



FEDERAL RESERVE BANK *of* NEW YORK

Office of Minority and Women Inclusion
2013 Annual Report to Congress

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Executive Summary

The Federal Reserve Bank of New York (“New York Fed” or “Bank”) is pleased to present its third Office of Minority and Women Inclusion (“OMWI”) Annual Report, and to provide an update on its progress in implementing the requirements of Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the “Dodd-Frank Act”).

In 2013, the New York Fed continued to make gains in fostering diversity with respect to its business and contracting activities. Specifically, the Bank launched a year-long pilot program — The Treasury Operations Counterparty (“TOC”) Pilot Program — that offers the opportunity for small and diverse firms to act as new counterparties in Treasury market operations, along with the Bank’s primary dealers. Four firms, diverse in size as well as geographic reach, and including some minority-owned firms, began to participate as counterparties in the TOC Pilot Program in the summer of 2013; and by year-end, the Bank accepted almost \$400 million in offers from TOC participants. The TOC Pilot Program is an important step forward for the Bank as it continues to explore ways to broaden access and opportunity for a diverse set of small firms seeking to participate in the Bank’s trading operations in connection with the execution of monetary policy.

With respect to the Bank’s ongoing procurement and supplier diversity efforts, the Bank significantly augmented its technical assistance offerings this year, delivering six “Access to Capital” forums for small businesses, including a three-part series of events hosted in Puerto Rico. Over 300 small businesses on the island received technical assistance on topics such as expanding business opportunities, access to financing, government procurement contracts, and international trade. Later in the year, in November 2013, the Bank hosted a capacity building seminar in conjunction with the New York and New Jersey Minority Supplier Development Council (“the Council”). Targeting local-area minority-owned and women-owned businesses (“MWBE”s), *The Economy and Small Business* program included New York Fed economists presenting macro and regional views of the economy with implications for the small business community. A networking session at the conclusion of the program created an opportunity for guests, Council members, and Bank leaders to meet and build the relationships important for strategic supplier diversity development.

As in years past, the Bank continued to strengthen its well-established workforce diversity program, focusing efforts on its diversity recruitment program as well as enhancing its retention initiatives and learning and development offerings. Successes this year included expanding the Bank’s recruitment efforts aimed at building the pipeline of diverse talent at the experienced/professional levels, enhancing the Bank’s metrics and reporting with regard to its diverse slate protocol in hiring established in 2011, and developing and piloting a Bank-wide mentoring program. Notably, the Bank’s 10 Employee Resource Networks were highly engaged this year in assisting the Bank to execute its diversity recruiting strategy, with Resource Network members participating in over 85% of all Bank-sponsored recruiting events in 2013. Resource Network member engagement in the Bank’s recruitment efforts assisted the Bank in bringing in a Summer Intern Class made up of 43% minority students this year.



Continuing its long and rich history of leadership in providing economic education and outreach in the region, the Bank focused efforts in 2013 on further expanding community outreach efforts with the goal of increasing the diversity of participants in its signature educational programs. The Bank established a new partnership with the City University of New York (“CUNY”) this year, which assisted the Bank in broadening its reach with respect to the set of students and educators it engages to participate in programs such as *College Fed Challenge*. *College Fed Challenge* is a team competition for undergraduates designed to encourage students to learn more about the U.S. macro economy, the Federal Reserve System, and the implementation of monetary policy, and to foster an interest in economics. The Bank also experienced success at casting a wider net with respect to its annual Small Business Credit Survey, and significantly expanded the survey’s distribution this year to reach approximately 16,000 minority-owned and women-owned businesses. The survey collects information from small businesses in New York, New Jersey, and Connecticut and reports statistically representative information about business characteristics, performance, financing choices, and borrowing experiences in the region. Additionally, the survey was translated into Spanish for the first time, allowing the Bank to capture the experiences of dozens of Spanish-speaking businesses.

The Bank remains committed to developing strategies that will enhance diversity and inclusion across the Bank’s business activities. The 2013 OMWI Annual Report describes many of the Bank’s efforts related to workforce diversity, business and supplier diversity, and economic education and community outreach. It also includes reportable spend data concerning the Bank’s minority-owned and women-owned contractors, as well as the demographic profile of the Bank’s workforce. This report highlights the steps taken, progress made, as well as the challenges encountered, and the strategies and initiatives in place to address them.



Overview

The Federal Reserve Bank of New York

The Federal Reserve Bank of New York works within the Federal Reserve System (“the System”) and with other public-and private-sector institutions to foster the safety, soundness, and vitality of the nation’s economic and financial systems. It is one of 12 regional Reserve Banks which, together with the Board of Governors and the Federal Open Market Committee in Washington, D.C., make up the Federal Reserve System. The Fed, as the System is commonly called, was created by Congress in 1913 to serve as the central bank of the United States.

The New York Fed serves the Second Federal Reserve District, which includes New York State, the 12 northern counties of New Jersey, Fairfield County in Connecticut, Puerto Rico, and the U.S. Virgin Islands. Though this represents a geographically small area compared with those of other Federal Reserve Banks, the New York Fed is the largest Reserve Bank in terms of assets and volume of activity. The Bank has approximately 3,100 employees located primarily at the head office and its operations center in East Rutherford, New Jersey.

The New York Fed has three principal missions:

- to contribute to the development of monetary policy and execute the monetary policy decisions of the Federal Open Market Committee;
- to support financial stability in the United States and abroad through supervision of financial institutions and payments system oversight pursuant to authority delegated by the Board of Governors, and through market and payments system monitoring, and lender-of-last-resort responsibilities; and
- to promote and provide safe and efficient financial services to financial institutions, the U.S. government, and foreign central banks.

The Office of Minority and Women Inclusion

In compliance with Section 342 of the Dodd-Frank Act, the Federal Reserve Bank of New York established an Office of Minority and Women Inclusion in 2011 and placed responsibility for the Office in the Bank’s existing Office of Diversity and Inclusion. The Bank took immediate actions to ensure compliance with all aspects of the Act, building on its long-standing efforts to promote equal employment opportunity and workforce diversity, to foster diversity with respect to the Bank’s procurement practices, and to engage in outreach to the community. In addition, the Office was relocated from the Human Resources Group to the Executive Office, which allows for direct access to and support by the Bank’s President and First Vice President.

Diane T. Ashley, the Bank’s Chief Diversity Officer, serves as the Bank’s OMWI Director. Ms. Ashley has served as Vice President and Chief Diversity Officer in charge of the Bank’s Office of Diversity and Inclusion since 2007. As a seasoned diversity and inclusion professional in the financial services industry, Ms. Ashley has a breadth of experience that spans global workplace diversity, supplier diversity, talent development, and community education programs supporting diversity. Prior to joining the Bank, Ms. Ashley was a Senior Vice President and Director of Supplier Diversity at Citigroup. (Her bio is attached as Appendix A.) The Office of Diversity and Inclusion is responsible for the comprehensive assessment of all matters relating to diversity and inclusion in management, employment, and business activities across the Bank, and for overseeing compliance with Section 342 of the Dodd-Frank Act. Ms. Ashley, as OMWI Director, meets with and provides reports directly to the Bank’s President regarding the Bank’s diversity initiatives, and operates under the supervision and guidance of the Bank’s First Vice President. She reports to the Bank’s Management Committee on the progress of diversity and inclusion initiatives and actions taken to comply with Section 342. The Office of Diversity and Inclusion develops and manages a comprehensive diversity and inclusion strategy aligned with the Bank’s mission and goals. The Office assists Bank leaders in creating a work and business environment that respects and fully values the strengths and differences of the Bank’s staff, and the community more broadly.



Workforce Diversity and Employee Outreach

The Federal Reserve Bank of New York is strongly committed to attracting, developing, and retaining a diverse workforce, and to fostering an inclusive work environment in which all employees have the opportunity to contribute fully and achieve professional growth. In support of this commitment, the Bank utilizes a comprehensive workforce diversity strategy that incorporates the recruitment and retention efforts outlined in the Dodd-Frank Act.

[Appendix B offers information on the Bank's workforce representation, including its workforce and senior management composition.]

