

FEDERAL RESERVE BANK OF ST. LOUIS

Office of Minority and Women Inclusion

2015 ANNUAL REPORT TO CONGRESS

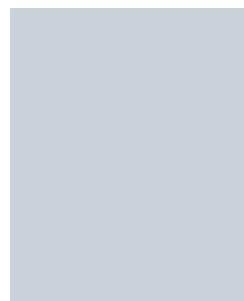
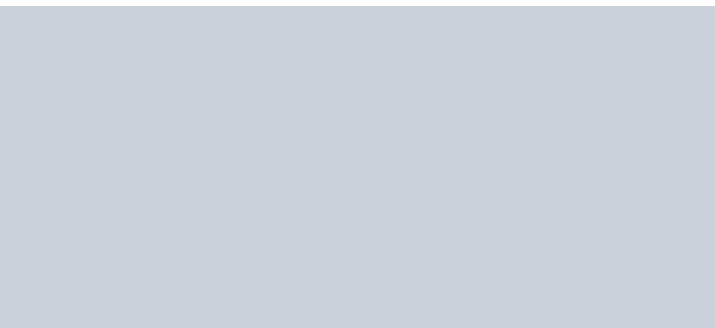


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Message from the President

James Bullard
President and CEO



Enclosed is the 2015 Office of Minority and Women Inclusion (OMWI) Congressional Report from the Federal Reserve Bank of St. Louis.

This report outlines many of the diversity and inclusion activities undertaken by the Bank in 2015. We implemented these actions not only to comply with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, but also to enhance the effectiveness and strength of our organization. The report also describes some of the successes and challenges that we encountered during 2015.

At the Federal Reserve Bank of St. Louis, we continue to believe that we better serve the American public by building a more diverse and inclusive organization. Our commitment to diversity and inclusion, at all levels of the organization, remains strong as we collectively work to enhance our OMWI efforts.

A handwritten signature in black ink, appearing to read "J. Bullard". The signature is written in a cursive, flowing style.

Executive Summary

The mission of the Federal Reserve Bank of St. Louis is to promote stable prices, encourage maximum sustainable economic growth and support financial stability for constituents in our District and throughout the United States, by:

- advancing monetary policy focused on low inflation;
- performing effectively as the fiscal agent and depository of the U.S. Treasury;
- fostering safe and responsible banking practices;
- providing beneficial regional economic research, community development programs, and economic and financial education; and
- providing and promoting efficient, reliable and accessible payments services.

The core values that guide the St. Louis Fed's organizational decisions and employees' actions are:

- **Commitment to the Public Interest:** We provide cost-effective, value-added goods and services to the public, U.S. government and the financial community consistent with our mission and mindful of our legacy.
- **Constituent Focus:** We use input from our constituents to understand their needs, and we design, enhance and deliver high-quality goods and services in response.
- **Diversity and Inclusion:** We value the diversity of one another and the benefits derived from collaboration, teamwork and open communications.
- **Independence of Views:** We value professional judgment and seek input from a variety of sources to improve decision-making.
- **Innovation:** We promote and support the pursuit of creative ideas for improvement.
- **Integrity and Respect:** We operate in a transparent manner and adhere to the highest standards of honesty, fairness and discretion in our dealings with the public, business partners and our colleagues.

- **Ownership:** We value personal ownership and accountability as a key to fostering high levels of performance.

Established by the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, the Federal Reserve Bank of St. Louis' Office of Minority and Women Inclusion (OMWI) is responsible for developing standards and procedures to ensure the inclusion of minorities, women, and minority-owned and women-owned business enterprises (MWBE) in all activities of the Bank, including procurement and workforce diversity. The St. Louis Fed's diversity program predates the passage of the Dodd-Frank Act and remains focused on driving and developing strategies to enhance the culture of diversity and inclusion within the organization. In support of the Bank's core values, the OMWI is a key component of that culture.

Similar to the Offices of Minority and Women Inclusion at the 11 other regional Federal Reserve banks and the Federal Reserve's Board of Governors, the OMWI at the St. Louis Fed is responsible for matters relating to diversity and inclusion. Under the guidance and direction of St. Louis Fed President and Chief Executive Officer James Bullard and Vice President of Diversity and OMWI Director Kathy Freeman, the OMWI works to ensure that employment, supplier and outreach opportunities are available to broadly diverse populations and that our staff and vendors reflect the environment in which we do business. The OMWI has dedicated staff of three full-time employees, along with resources in talent acquisition, procurement and economic education.

The St. Louis Fed is committed to improving workforce diversity at all levels because having a diverse staff strengthens both the St. Louis Fed and the communities we serve. We continued to strengthen our workforce diversity outreach, focusing efforts on the recruitment program as well as enhancing onboarding and professional development offerings. As in the past, the Bank continued to attend and support national diversity recruiting fairs, provide college internship opportunities, enhance its onboarding program



Internships Offer Insights

St. Louis Fed interns concluded their program with a capstone project designed to create interdisciplinary project teams to work on real business challenges. Interns made formal presentations to management regarding their recommendations, which provided them a venue to showcase their skills in teamwork, problem solving and time management. Six of our 2015 interns either transitioned to St. Louis Fed employees in 2015 or will transition to a Bank employee in 2016 upon graduation.

for new employees and new leaders, and encourage participation in employee-led groups like employee resource groups (ERG) and the Diversity and Inclusion Council. Partnerships with diverse community organizations that serve minorities and women continue to provide avenues through which we attract top talent to the organization.

The St. Louis Fed seeks to do business with a wide, diverse range of responsible suppliers for a variety of goods and services. We encourage the participation of MWBE's to compete for procurement contracts. The Supplier Diversity Program continues to grow and mature. The Bank has made consistent progress to enhance the ability of MWBE vendors to provide the Bank with goods and services. In the last five years the MWBE spend increased from 7.1 percent in 2011 to 24.7 percent in 2015. (See chart on page 11.) The Supplier Diversity Program, in collaboration with the Bank's procurement professionals, partners with the OMWI to promote, monitor and report the District's activity in diversifying the supplier base. Procurement efforts have centered on expanding the vendor pools and contractor pipelines, enhancing the Bank's outreach via hosting and attending networking events that offer one-on-one vendor matching and technical assistance, and enhancing internal and external communications to raise awareness about the Bank's commitment to supplier diversity.

