COMMITMENT to DIVERSITY

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

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.

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

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. 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.

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. 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.

"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."
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 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 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.

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...
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.

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.
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.”

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, 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, has resulted in a number of successes.

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

“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.

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
  - Femalethink.com
  - MSNLatino.com
  - KoreaDirect.com

- **FEDERAL RESERVE SYSTEM-WIDE ADVERTISEMENTS**
  - Asian Life
  - Black EOE Journal
  - Hispanic Network Magazine
  - IMDiversity
  - Professional Woman’s Magazine

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**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, Femalethink.com, MSNLatino.com and KoreaDirect.com.

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

“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.”

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

### Performance Measurement

<table>
<thead>
<tr>
<th><strong>2011 Results</strong></th>
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<tbody>
<tr>
<td><strong>Total Number of Minority and Women College and University Events Attended</strong></td>
</tr>
<tr>
<td><strong>Historically Black Colleges and Universities Events Attended</strong></td>
</tr>
<tr>
<td><strong>Hispanic-Serving Institutions Events Attended</strong></td>
</tr>
<tr>
<td><strong>Women’s Colleges Events Attended</strong></td>
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<tr>
<td><strong>Sponsorship or Participation in Urban Career Fairs</strong></td>
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<tr>
<td><strong>Number of Employment Advertisements Placed in Diverse Media - Electronic</strong></td>
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<tr>
<td><strong>Number of Employment Advertisements Placed in Diverse Media - Print</strong></td>
</tr>
<tr>
<td><strong>Number of Partnerships with Community Organizations - Minority Employment</strong></td>
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### MINORITY and WOMEN EMPLOYMENT METRICS

<table>
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<tr>
<th><strong>Hiring Rates</strong></th>
<th><strong>2011 Results</strong></th>
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<tbody>
<tr>
<td><strong>Minority Hiring Rate (Percent)</strong></td>
<td>18.9</td>
</tr>
<tr>
<td><strong>Women Hiring Rate (Percent)</strong></td>
<td>37.9</td>
</tr>
<tr>
<td><strong>Minority Full-Time Hires Through Campus Recruiting (Percent)</strong></td>
<td>13.3</td>
</tr>
<tr>
<td><strong>Minority Internship Hires Through Campus Recruiting and Community Partnerships (Percent)</strong></td>
<td>23.5</td>
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1 Percentage reflects official, management and professional staff.
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.
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.

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.

The Bank has also made information about its inclusion efforts available on its website at 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.

• **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.**
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.

“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 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 strengthens 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.
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.

"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."

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

"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."

<table>
<thead>
<tr>
<th>Amount</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Total reportable spend</td>
<td>$37.5 million</td>
</tr>
<tr>
<td>Total diverse spend</td>
<td>$4.6 million</td>
</tr>
<tr>
<td>Women-owned business spend</td>
<td>$4.0 million</td>
</tr>
<tr>
<td>Minority-owned business spend</td>
<td>$618,000</td>
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Reportable spend includes all vendor payments except those made for/to the following: government entities, taxes, rent, utilities, schools or universities, and associations.

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

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.

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
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 opportunities, 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.

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 Northeast 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.

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. 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 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 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
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 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.

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.

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

“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 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

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

Some highlights:

- Each office assisted with the coordination of state- or community-level “Money Smart” events. These events, 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 discussion on ways to support small business growth and job creation.

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 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 entrepreneurs throughout the Tenth District.

- 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 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

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.
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 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.
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<th>Location</th>
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<td>Omaha Public Schools Resource and Curriculum Specialist Workshop</td>
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<td>Hispanic Chamber of Commerce of Greater Kansas City Biz Fest</td>
<td>Overland Park, Kan.</td>
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<td>City of Kansas City, Mo., Bright Futures Workshop</td>
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<td>June 24</td>
<td>Community Leader Roundtable</td>
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<td>African American Male Success Summit</td>
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<td>Aug. 24</td>
<td>Congressional Hispanic Caucus Financial Education Program</td>
<td>Washington, D.C.</td>
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<td>Financing Healthy Food Options Workshop</td>
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<td>Sept. 15-16</td>
<td>Mortgage Assistance Program</td>
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<td>Small Business Day</td>
<td>Omaha, Neb.</td>
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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.”

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 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.
2011 MINORITY WORKFORCE REPRESENTATION, 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. For 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 FEMALE WORKFORCE REPRESENTATION, KANSAS CITY OFFICE

‘Kansas City Metropolitan Statistical Area (MSA)’ is based on 2010 federal statistics provided by the U.S. Census Bureau.

‘Professionals’ include analysts, economists, examiners and IT professionals.

‘Sales workers’ represent a small number of the total workforce with two total positions in the Kansas City office.

‘Craft workers’ represent a small number of the total workforce with 25 total positions in the Kansas City office.
### Female Representation

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<tr>
<th>JOB CATEGORIES</th>
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<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
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<tr>
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<td>Service Workers</td>
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<td><strong>TOTAL</strong></td>
<td>474</td>
<td>82.4%</td>
<td>58</td>
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### Male Representation

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<td></td>
<td>Number</td>
<td>Percent</td>
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<td>Percent</td>
</tr>
<tr>
<td>Executive / Sr. Officials &amp; Managers</td>
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<tr>
<td>First / Mid Officials &amp; Managers</td>
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<td>Technicians</td>
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<td>Administrative Support</td>
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<td>65.8%</td>
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<td>Craft Workers</td>
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<td>Service Workers</td>
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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. For 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.