SUCCESSSES

In 2013, the Bank continued to build upon its commitment to fostering a diverse and inclusive workforce, in order to ensure that it is well positioned to meet the future challenges of the nation's evolving economic and financial systems. As in years past, the Bank has embraced the opportunities presented by the OMWI provisions of the Dodd-Frank Act, and continues to enhance its well-established and comprehensive workforce diversity program. This year, the Bank further strengthened its diversity recruitment program, continuing to support its diverse slate protocol in hiring and building a pipeline of diverse talent for the Bank. It also made progress with respect to retention and engagement initiatives, including diversity and inclusion education and awareness training, and development of its mentoring program.

Recruitment

This year, the Bank continued to leverage established relationships with its diversity recruiting partner organizations to assist in identifying and recruiting diverse talent at all levels of hiring. Notably, the Bank renewed its engagement with the Consortium for Graduate Study in Management ("the Consortium"), a national diversity network that links top-tier students from the nation's 18 leading MBA programs with corporate partners. Attending the Consortium's June Orientation Program and Conference afforded the Bank the opportunity to create increased awareness about the Federal Reserve as an employer of choice for diverse candidates and assisted the Bank in recruiting diverse MBA talent for its well-established Summer Intern Program. As a result of the renewed partnership, the Bank made five employment offers to summer intern candidates, and to date, two of the candidates have accepted those offers. The Summer Intern Program continues to be a key component of the Bank's diversity pipeline development strategy.

Overall, successful recruitment efforts in 2013 assisted the Bank in bringing in a diverse intern class, 43% of whom are minorities, up from 38% in 2012.

While the Bank continued to recruit diverse candidates through its long-standing campus recruitment program, the Bank also focused efforts this year on identifying diverse talent at the experienced/professional hire levels. Notably, for senior-level searches, the Bank instituted a new practice in 2013 with respect to evaluating retained executive search firms. Specifically, the Bank emphasized its expectation that all retained executive search firms demonstrate good faith efforts to identify and present diverse slates of candidates. In addition, all retained search firms seeking to do business with the Bank were notified that their commitment to providing diverse slates of candidates, to the extent possible, would be one of the critical criteria by which the Bank plans to evaluate their services in the future. Other activities in 2013 that contributed to building the Bank's diverse talent pipeline at the experienced/professional hire levels included attending the "Careers in Risk: The Economy, Regulation and Globalization" Career Fair and Networking Event for risk professionals, hosted by the Global Association for Risk Professionals. The event attracted a diverse candidate population from across the tri-state area with a specialized skill set that the Bank seeks in many of its mid- to senior-level hires. In addition, the Bank leveraged social media channels, such as the professional diversity network within LinkedIn to further promote its employment opportunities.

The Bank also collaborated with its diversity recruiting partner organizations this year to identify and build a pipeline of diverse talent for mid- to senior-level roles. For example, the Bank hosted two events in the spring of 2013 in conjunction with the Robert Toigo Foundation and the Association of Latino Professionals in Finance and Accounting ("ALPFA"), designed to introduce a group of diverse, experienced professionals working in the financial services industry to Bank leaders and hiring managers.



Between the two programs, 75 diverse professionals currently working in the New York area visited the Bank, heard presentations from Bank economists on topics related to the economy and the work of the Federal Reserve, and networked with Bank representatives aligned with the organization's current hiring needs. As a result of these recruiting events, the Bank has begun building a database of diverse professionals with financial services experience in the local area. (A full listing of the Bank's diversity recruiting efforts is attached as Appendix C.)

This year, the Bank continued to participate in the Federal Reserve's System-wide collaboration to advertise and recruit at several national diversity recruiting conferences associated with the following organizations: National Black MBA Association ("NBMBA"), National Society of Hispanic MBA's ("NSHMBA"), Association of Latino Professionals in Finance and Accounting ("ALPFA"), National Society of Hispanic Professional Engineers ("SHPE"), National Association of Black Accountants ("NABA"), and the Thurgood Marshall College Fund Leadership and Recruitment Fair ("TGMCF"). Advertising and recruiting at these nationally recognized conferences helps the Bank identify diverse candidates at both the campus- and experienced-hire levels, and provides opportunities to further build awareness about the Federal Reserve as an employer of choice. Notably, in 2013, a subset of the Federal Reserve OMWI Directors developed updated diversity branding images and accompanying messages for the System-wide national recruiting and supplier diversity efforts. The Federal Reserve engaged a minority/woman-owned communications firm to assist in designing the creative concept and messaging of the new diversity communications campaign. In addition, the Federal Reserve had the opportunity to feature three diverse employees in Diversity/Careers in the Engineering and Information Technology magazine, highlighting the Fed's success stories as an employer of choice. One of the leaders profiled is a Vice President at the New York Fed. Moreover, the Federal Reserve System was recognized as a top financial company for diversity in the "Best of the Best Lists" published in the March 2013 edition of Professional Woman's Magazine.

Other successes and initiatives related to the Bank's diversity recruiting efforts are described below.

Resource Network Participation. The Bank's Resource Networks (described in more detail on page 8) continued to play an important role in helping the Bank execute its diversity recruiting strategy this year. Resource Network members assisted recruitment staff at on- and off-site events and referred candidates from their professional and other networks. Importantly, Resource Network members participated in 86% of all Bank-sponsored recruiting activity conducted in 2013—including information sessions, career fairs, national conferences, campus-based programs, and other recruiting events.

Diverse Slate Metrics and Reporting. For the last three years, the Bank has employed a diverse slate protocol in its hiring practices, in which recruitment staff and hiring managers work in partnership to ensure that a diverse slate of candidates are considered for open positions, recognizing, of course, that the Bank will hire the most qualified candidate without regard to race or gender. To further support the organization's recruiting efforts broadly, and to most effectively continue to implement the diverse slate approach in hiring, the Bank developed new diverse slate metrics and reports in 2013 that will enable the Bank, and individual business areas, to better track and measure progress with respect to workforce diversity efforts, beginning in 2014.

Enhanced Communications Strategy. Finally, the Bank embarked on a comprehensive effort this year to refine the messaging and communications used to recruit external candidates to the Bank, as well as other internal and external communications related to the value proposition of a career at the New York Fed. The new "Employee Value Proposition" messaging was developed in 2013, and an effort is now underway to evaluate and update the relevant Bank communications across print, video, internet, and other media. This effort, in conjunction with the launch of the Federal Reserve System's new diversity communications campaign, demonstrates the organization's progress this year in bolstering its advertising and communications platform with respect to diversity recruiting efforts.



Retention and Engagement

The Bank is committed to a work environment that respects and fully values the strengths and differences of its people and promotes a culture that supports employees from all backgrounds in achieving their full potential. As in 2012, the Bank continued to refine and enhance its retention and engagement initiatives. Specifically, it continued to deliver diversity and inclusion education and awareness building programs, designed a Bank-wide, career-focused mentoring program, and sought new and inclusive ways to engage Bank staff. A number of these successes are set forth below.

Mandatory Diversity and Inclusion e-Learning Course.

The Bank's e-Learning diversity and inclusion course "*Cultivating a Community through Diverse People and Thought*," which was mandatory for all Bank employees in 2012, has been incorporated into the Bank's New Hire Orientation Program, and is now required of all new employees who join the Bank. The course supports the Bank's long-standing commitment to an inclusive work environment.

Diversity and Inclusion Job Competency. Since 2012, the Bank has reinforced expectations and accountabilities to its employees with regard to building a diverse and inclusive work environment by including a "Diversity and Inclusion" competency within the organization's set of eight Bank-wide job competencies for Bank managers and senior leaders. The Diversity and Inclusion competency describes an employee who "actively supports the Bank's diversity agenda," and is defined by a set of key job-related behaviors that are incorporated into the Bank's recruitment, performance management, and talent review practices. These enhanced accountabilities encourage management's active support of the organization's commitment to diversity of people, thought, and perspective.