For decades, the St. Louis Fed has been actively involved in developing and delivering economic education and financial literacy programs to schools and educators throughout the Eighth District and nationwide. Because financial literacy empowers consumers to make choices that will contribute to their well-being, we make a positive impact on inner-city, girls' and majority-minority schools. In 2015, the Bank interacted with 100 percent of the 240 OMWI-defined high schools within the Eighth District.

The St. Louis Fed conducted its biennial Bank-wide employee engagement survey in 2015 to assess a broad set of

data on, among other things, diversity and inclusion. With a diversity and inclusion score of 4.17 on a 5-point scale, the Bank improved on its 2013 score of 4.10. The results reflect our organization's commitment to incorporate diversity and leverage inclusion into our workplace values and to foster a culture of inclusion in thought, perspective and employee demographics.

This annual report, as stipulated by Section 342 of the Dodd-Frank Act, details specific work and progress made during the reporting period. Assessment of inclusion programs in regulated entities is the responsibility of the Board of Governors of the Federal Reserve System and therefore is not addressed in this report.



The Bank continued its strong community outreach efforts with several events and conferences including **Diálogo con la Fed**, which was held at the Memphis Branch. Diálogo con la Fed is the Bank's Spanish-language edition of its Dialogue with the Fed discussion series for the general public in which Fed officials address key economic and financial issues and answer questions from the audience.



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Reaching Out through Education

More than 709,000 enrollments were attained in 2015 through the St. Louis Fed's Econ Lowdown program, which is used in schools in all 50 states and in several countries. Helping kids understand and apply concepts such as saving, spending, budgeting, decision-making, opportunity cost and more, from early childhood through the teenage years, is an important component of the Bank's role in economic and financial education. The Econ Lowdown program includes online courses such as "It's Your Paycheck," "Cars, Cards and Currency" and "Credit Cred," which help high school students learn and apply personal finance concepts as they start their first job and earn a paycheck, make decisions such as buying a car, and apply for and build strong credit.

econlowdown[®]
click. teach. engage.



Overview

Background

The Federal Reserve Bank of St. Louis is one of 12 regional Reserve banks in the United States that, together with the Board of Governors in Washington, D.C., make up the Federal Reserve System—the nation’s central bank. Since its establishment by an act of Congress in 1913, the Federal Reserve System’s primary goal has been to foster a sound financial system and a healthy economy. To advance this goal, the St. Louis Fed and the other regional Reserve banks help formulate monetary policy, supervise and regulate banks and bank holding companies, and provide financial services to depository institutions and the federal government. Each Federal Reserve Bank is separately incorporated, and each has a president and a board of nine directors.

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, established an Office of Minority and Women Inclusion (OMWI) that is responsible for all matters relating to diversity in management, employment and business activities. The St. Louis Fed established its office in November 2010. Kathy Freeman, vice president and OMWI director, reports directly to the Bank’s president and has a staff of two full-time employees. A team of strategic advisers, business partners and the St. Louis Fed’s Diversity Advisory Group also support the St. Louis OMWI to bring diverse business, geographic and staff perspectives that influence the Bank’s diversity and inclusion direction and decisions. The Bank’s commitment to diversity and inclusion is reflected at all levels of the organization.

Geography Covered

The Federal Reserve Bank of St. Louis territory covers the Eighth Federal Reserve District, which includes all of Arkansas, eastern Missouri, southern Illinois, southern Indiana, western Kentucky, western Tennessee and northern Mississippi. Branch offices are located in Little Rock, Louisville and Memphis.

Unique District Activities and System Responsibilities

The Bank is an international leader in providing online economic and financial information. The Bank’s Federal Reserve Economic Data, or FRED®, is a database of more than 383,000 economic time series from 82 national, international, public and private sources. FRED, created and maintained by the Bank’s Research division, goes far beyond simply providing data. It combines data with a powerful mix of tools that help the user understand, interact with, display and disseminate the data. In essence, FRED helps users tell their data stories.

The Bank’s Treasury Relations and Support Office (TRSO) coordinates and manages the relationship between the Department of the Treasury and the Federal Reserve System, serving as the central point of contact for policy issues, new initiatives and problem resolution. The TRSO assists the Treasury with identifying and pursuing strategic initiatives benefiting both the Treasury and the Federal Reserve System, while supporting the successful completion of all Treasury-related Fed System initiatives.

Regional Geography

The Eighth District covers a portion of the Midwest and Midsouth regions. The Bank has offices in St. Louis (headquarters); Memphis, Tenn.; Louisville, Ky.; and Little Rock, Ark. The Memphis Branch duties include cash processing, supervision and regulation of financial institutions, and community development activities. The duties at the Little Rock and Louisville branches include supervision and regulation of financial institutions, and community development activities. All offices provide economic education outreach programs to the communities they serve. The outreach activities and programs at each branch are led by a regional executive.



Robert A. Hopkins
Regional Executive
Little Rock Branch



Nikki R. Jackson
Regional Executive
Louisville Branch



Douglas Scarboro
Regional Executive
Memphis Branch



Employment of Minorities and Women

The Bank is committed to building a work environment as diverse as the public it serves. During 2015, the Bank continued its efforts to attract and recruit potential employees from a diverse candidate pool while developing and retaining its best employees. In support of this commitment, the Bank's policies and procedures are designed to provide opportunities for minorities and women at all levels. In addition, building a diverse leadership pipeline is a critical component of the Bank's OMWI strategy.

Successes

In 2015, the St. Louis Fed experienced success in the following key areas with regard to workforce diversity initiatives.

