. The Kansas City Fed

believes this investment leads to stronger communities and better opportunities for young people of diverse backgrounds.

RESULTS

Employees in each of the Bank's four offices are dedicated to providing economic education to students at urban school districts in Kansas City, Albuquerque, Denver, Oklahoma City and Omaha.

INNOVATIVE PROGRAMS

Following are examples of financial education resources the Bank developed or expanded in 2018:

Math X Economics

To reach traditionally underrepresented high school students in the Kansas City metro area, the Bank hosts the Math X Economics program to illuminate possible career paths for students in the fields of math, data science and economics. The program is open to public schools serving Kansas City, Mo., and Kansas City, Kan.

In 2018, the Bank hosted sophomores, juniors and seniors from Center and Ruskin high schools, which are in urban school districts.

The program provides insight into economics and how the central bank values knowledge of math and data science. Students heard about the economics field from economists and research associates at the Bank and engaged in activities to develop skills related to probability and statistics.

Student Board of Directors

The Kansas City Fed's Student Board of Directors program included 76 students from majority-minority high school students for the 2018 school year, with boards in all four of the Bank's offices as well as in Albuquerque, N.M. Over a series of interactions throughout the school year, the program strives to help mentor and equip students with knowledge, skills and information to help them develop and exceed in the future.

Each student board has the opportunity to take part in unique learning opportunities to help them in a wide range of skills—from personal financial literacy to critical skills for their futures. The Kansas City Fed's



Kansas City Fed Student Board member Marcus Jones, who attends Wyandotte High School in Kansas City, Kan., practices his public speaking and presentation skills. The student board program includes a commitment to focus on development of students' professional skills.

Toastmasters group conducted a session on public speaking with the students, allowing them to practice and learn from each other. They also toured Kansas University Health Center, learning about careers and the impact of technology within the business.

In Denver, student board members spent time learning about ways to best represent themselves online, developing a personal brand that would equip them as they consider post-secondary education and employment opportunities.

In Omaha, students visited LinkedIn to learn about start-up culture. Besides learning about career opportunities, staff taught students how to create and keep a dynamic professional social media profile for success in the business world.

Oklahoma City Student Board members visited the Oklahoma City Thunder NBA operation to learn about their local economic impact and practiced networking skills with members of the Oklahoma City Branch Board of Directors.

In Albuquerque, students visited with the CEO and senior leaders of Dion's Pizza, a local restaurant chain. They were exposed to the business side of running and expanding a chain restaurant business and how the economy affects their daily work.

The Bank stays connected with graduates of the program. Former student board members who are now Kansas City Fed employees co-hosted a program for other alumni to continue to learn more about the Bank's work as well as equip them with skills to succeed in the future.

Rock the Fed

The Kansas City Fed followed an innovative approach to sharing financial education with young people. The Bank joined with Funding the Future, a nonprofit



Mark Herman, CEO of New Mexico-based Dion's Pizza, spoke to the Albuquerque Student Board of Directors about how Dion's Pizza got its start and about his own career path within the organization.

organization committed to teaching financial literacy to students, to bring hip-hop duo The Reminders to the Bank to share their music and message about being financially savvy.

The Reminders, Aja Black and husband, Big Samir, find their musical inspiration in world, folk, reggae, hip hop and R&B music. They were inspired to share their lessons of financial responsibility with students after encountering their own money troubles as young adults.

More than 300 students, representing Hickman Mills High School, Ruskin High School, Allen Village High School and Northeast High School, attended the program. Bank employees and Student Board alumni Kenji Walker and Jared Freemon kicked off the event by leading the group through a variety of quizzes and activities about understanding credit.

The Reminders shared an in-depth presentation about the importance of saving, having a budget, building credit, delaying spending gratification, avoiding the dangers of predatory lending and making wise financial decisions.

“It was a lot of fun,” said Janiqua Williams, a senior at Northeast High School in Kansas City, Mo. “You think of financial education being a classroom lesson, but they’re singers. I didn’t think that would be what we did today. I loved them. They’re cool.”



Bank employees and Student Board Alumni Jared Freemon and Kenji Walker lead a group activity during Rock the Fed.

This event was held in recognition of the 2018 Federal Reserve Financial Education Day (FRFED). FRFED is an annual Federal Reserve initiative by the Reserve Banks to host a teacher or student focused financial literacy program in October. FRFED events were also hosted in each of the Bank’s three Branch offices in Denver, Oklahoma City and Omaha.





Bank President Esther George spoke with third-grade students during a Teach Children to Save session at Longfellow Elementary School in Kansas City, Mo.

Teach Children to Save

The Bank participates in Teach Children to Save, an annual, national initiative aimed at teaching children in kindergarten to third grade the fundamentals of money management. In 2018, more than 200 Bank employees volunteered to visit a classroom to lead the 45-minute lesson, which includes a children's story, a hands-on activity and takeaways for each student, all tied to money and the importance of saving.

Girls in Tech

In 2018, the Bank hosted more than 50 female students from Independence, Mo., middle and high schools for its annual Girls in Tech KC event organized by the KC STEM Alliance. The students heard from leaders in technology from the Bank who shared messages related to their own career paths in the computer science field and encouraged the girls to pursue these careers. The event included an Hour of Code activity, as well, where students paired up to create an electronic dance party featuring music and animated characters.