Mentoring. In 2013, the Bank designed an online mentoring program for all employees. This broad-based program, which is expected to launch in April 2014, is part of the Bank's comprehensive approach to career management. The "NY Fed Mentor Program" will enable employees to find, create, and facilitate short- or medium-term mentoring relationships to guide them in their professional and career development. The NY Fed Mentor Program employs sophisticated online technology that will assist matching mentees with mentors who share similar goals.

Diversity Educational Speaker Series. For the past several years, the Bank's Diversity Educational Speakers series has continued to educate and inspire employees not only at the New York Fed, but now increasingly across the Federal Reserve System. Through presentations often aligned with cultural heritage month commemorations, an array of accomplished individuals shared a range of experiences and perspectives on leadership for Bank employees. Speakers this year included four-time Olympic diving champion Greg Louganis; civil rights leader, attorney, global spokesperson, and presidential advisor Vernon Jordan; and American broadcast journalist, executive producer, and philanthropist Soledad O'Brien. All programs were streamed live and made available to multiple locations within the Federal Reserve System.

Enhancing Employee Engagement. In 2013, the Bank introduced innovative and educational programming that provided employees with increased opportunities to engage with colleagues and broaden their perspectives. Select programs are highlighted below.

- The Bank launched its first diversity and inclusion film festival "*Let's Get Reel: Cultural Awareness and Inclusion Short Film Festival*," which sought to help promote an inclusive work environment and to increase awareness of the vast array of backgrounds and perspectives of Bank employees. The festival was open to all Bank staff and collaboration was encouraged. Participants submitted short videos on the topic of diversity and inclusion. Completed videos were posted on the Bank's intranet for viewing and voting and the winning videos were announced at a widely attended Bank-wide networking event in August 2013. Furthermore, the webpage housing the videos received over 8,000 hits, demonstrating the high level of engagement of Bank employees.

- In connection with the 50th anniversary of Dr. Martin Luther King, Jr.'s "I Have a Dream" speech on August 28, 2013, the Office of Diversity and Inclusion asked several Bank employees to share their thoughts on the impact of Dr. King's speech on their lives. Seven videos were produced on the topic and made available Bank-wide for viewing, including one featuring the Bank's President Bill Dudley.

- The Bank's Resource Networks hosted a panel discussion, "From Where I Sit: Individual Perspectives on the Bank's Culture" featuring five senior Bank leaders, and followed by a networking reception. The program provided an opportunity for recently hired employees to gain insight into the unique aspects of the Bank's culture, and for long-service employees to further understand the similarities and differences among organizational cultures.

The Bank implements its diversity and inclusion strategy with guidance from the Diversity Advisory Council ("DAC") and the grassroots efforts of the Bank's 10 Employee Resource Networks ("Networks").

THE DIVERSITY ADVISORY COUNCIL

The Diversity Advisory Council, chaired by the Bank's First Vice President, is a standing committee of the Bank's Management Committee. DAC members comprise business leaders from all of the Bank's business lines and represent a diverse mix of individuals in terms of demographic background, functional area, level of management, and tenure at the Bank. In 2013, the DAC advised on and championed several Bank-wide programs, such as new career management initiatives, the Bank's community volunteering strategy, mentoring, and the Fed Ambassador Program (described on page 16).

EMPLOYEE RESOURCE NETWORKS

The Employee Resource Networks are an integral part of the Bank's overall diversity and inclusion strategy. In 2013, 37.5% of Bank employees were members of a Resource Network. The Networks are employee-driven, Bank-sponsored groups created to enhance professional development, encourage employees to build personal and professional relationships across the Bank, and align with the Bank's strategic business objectives. Network Leaders meet annually with the President and Vice President of the Bank, and each Network is supported by an Executive Sponsor, who is a senior officer of the Bank. Every Network is open to all employees, and there is strong collaboration across Networks. Network activities focus on four broad categories: recruitment and retention of diverse talent, professional development/education, innovation and awareness, and community involvement. This year, the Networks continued to play a key role in facilitating the Bank's community volunteer efforts, including sponsoring a Book Drive in support of the College of Staten Island High School for International Studies, where students and staff were negatively affected by Superstorm Sandy; organizing a clothing drive benefiting Dress for Success and Career Gear; and delivering a financial education workshop in Spanish to Spanish-speaking students and their parents in partnership with after-school programs run by the Committee for Hispanic Children and Families (see Appendix D for a full listing of Resource Network community engagement activity in 2013).

- African American and Latino Men's Alliance (AALMA)
- Asian Professional Networking Alliance (APNA)
- Disabilities Awareness Network (FedAbility)
- Multi-generational Network (Generations)
- Mentoring, Opportunities, Support, Advancement, Inspiration, and Change for African American and Latina Women's Network (MOSAIC)
- Evening Shift Network (Nightlight)
- Lesbian, Gay, Bi-sexual and Transgender Employees and Allies Network (OPEN)
- Military Veterans and Families Network (Veterans)
- Working Families Network (WFN)
- Women's Mentoring and Empowerment Network (WoMEN)



CHALLENGES AND NEXT STEPS

The Bank remains aware of the continuing challenge to increase diversity at the senior management levels of the organization. In 2013, the Bank enhanced its efforts to identify diverse candidates at the experienced/professional hire levels, while continuing its established campus-based outreach. Diversity pipeline development will continue to be an important component of the Bank's overall diversity recruiting strategy going forward. Specifically in 2014, the Bank will continue collaboration with its diversity recruiting partners with a special focus on targeted professional/executive level outreach, leveraging the organizations' alumni networks. In addition, the Bank plans to further build out its social media strategy, enhancing its presence with one of the largest professional diversity networks on the internet via LinkedIn, and more actively promoting the Bank's career opportunities across a variety of other internet-based diversity networks.

A persistent recruitment challenge for the New York Fed is the highly competitive labor market for diverse talent in the financial services industry in New York City, a global financial center. To further assist the organization in refining its recruitment strategy going forward, the Bank plans to begin a utilization analysis in 2014, which determines "Labor Market Availability" for geographic areas.

As in years past, the Bank is committed to addressing the challenge presented by the under-representation of minorities and women in the field of economics. To this end, the Bank continues to deliver unique programming designed to expose underserved groups to economics, both as a field of study and as a career. The Bank's Economic Education team and the Office of Diversity and Inclusion enhanced collaboration in 2013 to increase outreach efforts to underserved high school students in the District (these efforts are described in the "Economic Education and Outreach Programs" section of this report). In addition, the Bank continues to support programs with similar missions that are run by its diversity partner organizations. For example, the Bank has had a long-standing engagement with the Committee on the Status of Women in the Economics Profession ("CSWEP"), an organization dedicated to increasing the pipeline of women in economics. One of the Bank's economists is a member of CSWEP's Board of Directors. Each summer, the Bank hosts two female Ph.D. candidates as CSWEP fellows, exposing these students to the work of the Fed and encouraging them to pursue a career in economics.



Business and Supplier Diversity

The Bank is committed to ensuring that all firms interested in doing business with the Bank have the maximum practicable opportunity to do so. To foster diversity with respect to the Bank's business and contracting activities, the Bank seeks to promote an environment that provides access and opportunity for minority-owned and women-owned business enterprises seeking to do business with the Bank. Efforts include active engagement with diversity business organizations and industry groups, integration of supplier diversity practices with internal procurement processes, outreach to build an extensive base of diverse firms willing and capable of doing business with the Bank, and provision of technical assistance to prospective vendors.

SUCCESSSES

In 2013, the Bank continued to advance efforts to integrate supplier diversity practices throughout the organization, and made great strides towards its goal of expanding access and opportunity for small and diverse firms to participate in the business activities of the New York Fed. Most notably, the Bank explored ways to broaden access to trading operations it conducts in implementing monetary policy by announcing the Treasury Operations Counterparty Pilot Program in the first quarter of the year. The year-long pilot program offers the opportunity for small and diverse firms, including minority-owned and women-owned businesses, to act as new counterparties to the Bank's Markets Group, participating in purchases and sales of U.S. Treasury securities along with the Bank's primary dealers.