Recruitment and Retention of a Diverse Workforce

In 2015, the St. Louis Fed's staff (Appendix B) reflected a diverse employee population when compared to relevant job groups (professionals, mid-level managers, senior executives) in the St. Louis Metropolitan Statistical Area (MSA). Broadly speaking, the St. Louis Fed workforce is 26 percent minority and 43 percent women. A comparison of the Bank's workforce in the top three job groups—84 percent of the workforce—to aggregate representation in these job groups revealed that the overall representation of women is similar to MSA levels and that minorities exceed MSA levels (as reported in the 2010 U.S. Census EEO data for the MSA).

Of the 200 employees hired externally by the Bank in 2015, minorities accounted for 37 percent and women 40 percent. Of the 19 employees promoted within the official ranks, minorities accounted for 21 percent and women 42 percent.

Enhanced Diversity Recruiting Strategy

The St. Louis Fed implemented a comprehensive diversity and inclusion recruiting strategy in support of building an inclusive workplace, where our differences—in gender, race, age and ethnicity, as well as in cultural traditions, religion, life experiences, education, sexual orientation and socioeconomic backgrounds—are recognized as our strength. The diversity recruiting strategy focuses on continuing to build strategic relationships through internal and external avenues, positioning the Bank to have an available network of candidates, in addition to growing talent within the organization. In addition, the St. Louis Fed pursues tactics that help define and minimize unconscious bias. Tactics include: empowering recruiters through training and education; pursuing opportunities for the Eighth District to be recognized as a diverse employer of choice; measuring the success of the diversity recruiting efforts; and planning for the future through strategic workforce planning and organizational development.

In support of the diversity recruiting strategy, candidate pools are monitored for the inclusion of women and minorities. In order to decrease unconscious bias, candidate identifiers such as name and address are removed from resumes before presentation to a hiring manager. In 2015, all of the Bank's recruiters received the AIRS Certified Diversity Recruiter designation. AIRS classes introduce participants to a host of free sourcing tools and techniques with the goal of boosting recruiter effectiveness. Through this certification, recruiters gain the information, tools, resources and strategies to help them create or improve upon diversity recruiting efforts.

Positions with a direct line to leadership responsibilities are generally posted internally and externally to generate a broad pool of candidates, a process originally implemented in 2012. Final candidates are interviewed by a panel of Bank employees who have been trained on the behavioral interviewing process. This allows for a more consistent interviewing experience for the candidates and a broader mindset of the individuals making recommendations on the ideal candidate. Additionally, the panelists are selected by both the hiring manager and Human Resources to ensure the panel is diverse and well-rounded.

Fairs, Promotions and Partnerships

The Bank participated in national and regional job fairs sponsored in urban communities and/or geared toward minorities and women. In March of 2015, the Bank hosted an IT career fair for approximately 300 individuals to network and learn about current and upcoming opportunities, as well as to experience our culture. To encourage minority attendance at the fair, the Bank placed an ad in the *St. Louis American*, which is a weekly newspaper serving the African-American community of St. Louis.

In addition, the Bank updated its print media and career website to ensure representation of minorities and women and to promote key elements of the Bank's diverse and inclusive culture.

In 2015, the Bank continued to partner with organizations such as INROADS, the Hispanic Chamber of Commerce (HCC), Urban Financial Services Coalition (UFSC) and National Black MBA Association (NMBBAA).

Relationship Building with Eighth District HBCUs

The Bank continues to build upon relationships with Historically Black Colleges and Universities (HBCUs), having made campus visits to Kentucky State University, Philander Smith College, Lincoln University, Harris-Stowe State University (HSSU), the University of Arkansas Pine-Bluff (UAPB) and Mississippi Valley State University.

Strategic alignment continued with five HBCUs in the District. These included a face-to-face meeting with the president, faculty and administration of Lincoln University, and engagement with representatives of HSSU, including facilitating a session on professional development. The Bank hosted an on-site visit for 22 students and four faculty from UAPB. During their visit, students participated in several events, including "Mentor for a Day" and a variety of networking opportunities. This visit led to opportunities for additional outreach, and five UAPB students secured internships during the summer of 2015.

Additionally, 11 students and administrators from UAPB, eight from HSSU and 10 from Lincoln University attended the fourth annual Day at the Fed in October. This event for college students and professors within the Eighth District was attended by approximately 150 students and 20 professors. It is designed to educate college students about career opportunities at the Bank, with an emphasis on careers as bank examiners.

College Internship Program

The St. Louis Fed hosted a total of 33 summer interns in 2015 (11 women and 16 minorities). Ten of these students attended an HBCU, and three were from INROADS. Six of our 2015 interns either transitioned to St. Louis Fed employees in 2015 or will transition to a Bank employee in 2016 upon graduation. Of those six full-time hires, two were minorities, two were HBCU graduates, and one was a woman.

The program provides interns with challenging work and developmental opportunities. The interns participated in workshops that help build their competencies and prepare them for a corporate setting. They also had the opportunity to work with management and senior leaders. The desired outcome was to provide the students with career skills and opportunities to return to the Bank as an intern or a full-time employee.

Training and Development

The Bank continued its commitment to providing diversity and inclusion workshops to all new employees. New managers participated in a full-day diversity leadership workshop. Employees new to the Bank participated in a half-day workshop that focused on improving employee understanding of diversity and inclusion.

All staff from Human Resources and Diversity and Inclusion participated in three all-day Diversity and Inclusion Change Agent Development Journey workshops facilitated by an external vendor. The sessions helped team members develop competencies as change agents in diversity and inclusion.

The St. Louis Fed supported employees in establishing employee resource groups (ERG). An ERG is a voluntary, employee-led group approved by the Bank, open to employees, and formed around common interests including particular characteristics. To date, the Bank has four ERGs, in which about 10 percent of employees are members.