Summer @ the Fed

Seven graduates of the Kansas City Student Board of Directors interned at the Bank leading financial-education focused day camps for fourth- through sixth-grade students from low- to moderate-income households in the Kansas City metro area in 2018. The Summer @ the Fed program helps interns build their project management, presentation and leadership skills while enhancing their financial education understanding so they can teach children the basics of saving and wisely spending money.

CHALLENGES

The Bank faces ongoing challenges related to its financial education efforts. Among them:

- Stretched public school budgets limit the Bank's ability to reach students and teachers through traditional programming avenues or visits to the Bank's educational museums.
- Educators are also challenged by limited time and resources that affect their ability to participate in professional development opportunities the Bank provides.
- Many classrooms remain challenged by the time available for activities related to economic and financial education. The Bank continues to seek ways to incorporate economic education concepts into existing curricular areas, such as math and reading.
- Increasing focus on standards-based teaching requirements prevents teachers from exploring financial and economic concepts with their students in the classroom.

LOOKING AHEAD

The Bank plans to expand and improve its economic education efforts in a number of ways in 2019:

- Continue to provide opportunities for members of the Bank's five Student Boards of Directors to expand their personal finance knowledge, career and college preparation activities and networking opportunities with peers and Bank mentors.
- Strengthen and grow partnerships with urban and diverse schools and community organizations that work with underserved populations.
- Incorporate workforce development themes within educational programming and museum outreach.



Tessa Maze, a student at Southeast High School, Kansas City, Mo., interned at the Bank and led a day camp session during Summer @ the Fed.

Appendix

2018 FEDERAL RESERVE BANK of KANSAS CITY WORKFORCE REPRESENTATION DATA

Female Representation

JOB CATEGORIES	WHITE		BLACK OR AFRICAN AMERICAN		HISPANIC OR LATINO	
	Number	Percent	Number	Percent	Number	Percent
Executive/Sr. Officials and Managers	7	87.5	-	-	1	12.5
First/Mid Officials and Managers	115	85.2	9	6.7	2	1.5
Professionals ¹	375	75.2	48	9.6	18	3.6
Technicians	27	60.0	11	24.4	5	11.1
Sales Workers	4	80.0	1	20.0	-	-
Administrative Support	107	69.5	22	14.3	19	12.3
Craft Workers	-	-	-	-	-	-
Service Workers	7	53.8	2	15.4	2	15.4
FEMALE TOTAL	642	74.7%	93	10.8%	47	5.5%

Male Representation

JOB CATEGORIES	WHITE		BLACK OR AFRICAN AMERICAN		HISPANIC OR LATINO	
	Number	Percent	Number	Percent	Number	Percent
Executive/Sr. Officials and Managers	3	75.0	-	-	1	25.0
First/Mid Officials and Managers	165	91.2	9	5.0	1	0.6
Professionals ¹	512	80.1	39	6.1	29	4.5
Technicians	106	83.5	12	9.4	4	3.1
Sales Workers	1	100.0	-	-	-	-
Administrative Support	34	68.0	3	6.0	6	12.0
Craft Workers	32	88.9	-	-	1	2.8
Service Workers	51	70.8	9	12.5	8	11.1
MALE TOTAL	904	81.4%	72	6.5%	50	4.5%
10TH DISTRICT TOTAL	1,546	78.5%	165	8.4%	97	4.9%

¹Professionals include analysts, economists, examiners and IT professionals

NATIVE HAWAIIAN OR PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES		JOB CATEGORY TOTALS	
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
-	-	-	-	-	-	-	-	8	66.7
-	-	6	4.4	-	-	3	2.2	135	42.7
3	0.6	47	9.4	2	0.4	6	1.2	499	43.8
-	-	2	4.4	-	-	-	-	45	26.2
-	-	-	-	-	-	-	-	5	83.3
-	-	4	2.6	-	-	2	1.3	154	75.5
-	-	-	-	-	-	-	-	-	-
-	-	2	15.4	-	-	-	-	13	15.3
3	0.3%	61	7.1%	2	0.2%	11	1.3%	859	43.6%

NATIVE HAWAIIAN OR PACIFIC ISLANDER		ASIAN		AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES		JOB CATEGORY TOTALS	
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
-	-	-	-	-	-	-	-	4	33.3
1	1	2	1.1	3	1.7	-	-	181	57.3
-	-	50	7.8	1	0.2	8	1.3	639	56.2
-	-	5	3.9	-	-	-	-	127	73.8
-	-	-	-	-	-	-	-	1	16.7
-	-	4	8.0	1	2.0	2	4.0	50	24.5
-	-	2	5.6	-	-	1	2.8	36	100.0
1	1	2	2.8	-	-	1	1.4	72	84.7
2	0.2%	65	5.9%	5	0.5%	12	1.1%	1,110	56.4%
5	0.3%	126	6.4%	7	0.4%	23	1.2%	1,969	100.0%

Notes: Numbers may not add due to rounding. Information reflects EEO-1 data as defined by the Equal Employment Opportunity Commission (EEOC). Data are pulled from the Dec. 16 - 31, 2018, pay period. The report is primarily based on employee self-identification. Per EEOC guidance, if race or ethnic information is not self-reported, observer identification may be used.