Following an application and evaluation period for eligibility, the Bank announced in June 2013 that four firms, diverse in size as well as geographic reach, and including some minority-owned firms, would begin to participate as counterparties in the TOC Pilot Program. In 2013, all four firms selected were active participants in the TOC Pilot Program, and as of year-end, the Bank accepted almost \$400 million in offers from TOC participants. The New York Fed's Treasury Operations Counterparty Pilot Program represents a significant step forward in terms of increasing access and opportunity for firms that had not traditionally participated in the Bank's market operations activities. The program will continue through July 2014.

With respect to supplier diversity development and outreach, the Bank directed efforts this year on delivering "Access to Capital" and "Global Access" technical assistance forums to small and diverse businesses across the Second District, including Puerto Rico. Notably, the Bank significantly augmented its technical assistance offerings this year, providing six small business capacity building forums.

These credit-focused forums provided information and resources to help small businesses in the region expand and grow. This year, in partnership with the Consulate of Mexico in New York, select forums were conducted entirely in Spanish and customized to meet the unique needs of local Spanish-speaking business communities. Specifically, a forum was held at the East Harlem campus of Hunter College in May 2013 in conjunction with the East Harlem Business Capital Corporation, and in Passaic, New Jersey in June 2013 in conjunction with Mi Casa es Puebla, a community based organization. At each forum, more than 50 business owners were offered insight on accessing capital from a panel of credit-lending experts from local institutions.

Similarly, in Puerto Rico, the Bank co-sponsored a three-part series of events, along with the Federal Deposit Insurance Corporation and the U.S. Virgin Islands/Puerto Rico District Office of the U.S. Small Business Administration. Over 300 small businesses in Puerto Rico received technical assistance on topics such as expanding business opportunities, access to financing, government procurement contracts, and international trade. *Opportunities for Government Procurement* focused on educating Puerto Rican small businesses about the U.S. government's goal for the small business share of federal contracts — 23% or roughly \$115 billion a year. The forum also showcased procurement opportunities across the Federal Reserve System, the Federal Deposit Insurance Corporation, and the Government of Puerto Rico with senior leaders from across the System traveling to present on procurement opportunities.

In November 2013, the Bank hosted an additional technical assistance event, *The Economy and Small Business*, in partnership with the New York and New Jersey Minority Supplier Development Council ("the Council"). Designed to provide subject matter expertise to local-area minority-owned and women-owned businesses, the program was attended by over 75



people, including approximately 40 minority-owned business representatives. Guests heard a panel presentation by Bank economists covering macro and regional views of the economy with implications for the small business community. A second panel of four minority-owned business representatives shared current business challenges they face related to issues of growth, scalability, and employment. A networking reception at the conclusion of the program created an opportunity for invited guests, the Council's corporate members, and Bank leaders to meet one another and build the relationships important for strategic supplier diversity development. (Materials related to this event are attached as Appendix E.)

As in 2012, the Bank continued to make progress in building its pool of diverse, prospective vendors and, toward this end, in 2013 further enhanced its sourcing and outreach efforts. Overall, the Bank increased the supplier diversity outreach events it attended by 31% this year (a full listing of the Bank's supplier diversity outreach activities for 2013 is attached as Appendix F.) Moreover, the Bank cast an even wider net this year and conducted outreach with two new diverse business organizations, Asian Women in Business and the National Hispanic Business Group, with the aim of identifying new, diverse suppliers. The Bank also strengthened established relationships with its supplier diversity partner organizations, leveraging their resources to continue to grow the database of active and potential vendors, including diverse suppliers. These efforts continue to support the Bank's diverse slate approach in procurement across the organization.

This year, the New York Fed continued to participate in the Federal Reserve's System-wide collaboration to further its supplier diversity programs, practices, and actions, and to coordinate national outreach efforts. The System-wide national effort included participation in two national supplier diversity conferences associated with the Women's Business Enterprise National Council ("WBENC") and the National Minority Supplier Development Council ("NMSDC"). At both conferences, the Federal Reserve System furthered its goals of promoting business opportunities, meeting new, diverse suppliers, continuing to build relationships with suppliers already in the System's pipeline, and sharing supplier diversity best practices. Of note this year, the System implemented an enhanced process and

approach with regard to attending the national conferences. This included using iPads to register companies at the System's conference booth in real time, increasing the availability of System representatives to speak with potential vendors, and using newly updated diversity advertising and messaging to showcase the Federal Reserve's business opportunities and underscore the organization's commitment to diversity.

The Federal Reserve System experienced a number of additional successes with regard to its national supplier diversity efforts this year. The System captured information on approximately 130 vendors as a result of attending the supplier diversity conferences, enriching its database of potential diverse suppliers. In addition, all vendors that registered at the conferences received a follow-up communication as part of an enhanced effort to direct vendors to the appropriate local districts and to encourage them to pursue business opportunities with the Federal Reserve. Notably, the Federal Reserve System's supplier diversity efforts were recognized in an article published in the August 2013 issue of DiversityPlus magazine, "Federal Reserve Supplier Diversity Policies Accelerate Success." Moreover, the New York Fed was cited for both the increase in its spend with minority-owned and women-owned businesses in 2012, and for its outreach efforts with its supplier diversity business partners such as the NMSDC.

The Bank also made further gains this year in integrating supplier diversity practices throughout the Bank's vendor management and procurement processes. Enhancements in 2013 included an update to the Bank's Acquisition Policy to create a new, centrally managed procurement model for the organization. This served to further centralize the Bank's vendor management and procurement processes and enhance support for the Bank's supplier diversity efforts more broadly. Other initiatives included creation of a Vendor Advisory Forum, a cross-functional group representing all Bank business areas that meets monthly to discuss vendor management and procurement-related activities, including building awareness for supplier diversity. In addition, the Bank's Supplier Diversity Manager focused more of her time this year on supplier development, enabling a more strategic approach for supporting the Bank's diverse slate efforts in procurement. These internal organizational enhancements that support the Bank's supplier diversity programs and practices will remain an area of focus for the Bank in 2014, and will continue to be reinforced and reviewed going forward.

CHALLENGES AND NEXT STEPS

The Bank remains committed to exploring ways to increase access and opportunity for small and diverse firms to participate in the business activities of the New York Fed. In 2014, The Bank will continue to monitor the progress of the Treasury Operations Counterparty Pilot Program. Additionally, the Bank recognizes that, at times, small and diverse businesses may face a unique set of challenges with regard to bidding on certain business opportunities. To help address this challenge, the Bank will continue to seek ways to remove some of the barriers to entry that may exist for such firms with regard to the Bank's procurement processes. For example, small and diverse companies may be reluctant to bid on certain business opportunities presented by the Bank due to time, capital, and/or resource constraints. In 2014, the New York Fed is working as part of a System-wide effort to create a web-based vendor training platform that will provide vendors with more detailed information on how to do business with the Federal Reserve. The goal is to create increased transparency and efficiency for potential suppliers with regard to the Bank's procurement process.

While the Bank recognizes that there is more work to be done with regard to its supplier diversity efforts and results, the Bank believes it can provide meaningful impact through a continued focus on providing technical assistance going forward — delivering needed access to capital and procurement assistance to the small business community. Specifically, the Bank has plans to host a capacity building event for women-owned businesses focused on access to capital, in partnership with the Women Presidents' Educational Organization ("WPEO") in the spring of 2014. This event will be modeled after the successful, capacity building event hosted at the Bank last fall, *The Economy and Small Business*. And as in years past, the Bank will continue to direct efforts on growing the pool of diverse suppliers, further embed supplier diversity practices within the Bank's vendor management and procurement processes, and continue building awareness across the Bank with regard to supplier diversity programs and best practices.

Reportable Spend on Minority- and Women-Owned Contractors

AMOUNTS PAID BY THE BANK TO CONTRACTORS IN 2013		
	\$ Amount/Number	Percent of Total \$ Amount
Total Reportable Spend	\$195,215,811	100%
Amounts to MWBEs*	\$8,055,663	4.1%
Number of MWBEs	90	
Amounts to MBEs**	\$5,918,644	3.0%
Number of MBEs	37	
Amounts to WBEs***	\$2,137,020	1.1%
Number of WBEs	53	

* MWBE (minority-owned or women-owned business enterprise).