The Bank structured the ERGs in a way that provides leadership opportunities and exposure to involved staff and management. All four current ERGs are chaired by women and/or minorities. Each ERG has a senior leader as its executive sponsor. The executive sponsor's role includes coaching, mentoring, becoming knowledgeable about concerns affecting the group, acting as an advocate, and sharing information with other Bank leaders.

The ERGs, which are open to all employees regardless of demographic, are listed below. Each ERG seeks to help the Bank become a preferred employer recognized for a working environment where employees can learn, grow and succeed.

African-American Council of Talented, Innovative, Visionary Employees (AACTIVE)

The AACTIVE ERG exists to support the Bank's African-American Community.

Asian

The Asian ERG exists to support the Bank's Asian community. Asian refers to individuals from or who have cultural ties to the continent of Asia and the Indo-Pacific islands.

Lesbian, Gay, Bisexual, Transgender and Allies Partnership (LGBTQA)

The LGBTQA Partnership ERG exists to support the enrichment of the diverse and inclusive culture of the St. Louis Fed.

Valuing, Inspiring, Empowering Women (VIEW)

The VIEW ERG exists to support the women who work at the St. Louis Fed.

The St. Louis Fed's Diversity and Inclusion Council promotes employee awareness about the value of diversity and inclusion, and sponsors diversity and inclusion efforts that engage employees across the Bank and align with the Bank's core business strategies. Council members plan, lead and coordinate panels and presentations by internal and external speakers, as well as cultural and educational events that celebrate diversity and inclusion. Collaboration among the council and ERGs resulted in more than 20 events during 2015. Highlights include: cultural observances, panels and presentations, networking events and educational sessions.

To enhance and support diversity and inclusion competencies, the Diversity and Inclusion Council and ERGs participated in an all-day summit facilitated by an external vendor. The summit focused on factors critical to the success of the groups, as well as strategic planning for 2016. In addition, a well-attended session dedicated to all Bank leaders focused on the value of the council and ERGs to the Bank.

Mentoring

The St. Louis Fed's Mentoring Program pairs two employees (a mentor and a mentee) to share knowledge and experiences, creating a valuable and unique development opportunity. Mentors broaden their leadership skills by sharing their experiences, offering professional development advice or just by serving as a sounding board for their mentees.

Mentees emerge from the experience with a broader perspective of the Bank's environment and information that may help them make better decisions in their jobs. The mentoring program is open to all employees, regardless of tenure, to allow employees access to a diverse pool of experienced mentors. In 2015, 26 mentors and mentees were paired, with two minority and 16 women mentors and five minority and 19 women mentees.

New Manager Development Program

The New Manager Program was introduced to foster support for all new managers to ensure skill development, engagement and retention. The program is a comprehensive, 24-month program, designed to help new managers understand Bank technology, processes and culture, as well as to develop skills based on manager-level competencies. As part of the program, all managers are expected to participate in a series of required and elective courses, experiences and sessions. More specific Bank culture activities are also included to help broaden participants' understanding of the business and people of the Eighth District.

There are currently 46 managers in the program: 27 are women, and 12 are minorities.

Federal Reserve System Initiatives

The St. Louis Fed participated in the System Leadership Initiative (SLI). The SLI is a development program for the Federal Reserve System's key talent. In 2015, two conferences were offered at the emerging and senior executive leadership tiers. Notably, sessions on bias, particularly unconscious bias, were presented by an industry expert at both conferences. The SLI team has worked to evolve the content and worked with all speakers to address broader collaboration, engaging different perspectives and getting the most from leading diverse teams. As the leadership conferences reach a broad pipeline of talent across the System, the System's OMWI directors and SLI continued to collaborate to expand the content and discussion of diversity and inclusion in these conferences.

Minority and female participation is tracked and reported to ensure that development opportunities are reaching a diverse pool of leaders. Diversity of participants will continue to be an area of emphasis by encouraging traditional and nontraditional candidates to participate, and reporting progress on a regular basis to System Human Resources and OMWI leaders.

Communications

OMWI enhanced its communications in 2015 by:

- Completing an annual workforce utilization analysis and action plan for women and minorities and reviewing the results with senior management and the St. Louis Fed's Board of Directors.
- Regularly reporting to the St. Louis Fed's executive office and senior management on the status of diversity and inclusion initiatives, actions and outcomes.

- Broadly promoting a wide variety of Diversity and Inclusion Council and ERG programming to enhance awareness, promote inclusive behaviors and support professional development.

Challenges

Many of the challenges listed in the 2014 OMWI Congressional Report remain. These include:

- Attracting top candidates from national recruiting conferences aimed at women and minorities is particularly challenging when the applicant has no personal ties to cities in the Eighth District.
- There is a perception among some minority applicants that the Bank's lack of minorities at the executive level suggests an inability to rise up through the ranks.
- Specialized and leadership positions have significant competition for minority talent within the Eighth District. While still a challenge, results are trending upward. There is still some pressure for female talent in the technology space, as well, due to market demand.

Next Steps

In an effort to continue making progress in the employment of minorities and women, the St. Louis Fed will continue:

- Enhancing and executing the Bank's diversity recruiting strategy to ensure that the applicant pool is well represented by women and minorities.
- Partnering with technical and professional organizations that focus on women and minorities as members.
- Refining and expanding the College Internship Program.
- Utilizing diverse marketing outlets to advertise employment opportunities.
- Enhancing and executing the Bank's College Outreach Strategy to foster deeper engagement with HBCUs in the Eighth District.
- Educating hiring managers on their role in supporting diversity recruiting efforts.
- Focusing on strategic workforce planning across the organization.

Procurement: Inclusion of Minority and Women Business Enterprises

The St. Louis Fed's OMWI continues to support and influence the development and implementation of strategic initiatives and procedures related to the fair inclusion of minority- and women-owned businesses in our procurement efforts. The St. Louis Fed strives to identify minority- and women-owned suppliers that can provide value-added services and products to the Bank.