2018 MINORITY WORKFORCE REPRESENTATION(%) KANSAS CITY OFFICE



2018 FEMALE WORKFORCE REPRESENTATION(%) KANSAS CITY OFFICE



¹Kansas City Metropolitan Statistical Area (MSA) is based on 2015 federal statistics provided by the EEOC.

²Professionals include analysts, economists, examiners and IT professionals.

³Sales workers and craft workers represent a small number of the total workforce.

Notes: Numbers may not add due to rounding. Information reflects EEO-1 data as defined by the Equal Employment Opportunity Commission (EEOC). Data are pulled from the Dec. 16 - 31, 2018, pay period. The report is primarily based on employee self-identification. Per EEOC guidance, if race or ethnic information is not self-reported, observer identification may be used. The Federal Reserve Bank of Kansas City follows a practice of reviewing employee representation against the Kansas City MSA data.

CORE METRICS

CATEGORY	DESCRIPTION	MEASURE	2014	2015	2016	2017	2018
Workforce Diversity	Senior Executives ¹	Total #	12	12	12	11	12
		% Minorities	16.7%	16.7%	16.7%	18.2%	16.7%
		% Women	66.7%	66.7%	66.7%	72.7%	66.7%
	Midlevel Managers ¹	Total #	239	251	280	307	316
		% Minorities	9.6%	10.4%	10.0%	10.1%	11.4%
		% Women	45.2%	45.0%	42.1%	41.4%	42.7%
	Professionals ¹	Total #	749	843	1,011	1,069	1,138
		% Minorities	15.4%	18.7%	21.5%	21.6%	22.1%
		% Women	43.8%	44.1%	43.2%	42.9%	43.8%
	Total External Hires	Total #	200	319	303	198	275
		% Minorities	20.5%	32.3%	26.1%	21.7%	29.8%
		% Women	40.0%	38.6%	34.0%	40.4%	44.0%
	Total Interns	Total #	25	34	35	48	53
		% Minorities	28.0%	23.5%	25.7%	33.3%	28.3%
		% Women	52.0%	38.2%	45.7%	41.7%	52.8%
	Overall Bank Turnover Rate	%	10.2%	9.8%	8.3%	6.1%	8.8%
Supplier Diversity	Total Reportable Spend ²	\$ (millions)	\$42.8	\$47.7	\$49.7	\$43.5	\$46.2
	Total Diverse Spend ³	\$ (millions)	\$8.6	\$7.0	\$5.7	\$5.7	\$5.9
		%	20.1%	14.7%	11.5%	13.1%	12.8%
	Minority-owned ⁴	\$ (millions)	\$3.2	\$3.3	\$2.3	\$2.3	\$3.4
		%	7.4%	7.0%	4.7%	5.3%	7.3%
	Minority-owned (men)	\$ (millions)	\$2.5	\$2.9	\$1.6	\$1.6	\$2.9
		%	5.8%	6.1%	3.2%	3.7%	6.3%
	Minority-owned (women)	\$ (millions)	\$0.7	\$0.4	\$0.7	\$0.7	\$0.5
%		1.6%	0.9%	1.5%	1.6%	1.0%	
Women-owned ⁴	\$ (millions)	\$6.1	\$4.1	\$4.1	\$4.1	\$3.0	
	%	14.3%	8.6%	8.3%	9.4%	6.5%	
Women-owned (non-minority)	\$ (millions)	\$5.4	\$3.7	\$3.4	\$3.4	\$2.5	
	%	12.7%	7.7%	6.8%	7.8%	5.5%	
Women-owned (minority)	\$ (millions)	\$0.7	\$0.4	\$0.7	\$0.7	\$0.5	
	%	1.6%	0.9%	1.5%	1.6%	1.0%	

¹ Data for 2014-16 are as of Aug. 31; data for 2017-18 are as of Dec. 31, EEO-1 report.

² Reportable spend includes all vendor payments except those made for/to association memberships, dues and fees; international banks; intercompany/inter-Fed transfers; government payments; payment network fees; rent; and utilities.

³ Total Diverse Spend = Minority-owned (men) + Minority-owned (women) + Women-owned (non-minority).

⁴ Women-minority numbers are included in both Minority-owned and Women-owned Totals.

Financial Literacy ¹	Program Type	2018
	- Teacher centric - Student centric - Hybrid	Hybrid
	Number of Students ²	6,098
	Number of Educators ³	291
	Number of Students Reached ⁴	21,825

¹ Measures report only those OMWI students and teachers who participate in or are reached through programs that have a financial literacy focus. OMWI targeted schools are considered to be inner-city, majority-minority, and all-girls high schools.

² Students who attended in-person programs and enrolled in online programs.

³ Educators who attended in-person programs and enrolled in online professional development programs.

⁴ Students reached through educators using a common multiplier of 75.



FEDERAL RESERVE BANK *of* KANSAS CITY