** MBE (minority-owned business enterprise).

***WBE (women-owned business enterprise).

Note: Reportable spend does not include association memberships, dues and fees, employee salaries, benefits, insurance and reimbursements, inter-company transfers, U.S. Post Office fees, rent, taxes (property, payroll, income, state, local and federal), and utilities. It does include spend to universities and schools (including speakers and research), outside counsel fees, and payments made to individuals with whom the Bank contracts for goods and services (e.g., independent contractors).

In addition, in connection with the financial crisis, the Bank created three limited-liability corporations: Maiden Lane LLC, Maiden Lane II LLC, and Maiden Lane III LLC to acquire certain assets in connection with the Bear Stearns merger with JPMorgan Chase and the restructuring of the government's financial support of AIG. These were created under Section 13(3) of the Federal Reserve Act. A number of vendors have been retained to provide investment management, advisory, custodial, and other services to these LLCs and are paid fees by the LLCs. In 2013, to the Bank's knowledge, none of these vendors were minority-owned or women-owned. In 2013, fees paid to these vendors totaled \$8,069,398.



Economic Education and Outreach Programs

The Bank has a long and rich history of leadership in providing economic education and supporting financial literacy in the Second District, and is dedicated to increasing the understanding of economic principles and enhancing the financial awareness of youth in a rapidly changing world. An important part of this mission is to educate students, educators, and the wider public about the role and impact of the Federal Reserve on the economy, and to encourage underrepresented minorities and women to prepare for careers in economics and finance.

In addition, the Bank supports economic vitality in the District by promoting constructive dialogues around the credit concerns of Main Street, and filling information gaps about business performance, credit options, and business conditions for Main Street decision makers. With that intention, the Bank regularly convenes regional, business, and community leaders to provide information, analysis, and technical assistance, and to highlight promising solutions that give special attention to low- and moderate-income communities.

SUCCESSSES

The Bank remains committed to building the pipeline of minorities and women exposed to and entering the field of economics. Toward that end in 2013, the Bank successfully expanded its outreach efforts and broadened the participation of underrepresented groups in the Bank's signature programs such as *Math x Economics* and *College Fed Challenge*. Additionally, the Bank's Economic Education team, the Office of Diversity and Inclusion, and the Bank's Employee Resource Networks strengthened their collaboration this year to deliver several new programs designed to teach underrepresented minorities and women about the role and work of the Federal Reserve. The programs also sought to provide students with financial education training and to expose them broadly to the field of economics, encouraging them to consider careers in economics and finance. A description of these initiatives is set forth below.

Expanded Outreach. The Bank made notable progress this year in increasing the number of Title I high schools that participated in its signature high school-level program *Math x Economics*, a program specifically designed to expose high school students from underserved populations to economics as a field of study and as a career choice. A successful targeted, promotional campaign resulted in an increase in the number of students from Title I schools applying for and being accepted into the program. Specifically, the number of Title I high schools participating in the program increased from 37 schools in 2012 to 55 schools in 2013. The 55 Title I schools that attended the program this year represented 92% of all participating schools.

Additionally, the New York Fed's *Math x Economics* program grew this year to include 100 students, up from 68 students in 2012, reaching more students than ever before in a single year. The *Math x Economics* program has been adopted by the Board of Governors and the Federal Reserve Bank of Kansas City in recent years.

Similarly, in order to include a broader set of colleges and universities to attend the Bank's programs designed for college-level students and professors such as *College Fed Challenge* and *The Federal Reserve in the 21st Century* ("*Fed 21*"), the Bank conducted outreach efforts this year that targeted local schools and city-based institutions of higher education. For example, the Bank established a partnership this year with the City University of New York, a leading urban university system with close to 300,000 students that has one of, if not, the most diverse student bodies in the country, in order to access a broader, more diverse population of students to participate in *College Fed Challenge*. This annual team competition for undergraduate students was created to encourage students to learn more about the U.S. macro economy, the Federal Reserve System, and the implementation of monetary policy. The program also aims to inspire in college students an interest in economics and finance as subjects for advanced study and as career options. Two CUNY school campuses hosted the student orientation part of the program and the first round of the competition, and several CUNY economics professors volunteered as judges. Continuing to build partnerships, like the one with CUNY, will assist the Bank in connecting with an even more diverse student and educator base going forward.



Federal Reserve Financial Education Day.


On Wednesday, October 23, 2013, the New York Fed participated in a System-wide effort to promote discussions about the importance of personal finance among students and educators nationwide. At the New York Fed, 71 high school students visited the Bank, drawing from four schools with predominantly minority populations across the Second District: Orange High School in Essex County, New Jersey; Lincoln High School in Yonkers, New York; Aviation High School in Long Island City, New York; and High School of Economics and Finance in New York, New York. The students attended financial education workshops in the Bank's newly renovated museum and learning center covering a range of topics including budgeting, college financing, credit, the importance of saving, and the fundamentals of building wealth. Attendees also toured the Bank's museum, had lunch with Bank leaders, and ended their day with remarks by the Bank's President, Bill Dudley, who underscored that working with students is an important part of the Bank's mission. The event's success was confirmed through survey responses indicating that 95% of participants who responded to the survey (100% response rate) rated the program as "excellent" or "good" on a four-point scale. And 96% of respondents indicated that they believe the program would be helpful to other high school students, by "agreeing" or "strongly agreeing" on a five-point scale. The second annual Federal Reserve Financial Education Day is being planned for October 2014.

NYU GSTEM Summer Partnership. In July 2013, the Bank hosted 19 high school juniors attending New York University's Girls in Science Technology Engineering and Math ("GSTEM") Summer Program for a half-day of economic and financial education programming. Students in the NYU GSTEM program are selected for their high aptitude in STEM subjects, and, over six weeks in the summer receive mentoring from STEM professionals in the New York area. They also participate in activities such as academic classes, lectures, and field trips. One of the field trips this year included a visit to the New York Fed, where the girls learned about the role of the Federal Reserve and were exposed directly to the work of female economists. The group toured the museum, including an overview of the Federal Reserve System, visited the Bank's Gold Vault, networked with Bank leaders over lunch, and heard presentations by two female Bank economists and researchers.

Plans are in place to expand the program this summer with the second NYU GSTEM cohort.

Congressional Hispanic Caucus Institute's Ready to Lead ("R2L") Program. The Bank participated again this year in the Congressional Hispanic Caucus Institute ("CHCI") Ready to Lead NYC program. The New York Fed was one of many Reserve Banks across the Federal Reserve System that partnered in 2013 with CHCI's nationwide effort to advance leadership development and provide mentoring to the Latino high school community. This year, the New York program was held at Lehman College in the Bronx and served just over 100 students. The day's agenda included addresses by Congressman Charles Rangel and Congressman Jose Serrano. As part of a Mentoring Power, several Bank staff volunteered as mentors, discussing early career planning and strategy with student mentees. Bank staff also shared their personal success stories, career lessons learned, and stressed the importance of pursuing higher education. In addition, two Bank volunteers led financial education workshops covering the following topics: opening a checking account, the basics of budgeting, managing credit wisely, and college financial planning.

Savvy Credit Video Festival. As in years past, the New York Fed Savvy Credit Video Festival sought to advance financial literacy among young adults by combining peer-to-peer learning with video technology. The Bank sponsors two festivals: one in Puerto Rico and another for the New York metro area. With 68 video submissions between the New York and Puerto Rico locations, the 2013-2014 contest challenged teams of college students to produce a 30-second video that explains for young adults how to use credit wisely. This year, the winning video in the New York metro area contest was *Elevate Your Credit*, produced by students from Brooklyn College in Brooklyn, New York, part of the CUNY system; it contrasts the potential perils of irresponsible credit use with the upside of building a good credit score. The video will be aired in movie theatres throughout New York City, acting not only as professional development and exposure for participating students, but also a public service announcement in the community. Additionally, *Debt Stalker*, created by students from Manhattan College earned the Social Media Prize for receiving the most online votes from the public; this year there were a record 2,402 social media votes from 31



countries covering five continents. And, in the Puerto Rico contest, *Haz Que Valga* won first prize. It was produced by students from Pontificia Universidad Católica De Puerto Rico (Ponce Campus). Since the competition was started in 2010, 89 videos have been created, and 232 college students have participated in the festival, representing 19 colleges.