This focus requires not only applying comprehensive sourcing efforts across a number of resources and directories, but also proactively creating and fostering productive relationships with new and existing suppliers. To cultivate these relationships, the Bank participates in various advocacy groups and chambers of commerce to identify suppliers whose expertise matches the St. Louis Fed's procurement needs. Additional support has been provided by the National Procurement Office (NPO), based at the Federal Reserve Bank of Richmond, which is responsible for managing and facilitating contracts that may be used by any of the Federal Reserve banks.

These efforts are collectively reflected in the Bank's total MWBE spend for 2015 and, moreover, the increased MWBE spend since the enactment of the Dodd-Frank Act as illustrated in the chart on the next page.

As testament to the St. Louis Fed's robust outreach to minority- and women-owned businesses, our total spend with MWBEs remained stable. Despite that, our overall MWBE percentage of total spend declined. This is a result of an increase of \$8.4 million in the Bank's overall reportable spend. Nearly \$7.5 million of the \$8.4 million increase can be attributed to services requiring specialized expertise required to fulfill new obligations to the U.S. Treasury.

In addition, "total spend" excludes the items not covered by the Dodd-Frank Act. These excluded items include:

- Association memberships, dues and fees
- Employee salaries, benefits, insurance and reimbursements
- Inter-company transfers
- Legal settlements (payments made to injured parties, not outside counsel fees)
- U.S. Post Office fees
- Rent
- Taxes (property, payroll, income, state, local and federal)
- Utilities

Successes

The St. Louis Fed recognizes three key areas of success regarding its diverse procurement initiatives. These areas are listed as follows, with success highlights.

Provide access and opportunity to a diverse pool of suppliers that include minority- and women-owned businesses

Ongoing enrichment of supplier classification data has provided the St. Louis Fed with a road map for growth in spend categories with limited or no MWBE business representation. An MWBE database consisting of more than 300 vendors was created. The Bank strives to omit bias from its competitive bidding events through its sourcing efforts by promoting the inclusion of diverse suppliers, as well as facilitating the benefits of partnering with diverse suppliers.

DIVERSE VENDOR CONTRACTING AWARDS AND OPPORTUNITIES IN 2015

Description	#
TOTAL Bidding Events	47
Bidding Events that included at least one diverse supplier	36
Bidding Events that received a bid from at least one diverse supplier	25
Bidding Events where at least one contract was awarded to a diverse supplier	10

The St. Louis Fed continues to utilize geographical bidding events for award of Federal Reserve System NPO contracts, which has created new opportunities for small suppliers previously unable to support a national-level agreement.

Conducted Technical Assistance for Diverse Suppliers

In August 2015, the St. Louis Fed hosted an outreach event called "Doing Business with the Fed" for approximately 30 local MWBEs. At this event, the Bank provided the suppliers with information on upcoming Request for Proposals (RFP), how to register as a potential supplier in the Bank's supplier database, and how to respond to competitive bidding events in a meaningful way in the format requested by a buyer. The event also included a presentation of the newly enacted *myRA* U.S. Treasury program. The St. Louis Fed supported the Treasury's launch of the *myRA* program. The program, a government-backed retirement plan first announced by President Obama in 2014, is a form of the Roth IRA, which allows workers to save after-tax dollars for retirement. It is aimed at overcoming obstacles that keep some workers from saving for retirement, especially those who have a low income or who lack an employer-based retirement account.

Year	MBE		WBE		Total MWBE		Total Reportable Bank Spend
	%	\$	%	\$	%	\$	
2011	1.1%	.48	6.0%	2.66	7.1%	3.14	44.17
2012	2.8%	1.19	9.2%	3.94	12.0%	5.13	42.82
2013	6.0%	2.60	14.2%	6.18	20.2%	8.78	43.66
2014	9.3%	4.27	19.8%	9.09	29.1%	13.36	45.95
2015	7.9%	4.31	16.8%	9.12	24.7%	13.43	54.36

Dollar amounts are in millions.

Minority women-owned business spend is included in spend for minority-owned businesses and not in the women-owned business spend category.

Conducted Supplier Outreach

In collaboration with the NPO, the St. Louis Fed in March became both a national and local member of the National Minority Supplier Development Council (NMSDC). This affiliation created a new segment of suppliers to engage in outreach activities and provided access to a comprehensive database to complement local sourcing efforts.

Throughout the course of 2015, the St. Louis Fed maintained its presence at national supplier diversity events while continuing to actively participate in local events. Significant effort was made to bring value to our participation at the events through increased participation in matchmaking opportunities and through attending workshops that provide technical assistance and guidance to women and minority suppliers.

In 2015 the Bank participated in the following events:

- The Federal Reserve Board's Supplier Diversity & Inclusion Seminar
- Women's Business Enterprise National Council's (WBENC) National Conference and Business Fair
- Mid-South Minority Business Continuum's Economic Development Forum
- National Minority Supplier Development Conference (NMSDC)
- St. Louis Minority Business Council meetings
- Mid States Minority Supplier Development Council annual meeting
- Mid States Minority Supplier Development Council Business Opportunity Fair

Challenges

The Bank achieved success during 2015 but also faced some challenges. These challenges included:

- Obtaining competitive bids from MWBE suppliers included in the Bank's RFPs.
- Identifying certified MWBE suppliers to include in bidding events where there is limited representation in that particular market.

Next Steps

In 2016, to build on its success over the past four years, the St. Louis Fed will continue its efforts to increase its pool of diverse supplier candidates through innovative and successful solutions such as:

- Surveying suppliers who did not respond to a formal Request for Proposal (RFP). This will help to better understand a supplier's reasoning for not providing a response and will open a dialogue or other avenues to potentially engage new suppliers.
- Continuing to explore opportunities to partner with councils and development agencies that focus on MWBEs.
- Continuing to actively participate in local, regional and national supplier diversity outreach events.
- Investigating opportunities to further expand outside of the local and regional area to engage and increase MWBE participation and selection.