Spanish Language Financial Literacy Session.

The MOSAIC Resource Network and the Office of Diversity and Inclusion partnered to deliver a personal finance workshop to the parents of high school students associated with a drop-out prevention program sponsored by the Committee for Hispanic Children and Families (“CHCF”) at Progress High School in Brooklyn in October 2013. CHCF’s drop-out prevention program combats the issue of Latino high school student drop-out by providing academic resources and support to students and their parents. Resource Network members delivered two financial education sessions, one in Spanish and the other in English, focused on the basics of budgeting and opening a bank account. The session delivered in Spanish is consistent with efforts the Bank took this year to ensure that some of the Bank’s existing programming and resources, as well as some new offerings, were made available in Spanish to serve the needs of the Spanish-speaking communities in the District.

Educational Outreach. The Bank’s Resource Networks continued this year to engage in a variety of educational programming and outreach through community volunteer opportunities in the Second District with a focus on financial education and career mentoring for high school students. In 2013, these activities involved partnering with organizations such as Youth About Business, the New York City Department of Education, and WISE: Working in Support of Education. Bank staff volunteered their time by providing career advice, leading financial literacy sessions, and teaching youth about the role and impact of the Federal Reserve and careers at the Bank. (A full listing of Resource Network Community Engagement Activity is attached as Appendix D.)

With respect to its regional outreach efforts, the Bank continues to monitor business and credit conditions, as well as provide technical support to small businesses and service providers across the District.

Importantly this year, the Bank expanded the reach of its annual small business survey, with an eye to connecting with an ever-more diverse set of businesses. This effort and a number of other successes are outlined below.

Expanded Reach of the Small Business Credit Survey.

Each year, the Bank conducts a Small Business Credit Survey which collects information from small businesses in New York, New Jersey, and Connecticut and reports statistically representative information about business characteristics, performance, financing choices, and borrowing experiences in the region. This year’s survey also asked small businesses about their experience with Superstorm Sandy. Most notably this year, the Bank significantly expanded distribution of the survey to minority-owned and women-owned businesses, reaching approximately 16,000 MWBE’s in the tri-state area. Moreover, the survey was translated into Spanish for the first time. These enhancements served to further broaden the reach of the survey across the small business community in the Second District and allowed the Bank to capture the experiences of dozens of Spanish-speaking businesses.

Post Sandy Response: Interagency CRA/Community Development Forum.

Beginning in December 2012, in the wake of Superstorm Sandy and continuing into 2013, the Bank organized a series of five Sandy Relief Clinics across the region in areas most affected by the storm, including Coney Island, Far Rockaway, and Jersey City. The clinics brought much-needed assistance to affected homeowners and business owners in the region by connecting them with legal, government loan, and insurance experts. Shortly thereafter, the Bank launched the Sandy Information Center, a website which served as a hub to help connect storm victims with relevant information and resources. Then, in late February 2013, the Bank, along with the Federal Deposit Insurance Corporation, the New York State Department of Financial Services, and the Office of the Comptroller of the Currency, hosted the Post Sandy Response: Interagency CRA/Community Development Forum. Approximately 75 representatives from community development financial institutions and local and regional banks attended the forum, where updates were provided on Sandy recovery in the region, including information on neighborhood revitalization efforts and CRA eligibility for community development efforts in the wake of Sandy.



New York Fed President's District Visits. As in years past, President Dudley continued on a systematic program of regional outreach visits to communities within the Second District, including low- and moderate-income communities. On these visits, he and other Bank leaders gather insights on the regional economy and strengthen the Bank's ties with the diverse business, academic, public sector, and non-profit constituencies from around the region. This year, as part of a visit to Upstate New York in September, for example, President Dudley met with PUSH Buffalo — People United for Sustainable Housing — a local membership-based community organization fighting to make affordable housing a reality on Buffalo's West Side. President Dudley heard directly from the organization's leaders about issues such as heating and other challenges facing this low-income community. Similarly, on a visit to Queens in November, he met with several small business leaders in the Asian community during an Asian Business Roundtable that the Bank hosted locally to further understand the needs and concerns of the small business community in that region. It is through such direct conversations that the Bank advances its connections with the people and communities in the District and establishes relationships that provide a valuable source of grassroots intelligence to help guide programming and inform the policy process.

Fed Ambassador Program. In 2013, the Bank launched the Fed Ambassador Staff Program, designed for Bank staff to leverage their network of personal, professional, and community groups to help educate the public about the Federal Reserve. The program creates a structured way to support Bank staff in discussing the Fed within their networks and ultimately, to increase the public's understanding of the Fed's core mission and operations. The Bank developed a Fed Ambassador website, rich with information and resources for Bank staff to use for speaking engagements in a variety of contexts, from community engagements to professional interactions to volunteer and social situations.

The Bank also made gains in further advancing the Fed Ambassador Senior Officer Program this year with the goal of further connecting the Fed to Main Street. By creating a platform for senior leaders to share their knowledge and experience, the program deepens the Bank's connections to the broad community of small businesses, non-profit organizations, agencies, and colleges and universities. Through this program, senior Bank leaders participate in a variety of speaking engagements, educating constituents on topics ranging from the international economic outlook to household credit to, more generally, the roles and responsibilities of the Fed. In 2013, an estimated 6,000 people heard senior Bank leaders speak about the role of the Federal Reserve, and 40 of the Bank's senior officers gave one or more speeches for a total of 70 talks throughout the region under the direct auspices of the program.



CHALLENGES AND NEXT STEPS

The Bank remains committed to continuing to evaluate and refine its recurring economic education programming, such as the *High School Fed Challenge*, *College Fed Challenge*, and *Fed 21*, seeking to further diversify the schools that it draws participants from — both students and educators. While the Bank made gains this year, it will continue to build the partnership established with CUNY in 2014, and seek additional ways to cast the net even wider with regard to school outreach. For example, the Bank is currently exploring a potential partnership with a city-based institution that will connect the Bank to increasing numbers of underserved high school students in New York City through a network of after-school programs.

The Bank is aware that schools serving low- to moderate income communities can benefit from enhanced academic resources to further improve their ability to teach economic courses, and in particular, subjects related to the work and role of the Federal Reserve. To help address this, the Bank continues to strengthen relationships with local community colleges to engage increasing numbers of underserved students and to provide additional resources to educators. Additionally, in 2014, the Economic Education team will begin a systematic outreach effort to visit Title I schools across the District. During these visits, a representative of the Bank will offer to deliver a presentation on the role and functions of the Federal Reserve designed to complement the students' curriculum. These visits will assist the Bank in further developing its relationships with key school administrators and social studies teachers in the region.

In 2014, the Bank will also continue ongoing efforts to renovate and open up its museum space to the public as an educational and learning center. A focus will be placed on integrating educational programming into the museum experience and utilizing the space to hold lectures, workshops, and events for students and educators. Importantly, the museum experience will be central to the Bank's continued outreach efforts to underserved groups in the region. For example, preference will be given to Title I schools, community colleges, and community based organizations with regard to the Bank's public museum tours.

The Bank also remains committed to producing actionable analysis that is relevant and accessible to the diverse communities of the Second District and helps to fill information gaps for Main Street decision makers. This will be accomplished in part by continuing the listen-and-learn activities that serve to inform the Bank of emerging needs and concerns. Finally, the Bank is committed to expanding the scope and breadth of its outreach efforts through more strategic use of digital formats and in-person gatherings.



Conclusion

In 2013, the Federal Reserve Bank of New York engaged in a wide range of activities that demonstrate its steadfast commitment to fostering diversity and inclusion across the organization. The Bank has continued to build on the foundation created in 2011, in the implementation year of Section 342 of the Dodd-Frank Act, to drive toward its diversity and inclusion goals with respect to workforce diversity, business and supplier diversity, and economic education and outreach.

With regard to business and supplier diversity, the Bank continued to monitor the progress of the Treasury Operations Counterparty (“TOC”) Pilot Program announced in the first quarter of the year. The TOC Pilot Program explores ways to increase access and opportunity for a diverse set of small firms to participate as counterparties of the Bank and engage in transactions relating to monetary policy implementation. The Bank also focused significant effort this year on providing technical assistance to the small business community across the Second District, including Puerto Rico. Notably, the Bank served hundreds of small businesses, including many minority-owned and women-owned businesses, by providing them with subject matter expertise and resources focused on access to capital. Finally, the Bank continued to integrate supplier diversity practices throughout the Bank’s vendor management and procurement processes. In 2014, the Bank will refine and advance these efforts, as well as work to create further transparency for potential vendors with regard to its procurement processes.

The Bank’s accomplishments regarding workforce diversity this year involved building the pipeline of diverse talent at both the experienced/professional levels as well as at more junior levels through campus-based outreach. Specifically, the Bank directed efforts at identifying and building the pipeline of diverse talent at the experienced/professional hire levels through enhanced engagement with the Bank’s diversity partner organizations, by formalizing accountability for its retained search firms to present diverse candidates for senior-level searches, and by better leveraging social media channels as part of the Bank’s diversity recruiting strategy. With respect to campus outreach, the New York Fed’s well-established Summer Intern Program continued to be an important source of diverse talent for the Bank. In 2013, the Bank successfully recruited a diverse Summer Intern Class, with 43% minorities in the entering class. In 2014, the Bank has plans to further develop its social media strategy with regard to recruitment to reach more experienced diverse professionals in the financial services industry by more actively promoting its job opportunities across a variety of web-based diversity professional networks.

Finally, the Bank continues its long-standing reputation as a leader in the delivery of economic education and outreach programs in the community. The Bank is committed to continuously evaluating and enhancing its offerings to further improve programmatic effectiveness and to reach more of the diverse constituents in the Second District. Noteworthy accomplishments this year included increasing the number of Title 1 high schools that participated in key education programs, and significantly expanding the distribution of the Bank’s annual Small Business Credit Survey to reach tens of thousands of minority-owned and women-owned businesses.

The New York Fed appreciates the opportunity to present this report and continues to view the principles underlying Section 342 of the Dodd-Frank Act as critical to the long-term success of its core mission.



Appendix A *Diane T. Ashley Biographical Information*

Diane T. Ashley, Vice President

Chief Diversity Officer and Director, Office of Minority and Women Inclusion
The Federal Reserve Bank of New York

Diane T. Ashley is Vice President and Chief Diversity Officer of the Federal Reserve Bank of New York, a position she assumed in 2007. As a leading expert in diversity and inclusion with over 20 years of aggregate experience in recruitment and talent development, workforce and supplier diversity, and community relations, Diane's focus has been to create a strategy for impact in advancing diversity and inclusion at all levels of the organization. In 2011, Diane's responsibilities increased when she assumed the position of Director of the Office of Minority and Women Inclusion ("OMWI"), prescribed in Section 342 of the Dodd-Frank Act. And in 2013, her role as Chief Diversity Officer further expanded to include oversight of the Bank's volunteerism efforts.

Diane holds a Juris Doctorate degree from Rutgers University School of Law, a Master's degree in Human Resources Education from Boston University, and a Bachelor's degree in French from Yale University, where she spent her junior year at the Sorbonne in Paris, France.

Diane serves as a board member of The Executive Leadership Council Foundation and was a founding member of its Black Women's Leadership Summit. She also serves on the following boards: Rutgers Business School Board of Advisors and New York Theological Seminary ("NYTS"), where she was chair for 10 years. Diane is a member of the Belizean Grove and the Bergen County, New Jersey, chapter of The Links, Inc. She received the NYTS Urban Angel Award in April 2013, the Norman Vincent Peale Award for Positive Thinking, and was included as one of "Fifty Amazing African-American Women in Business, Politics and Philanthropy" (the Jane Dough blog, February 12) in 2013.

Appendix B *Federal Reserve Bank of New York Workforce Information Report - 2013*

			JOB CATEGORIES										
			Executive/Sr. Officials & Mgrs.	First/Mid. Officials & Mgrs.	Professionals	Technicians	Sales Workers	Administrative Support	Craft Workers	Operatives	Laborers & Helpers	Service Workers	TOTAL
HISPANIC OR LATINO	MALE		1	21	100	0	0	17	9	0	0	26	174
	FEMALE		0	11	80	0	0	58	0	0	0	2	151
NOT-HISPANIC OR LATINO	MALE	WHITE	32	330	509	0	0	52	50	0	0	59	1032
		BLACK OR AFRICAN-AMERICAN	4	20	90	0	0	38	7	0	0	36	195
		NATIVE HAWAIIAN OR PACIFIC ISLANDER	0	0	1	0	0	0	0	0	0	0	1
		ASIAN	1	36	225	0	0	33	4	0	0	8	307
		AMERICAN INDIAN OR ALASKAN NATIVE	0	0	0	0	0	0	0	0	0	2	2
		TWO OR MORE RACES	0	1	7	0	0	2	0	0	0	0	10
	FEMALE	WHITE	21	186	379	0	0	75	0	0	0	10	671
		BLACK OR AFRICAN-AMERICAN	1	25	150	0	0	97	0	0	0	6	279
		NATIVE HAWAIIAN OR PACIFIC ISLANDER	0	0	0	0	0	0	0	0	0	0	0
		ASIAN	1	47	204	0	0	22	0	0	0	0	274
		AMERICAN INDIAN OR ALASKAN NATIVE	0	0	0	0	0	0	0	0	0	0	0
		TWO OR MORE RACES	0	1	9	0	0	1	0	0	0	0	11
OVERALL TOTALS			61	678	1754	0	0	395	70	0	0	149	3107

Appendix C *Federal Reserve Bank of New York Diversity Recruiting Efforts – 2013*

Diversity Recruiting Events Attended in 2013

- Fifth Annual Asian MBA Leadership Conference and Career Expo
- Association of Latino Professionals in Finance and Accounting National Convention
- Association of Latino Professionals in Finance and Accounting Power Breakfast Series, hosted at the Bank, *Recovery and Resolution*
- Association of Latino Professionals in Finance and Accounting event, hosted at the Bank, *Veterans Prepare for Success*
- The Consortium for Graduate Study in Management Orientation Program and Career Fair
- Columbia University Veterans Student Club Information Session
- The Global Association for Risk Professionals Career Fair and Networking Event, *Careers in Risk: The Economy, Regulation and Globalization*
- Howard University Career Fair and Economics Class Visit
- Howard University New York Fed Information Session, hosted at the Bank
- “Management Leadership for Tomorrow” Career Transition and Leadership Seminar, hosted at the Bank, *Treasury and Corporate Finance*
- National Society of Hispanic MBAs Conference and Career Expo
- National Black MBA Conference and Career Expo
- The New York City Lesbian, Gay, Bisexual and Transgender Community Center Career Fair
- Robert Toigo Foundation Annual Gala
- Robert Toigo Foundation Apex Orientation Program and Career Fair
- Robert Toigo Foundation event, hosted at the Bank, *Lessons in Leadership*
- Society of Hispanic Professional Engineers Conference

Diversity Recruiting Partner Organizations

- Association of Latino Professionals in Finance and Accounting
- Consortium for Graduate Study in Management
- INROADS, Inc.
- Committee on the Status of Women in the Economics Profession
- Management Leadership for Tomorrow
- National Business Disability Council
- National Black MBA Association
- National Society for Hispanic MBAs
- Point Foundation
- Society of Hispanic Professional Engineers
- Robert Toigo Foundation

Minority- and Women-Focused Campus Engagement

SCHOOL NAME	DESCRIPTION
Howard University	Historically Black University
Morehouse College	Historically Black College
Barnard College	Women's College