Financial Literacy Outreach

The St. Louis Fed provides educators with an array of award-winning materials to help effectively teach personal finance and economics to nearly a half million students each year. Alignment with state personal finance education standards and the widely adopted Common Core Standards allows easy integration of the Bank's suggested curricula into existing classroom priorities. In addition to providing materials, the St. Louis Fed offers a robust program of professional development to assist teachers in using the Bank's suggested materials effectively in their classrooms. To keep abreast of current trends and maintain awareness of factors impacting implementation of financial literacy within the area we serve, we sponsor Educator Advisory Boards in each of the four zones in the Eighth District. New members in 2015 included a representative from an OMWI public high school, an OMWI charter school and a St. Louis Public elementary school.

Successes

The St. Louis Fed's primary focus remains disseminating quality information to educators, with special attention focused on reaching those from OMWI-defined schools throughout the District. Fourteen percent of the instructors using the Bank's online courses and videos teach at OMWI schools throughout the country. In response to the challenges that teachers face in obtaining funding for substitute teachers, additional workshops were scheduled after the school day. As a result, teachers from OMWI schools who had not previously been able to participate were able to attend workshops. In addition, 10 students studying to be teachers at a local HBCU attended one of the programs.

The St. Louis Fed worked with the St. Louis Public Schools, the largest OMWI school district in the area, to host monthly leadership meetings. This allowed us to interact with leaders and inform them of the services offered by the Bank. As a result, we were able to conduct on-site professional development for social studies teachers, personal finance teachers and librarians.

In 2015, the St. Louis Fed interacted with 100 percent of its 240 OMWI-defined high schools through workshops, events, presentations, online programs or information shared via email. Overall, the Bank reached 459,975 students within the Eighth District and hosted 310 events, attended by 6,133 educators and 1,527 students.

The St. Louis Fed's Student Board of Directors Program completed its third year in May. The 14-member student board was composed of a diverse group of local high school students, including four from OMWI schools, six minorities, and seven women. Members of the student board serve as liaisons between St. Louis area schools and the

St. Louis Fed. During their year on the board, students met at the Bank to discuss issues related to economics and personal finance and to hear speakers discuss topics ranging from leadership development to career planning and progression. These students also had the opportunity to apply for summer internships. Seven members were selected to serve as interns at the St. Louis Fed during the summer of 2015; one was from an OMWI-defined high school, two were minorities, and three were women. In addition to the summer internship program, three former student board members participated in our college intern program, and two who attend local colleges continue to work as part-time interns. The St. Louis Fed's influence on former student board members is evidenced in their choice of college majors. A survey conducted with former members revealed that nearly 70 percent are pursuing post-secondary degrees in the fields of economics, business, finance, math or engineering.

Community Partnerships

The St. Louis Fed's focus on bringing financial literacy to young people extends to the programs and partnerships formed within the communities it serves. During 2015, innovative partnerships were developed with the Diversity Awareness Partnership (DAP), the UMSL Bridge Program, the St. Louis Internship Program (SLIP), College Summit and the YMCA. These community-based, youth-serving organizations provide services to students within the Bank's OMWI-defined high schools. The outreach targeted students, principals, teachers and school counselors, as well as organizations that focus on college and career readiness.

In January and February, in partnership with DAP, the St. Louis Fed hosted an Explore Economics program for 15 OMWI high school students. This program provided opportunities for students to learn about careers in economics, as well as the Federal Reserve and its role in the economy. In October, Economic Education staff delivered financial literacy sessions to 30 high school College Summit educators representing 11 OMWI high schools. And in November and December, the St. Louis Fed facilitated financial literacy sessions for the UMSL Bridge Program to approximately 400 students and 300 parents representing more than 20 OMWI high schools. In addition, the St. Louis Fed partnered with the St. Louis YMCA to enhance its Youth in Government Program by educating students on government financing and the trade-offs that communities face in providing needed services and amenities. The St. Louis Fed's partnership with the YMCA supports outreach to students from 16 OMWI-defined high schools.

Additionally, the St. Louis Fed's collaboration with Urban Financial Services Coalition (UFSC) resulted in increasing

the reach from 250 students in 2014 to more than 500 students in 2015. UFSC is utilizing a St. Louis Fed program, “It’s Your Paycheck.” The sessions were facilitated by volunteers from the community and the Bank and were delivered to students at OMWI-defined high schools.

Challenges

The St. Louis Fed’s economic education initiatives continued to experience two main challenges:

- Schools face tighter budget constraints that reduce their ability to pay for substitutes. This makes it difficult for teachers to attend professional development programs during the school day.
- Frequent changes in school district leadership make it difficult for Fed staff to maintain cohesive relationships. This has a negative impact on the Bank’s outreach efforts because the new leadership often must be convinced of the value of teacher professional development programs in personal finance.

Next Steps

The St. Louis Fed’s Financial Literacy Plan focuses on maintaining the breadth of its outreach while increasing the depth of its financial education outreach by:

- Continuing to offer the Student Board of Directors program and increasing the number of applications received from OMWI schools.
- Identifying criteria and measures to evaluate the depth and breadth of our financial literacy efforts.
- Expanding financial literacy to community-based programs serving students within our OWMI-defined schools (e.g., YMCA, SLIP, College Summit).
- Participating in Federal Reserve System Financial Education Day—a System-wide program on Federal Reserve financial education resources in October.
- Engaging members of the Bank’s employee resource groups in delivery of financial education programs.
- Expanding outreach to OMWI schools via our Econ Lowdown Instructor Management Panel, which allows us to provide student instruction via online courses and videos.



Financial Literacy through Award Winning Education and Museum Exhibits

The St. Louis Fed’s new *Inside the Economy*® Museum and the Economic Education department received several prestigious awards, including the Institute for Financial Literacy’s Company of the Year Award (Nonprofit) for Excellence in Financial Literacy Education, the *Public Relations Daily’s* Corporate Social Responsibility Award for Best Education/Scholarship Program; the St. Louis Regional Chamber’s ARCUS Award in the Financial Services category; and Association of Midwest Museums 2015 *Best Practices Award*.