Appendix D *Employee Resource Network Community Engagement - 2013*

Program/ Project Name	External Partner Organization	Resource Network(s)	Type of Outreach	Month of Outreach	Description
Staten Island Sandy Relief Clinics	The Bank partnered with various agencies (e.g., FEMA, Small Business Association, Department of Financial Services)	Multiple Networks	Small business and home-owner technical assistance	January, February, and December	Volunteers supported Bank-sponsored Relief Clinics, which provided homeowners, business owners, and local residents with tailored assistance and guidance after Superstorm Sandy.
Black History Month Book Drive	College of Staten Island High School for International Studies	AALMA MOSAIC	Clothing or supply drive	February	Volunteers coordinated a Bank-wide book drive to help resource the school's library after Superstorm Sandy.
Bank Shadow Day	Simon Baruch School MS 104, New York, NY	AALMA APNA WFN	Student mentoring and coaching	March	Volunteers invited students from a local middle school class to come to the Bank and shadow them for a day, with the goal of inspiring young students to stay in school and "aim high."
Wall Street Warfighters Training Program	Wall Street Warfighters Foundation	Veterans FedAbility	Professional development	April and October	Volunteers participated in training disabled veterans for careers in financial services.
EROC Fall Food Drive	Rutherford Community Food Pantry	Working Families	Clothing or supply drive	April - May	Volunteers donated over 500 items to the food pantry which meets both emergency and ongoing needs of community members.
Introduction to Personal Finance	WISE: High School for Economics and Finance	WoMEN	Financial awareness/ business education	April - June	Volunteers taught a personal finance seminar for freshman at the high school.
Wall Street Run and Heart Walk	American Heart Association	FedAbility Generations	Community volunteer project	May	In conjunction with the Bank's Medical Office, volunteers helped coordinate the Bank's participation in the event.
High School Career Day	Murry Bergtraum High School for Business Careers	AALMA MOSAIC WoMEN	Student mentoring and coaching	May	Volunteers presented to students on the overall mission of the Federal Reserve, career opportunities within the Bank, and general career advice.
Youth About Business Summer Camp	Youth About Business	AALMA	Financial awareness/ business education	July	Volunteers helped to facilitate a program that provides high school students with contextual understanding of business by participating in merger and acquisition transaction simulations.
"Back to School" Supply Drive	United Way	APNA	Clothing or supply drive	August - September	Volunteers coordinated a school supply drive benefiting two elementary schools in low-income communities in Bronx, NY.

Appendix D *Employee Resource Network Community Engagement - 2013 (continued)*

Program/ Project Name	External Partner Organization	Resource Network(s)	Type of Outreach	Month of Outreach	Description
Fall Professional Clothing Drive	Dress for Success and Career Gear	AALMA MOSAIC WoMEN	Clothing or supply drive	September - October	Volunteers coordinated a professional clothing drive and donated 35 boxes of professional men's and women's clothing, shoes, and accessories benefiting the organizations.
Federal Reserve Financial Education Day	The Federal Reserve System	AALMA MOSAIC	Financial awareness/ business education	October	Volunteers hosted financial education workshops covering topics such as banking, budgeting, and college financing and networked with high school students over lunch.
Financial Education Workshop	Committee of Hispanic Children and Families and Progress High School	AALMA MOSAIC	Financial awareness/ business education	October	Volunteers conducted financial education workshops in Spanish and English, covering topics such as banking, budgeting, and credit to parents and students of this after-school dropout prevention program.
Disability Mentoring Day	National Business and Disability Council, Baruch College, and College of Staten Island	FedAbility	Professional Development	October	Volunteers hosted a program for people with disabilities interested in learning about the skills and education needed to succeed in the banking industry.
Ready to Lead ("R2L") NYC	Congressional Hispanic Caucus Institute	AALMA MOSAIC	Financial awareness/ business education	November	Volunteers hosted financial education workshops covering topics such as banking, budgeting, and credit, and mentored high school students over lunch.
Kids Holiday Toy Drive	East Orange Child Development Cooperation	Nightlight	Clothing or supply drive	November - December	Volunteers donated holiday gifts for underprivileged children.
EROC Holiday Toy Drive	St. Francis of Assisi Parish Hackensack, New Jersey	Nightlight	Clothing or supply drive	December	Volunteers donated holiday gifts for underprivileged children.
God's Love, We Deliver Volunteer Project	God's Love, We Deliver	OPEN	Community volunteer project	December	Volunteers prepped and packaged food for individuals suffering from illnesses.
Above and Beyond	Hope for the Warriors	Veterans	Professional development	Ongoing	Volunteers provided resume and interview skills counseling to service members and their families.
Power Lunch	Everybody Wins! New York	Multiple Networks	Student mentoring and coaching	Ongoing	Volunteers read books with children at PS 130 in Chinatown, New York during their lunchtime school break to encourage a love of reading.
High School Mentoring Program	Curtis High School on Staten Island and James Madison High School in Brooklyn	Multiple Networks	Student mentoring and coaching	Ongoing	Volunteers mentored at-risk youth for one year on topics such as high school course work, the college application process, and potential career choices.





Appendix E *The Economy and Small Business Program Agenda*

**The Federal Reserve Bank of New York
and the New York and New Jersey Minority Supplier Development Council present**
The Economy and Small Business
Thursday, November 21, 2013
33 Liberty Street
New York, NY 10045

WELCOME **Diane Ashley**, *Chief Diversity Officer*
Federal Reserve Bank of New York

ECONOMIC OVERVIEW

U.S. Macroeconomic Conditions **Aysegul Sahin**, *Assistant Vice President*
Federal Reserve Bank of New York

Regional Economic Conditions **James Orr**, *Vice President*
Federal Reserve Bank of New York

Small Business Conditions **Claire Kramer**, *Officer*
Federal Reserve Bank of New York

PANEL DISCUSSION: IMPACT OF ECONOMIC OUTLOOK ON SMALL BUSINESSES

Moderator **Leo Russell**, *CEO and Managing Partner*
Pride Global

Panelists **Ray Moya**, *Chief Operating Officer*
Argent Associates

Daniel Sung Park, *Founder and CEO*
Eclaro International

Eliseo Rojas, *Vice President*
and Chief Procurement Officer
Interpublic Group of Companies

Kent Walker, *Regional Director,*
Americas Indirect Procurement
Johnson & Johnson Consumer Products

NETWORKING RECEPTION

Appendix F *Federal Reserve Bank of New York Supplier Diversity Outreach Activities - 2013*

DATE	ORGANIZATION	ACTIVITY
January	Women Presidents' Educational Organization	"Celebrating Our Partners" Networking Event
March	Women Presidents' Educational Organization	WPEO Annual Awards Breakfast
March	Financial Services Roundtable - Supplier Diversity	Q1 Members Meeting and Workshop
May	Financial Services Roundtable - Supplier Diversity	Q2 Members Meeting and Workshop
May	National Minority Supplier Development Council	NMSDC Annual Minority Business Leadership Awards Dinner
June	New for 2013 - Asian Women in Business	2013 AWIB Annual Procurement Opportunities Conference
June	New York and New Jersey Minority Supplier Development Council	NY/NJ Council Annual Business Expo and Conference
July	Women Presidents' Educational Organization	Annual Corporate Roundtable
August	New York and New Jersey Minority Supplier Development Council	Q3 Members Meeting and Supplier Diversity ROI Workshop
September	Women Presidents' Educational Organization	WPEO Annual Breakthrough Breakfast
October	Financial Services Roundtable - Supplier Diversity	Q3 Members Meeting and Workshop
October	National Minority Supplier Development Council	NMSDC Annual Trade Fair and Conference
October	Financial Services Roundtable - Supplier Diversity	FSRSD Chief Procurement Officer Symposium
October	Financial Services Roundtable - Supplier Diversity	Q4 Members Meeting and Workshop
November	New York and New Jersey Minority Supplier Development Council	Q4 Members Meeting, hosted at the Bank, <i>The Economy and Small Business</i>
December	New York and New Jersey Minority Supplier Development Council	NY/NJ Council Annual Awards Dinner
December	New for 2013 - National Hispanic Business Group	"Meet and Greet" Networking Event







FEDERAL RESERVE BANK *of* NEW YORK

33 Liberty Street
New York, NY 10045