The museum welcomed thousands of visitors, including many students on school field trips. Visitors learn how the economy works, and their role in it, through nearly 100 interactive displays, games, sculptures and videos.



Conclusion

The St. Louis Fed values the diversity of its staff and the benefits derived from collaboration, teamwork and open communications as outlined in our 2016–2018 Strategic Plan. The Bank’s commitment to diversity and inclusion is ongoing. The St. Louis OMWI works with leaders and staff throughout the Bank on a daily basis to embed diversity and inclusion into our culture. The programs identified in this document help to create a climate that fosters engagement through inclusion, an appreciation of diverse strategies, and recognition of unique talents. These efforts help influence policies and practices in management, employment and business activities.

As the St. Louis Fed closes out the fifth full year of operating the OMWI, the Bank has become a more diverse and inclusive workplace evidenced through overall staff representation and employee engagement scores, and offers more business opportunities to diverse suppliers. The Bank, with the full support of its senior leadership, will continue to place a high priority on achieving more diversity and inclusion by implementing the aforementioned next steps and continually adopting best practices that will assist the Bank in its efforts to improve.

In summary, plans for 2016—many of which are a continuation from 2015—include:

- Enhancing and executing the Bank’s diversity recruiting strategy to ensure that the applicant pool is well represented by women and minorities.
- Partnering with technical and professional organizations that focus on women and minorities as members.
- Refining and expanding the College Internship Program.
- Utilizing diverse marketing outlets to advertise employment opportunities.
- Enhancing and executing the Bank’s College Outreach Strategy to foster deeper engagement with HBCUs in the Eighth District.
- Educating hiring managers on their role in supporting diversity recruiting efforts.
- Focusing on strategic workforce planning across the organization.
- Surveying suppliers who did not respond to a formal Request for Proposal (RFP). This will help to better understand a supplier’s reasoning for not providing a response and open a dialogue or other avenues to potentially engage new suppliers.
- Exploring opportunities to partner with councils and development agencies that focus on MWBEs.
- Actively participating in local, regional and national supplier diversity outreach events.
- Investigating opportunities to further expand outside of the local and regional area to engage and increase MWBE participation and selection.
- Offering the Student Board of Directors program and increasing the number of applications received from OMWI schools.
- Identifying criteria and measures to evaluate the depth and breadth of our financial literacy efforts.
- Expanding financial literacy to community-based programs serving students within the Bank’s OWMI-defined schools (e.g., YMCA, SLIP, College Summit).
- Participating in Federal Reserve System Financial Education Day—a System-wide program on Federal Reserve financial education resources in October.
- Engaging members of the Bank’s employee resource groups in delivery of economic education programs.
- Expanding outreach to OMWI schools via our Econ Lowdown Instructor Management Panel, which allows us to provide student instruction via online courses and videos.



diversity & inclusion council

The Diversity and Inclusion Council, made up of employees from throughout the Bank, worked to help make employees more aware of the value of diversity. The council executed diversity-related efforts that supported the Bank’s strategies by coordinating several presentations by outside speakers, community service opportunities and cultural events that celebrated diversity.

Appendix A

EEO-1 Job Groups

The six EEO classifications used by the Bank are described below. These groups are based upon the guidance provided by the Equal Employment Opportunity Commission (EEOC).

Executive/Senior-Level Officials and Managers

Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. In the Bank, this group includes the president, first vice president, executive vice presidents, senior vice presidents and the OMWI director.

First/Mid-Level Officials and Managers

Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the executive/senior level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior-level management.

The first/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line-of-business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of an organization, conveying the directions of higher-level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and nonexempt personnel.

Examples of these positions in the Bank include group vice presidents, vice presidents, assistant vice presidents, senior managers, managers, assistant managers, coordinators with direct reports and supervisors.

Professionals

Most jobs in this category require bachelor or graduate degrees and/or professional certification. In some instances, comparable experience may establish a person's qualifica-

tions. Due to the large number of professional positions in the Bank, this group has been broken down for further analysis into the following groups:

Accountants, Auditors, Attorneys and Examiners

Economists (including research analysts, associates and support coordinators)

Professional Generalists (examples include analysts, coordinators, editors, graphic designers, instructional staff, librarians and specialists not otherwise classified)

Automation Professionals (examples include automation specialists, data professionals, programmers, systems consultants, technical architects and web designers)

Administrative Support Workers

These jobs involve nonmanagerial tasks providing administrative and support assistance, primarily in office settings. In the Bank, examples of positions in this group include administrative assistants, group leaders, production clerks and technicians.

Technicians

Most jobs in this category include activities that require applied scientific skills, usually obtained by post-secondary education of varying lengths, depending on the particular occupation, recognizing that in some instances additional training, certification or comparable experience is required.

Examples of these types of positions include: broadcast and sound engineering technicians, drafters, emergency medical technicians and chemical technicians.

Craft Workers

Most jobs in this category include higher-skilled occupations in construction (building trades craft workers and their formal apprentices) and natural-resource extraction workers. Examples include building technicians, mechanics, operating engineers and painters.

Service Workers

Jobs in this category include food service, cleaning service, personal service and protective service activities. Skills may be acquired through formal training, job-related training or direct experience. In the Bank, this group has been divided into two groups, which are Service Worker-Guards and Service Workers (including building attendants and garage attendants).

Appendix B

EEO-1 Consolidated Report

(as of Dec. 31, 2015)

Job Categories	Hispanic or Latino		Not Hispanic or Latino												TOTAL				
	Male	Female	Male						Female										
			White	Black or African-American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African-American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races					
Executive/Senior Officials & Managers	0	0	7	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	12
First/Mid Officials & Managers	4	4	113	18	0	0	5	0	0	0	0	73	15	0	0	5	0	0	237
Professionals	13	10	355	38	0	0	36	1	0	0	0	238	66	0	0	18	0	0	775
Administrative Support	0	1	14	10	0	0	0	0	0	0	0	40	32	0	0	0	1	0	98
Technicians	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
Craft Workers	0	0	16	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20
Service Workers	0	0	31	28	0	0	0	0	0	0	0	3	5	0	0	1	0	0	68
Total	17	15	537	98	0	0	42	1	0	0	0	359	118	0	24	1	0	0	1,212

The EEO-1 Consolidated Report is generated annually and submitted to the Equal Employment Opportunity Commission in September of each year. The EEO-1 data contained in the chart is a snapshot of the distribution of Bank personnel for the Eighth District within applicable EEO-1 job categories by race and gender. See Appendix A for explanations of the EEO-1 job categories contained within the chart.

Appendix C

Federal Reserve Bank of St. Louis Minority and Women Workforce Representation

St. Louis Office							
Job Categories	# of Employees (STL) ¹	# of Female Employees	% of Female Employees	Expected % of Female Employees ²	# of Minority Employees	% of Minority Employees	Expected % of Minority Employees ²
Executive/Sr Level Officials	12	5	41.7%	36.8%	0	0.0%	10.6%
First/Mid Level Officials	222	93	41.9%	38.9%	40	18.0%	11.1%
Professionals	758	323	42.6%	47.3%	175	23.1%	14.3%
Administrative Support Workers	73	58	79.5%	79.9%	24	32.9%	21.3%
Technicians	2	0	0.0%	82.9%	1	50.0%	16.3%
Craft Workers	17	0	0.0%	4.8%	2	11.8%	17.6%
Service Workers	46	7	15.2%	32.3%	17	37.0%	39.1%

Memphis Branch							
Job Categories	# of Employees (MEM) ³	# of Female Employees	% of Female Employees	Expected % of Female Employees ²	# of Minority Employees	% of Minority Employees	Expected % of Minority Employees ²
First/Mid Level Officials	13	3	23.1%	24.2%	10	76.9%	18.7%
Professionals	10	5	50.0%	33.2%	5	50.0%	18.4%
Administrative Support Workers	23	14	60.9%	92.9%	20	87.0%	39.5%
Craft Workers	3	0	0.0%	5.4%	2	66.7%	48.4%
Service Workers	22	2	9.1%	36.3%	17	77.3%	73.9%

¹ Federal Reserve Bank of St. Louis (St. Louis Office) Employee Population as of 12/31/15

² Expected Proportions According to 2010 Census Data

³ Federal Reserve Bank of St. Louis (Memphis Branch) Employee Population as of 12/31/15

The report is reviewed by the OMWI director and used to identify potential areas for improvement in minority and women representation within EEO job categories at the Bank. The data are analyzed against community (local and/or national) availability. We assess the under/over utilization per job category that is statistically significant.

The OMWI director discusses improvement areas identified from the analysis with the Bank's senior management committee. These discussions lead to the creation of action plans focused on ways to improve representation.

Appendix D

Standard Core Metrics Template Federal Reserve Bank of St. Louis 2015

	Topics	Measures	Metrics
1	Management Representation	Top 2 EEO-1 Categories – Sr. Execs & Mid-Lvl Mgrs	249
	% Women		41%
	%Minorities		20%
2	Hiring Statistics	Total External Hires	200
	% Women		40%
	%Minorities		37%
3	Interns	Total Interns	33
	% Women		33%
	%Minorities		48%
4	M/WBE Expenditures	Total Spend (in millions)	\$54.36
	%WBE		16.8%
	%MBE		7.9%
5	Financial Education	# of Events	310
	# of Students attended		1,527
	# of Educators attended		6,133
	# of Students reached		459,975

Appendix E

Procurement Spend, Four-Year Trend

	2015		2014		2013		2012	
	\$	%	\$	%	\$	%	\$	%
Total reportable spend ¹	\$54.36		\$45.95		\$43.66		\$42.82	
Minority-owned ²	\$4.31	7.9%	\$4.27	9.3%	\$2.60	6.0%	\$1.19	2.8%
Women-owned ³	\$9.12	16.8%	\$9.09	19.8%	\$6.18	14.2%	\$3.94	9.2%
Total minority-owned and women-owned ⁴	\$13.43	24.7%	\$13.36	29.1%	\$8.78	20.2%	\$5.13	12.0%

Dollar amounts are in millions.

¹ Reportable spend: All amounts paid to third-party contractors (i.e., not inter-Fed payments, not government payments, not payments to tenants that rent space, etc.) for goods, services, and software. Definition taken from final System legal opinion on reportable spend dated May 26, 2011.

² Minority-owned: All minority-owned businesses, including minority female-owned companies

³ Women-owned: Caucasian women-owned businesses only

⁴ Total minority-owned and women-owned: Total of previous two lines



Empowering through Education

Knowledge about economics, money, banking and personal finance fosters a stronger economy. The St. Louis Fed's economic education staff seeks to make a difference by reaching out to K-16 educators and their students with a variety of economic and financial education resources and programs, including videos, podcasts, online courses, lesson plans, interactive whiteboard applications, conferences and websites. Many materials are also available in Spanish.

See what you can find at stlouisfed.org/education

- Econ Lowdown, the St. Louis Fed's FREE source for award-winning, pre-K to college economic and personal finance education resources.
- NEW: The St. Louis Fed's e-book (available in the iTunes Store) can help young children learn about budgeting and saving.
- NEW Kiddyconomics: An Economics Curriculum for Young Learners uses children's books, songs and school readiness activities to introduce basic concepts such as saving and spending.

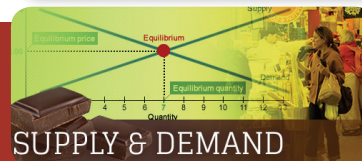


Did you know?

Since 2010, the St. Louis Fed's Economic Education department has had more than 2.3 million enrollments in online courses nationwide.

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