



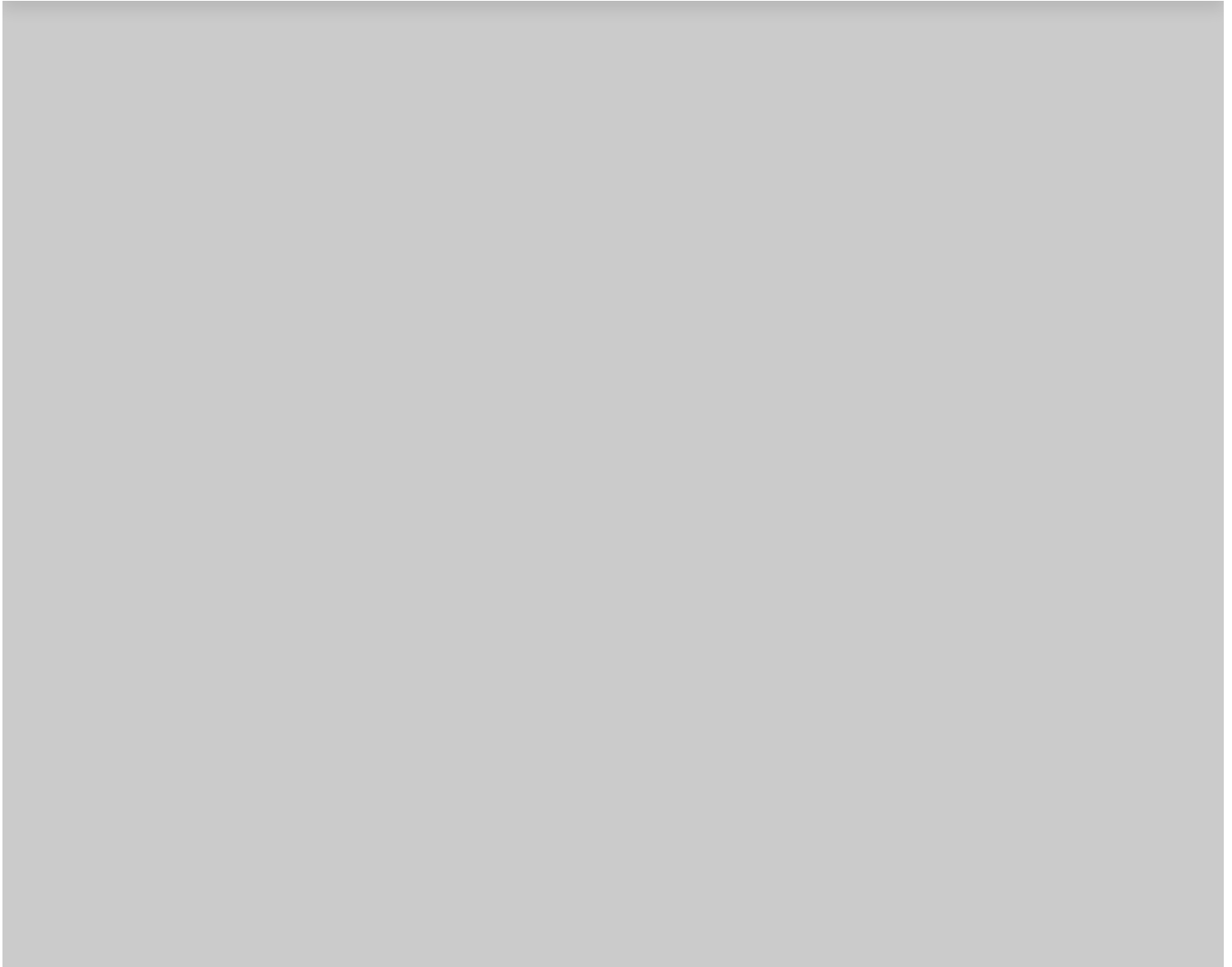
# Federal Reserve Bank of Kansas City

DENVER / OKLAHOMA CITY / OMAHA

A search bar with a white border and a dark teal background on the right side containing a white magnifying glass icon.

---

≡ menu



# Investing in America's Workforce: Improving outcomes for workers and employers

August 04, 2025 | Community Connections | Community Development |

Workforce Development

---

SUBSCRIBE by: Steven Shepelwich



SHARE



Workforce development issues have long been front and center in the Federal Reserve System. Each regional Bank focuses on issues unique to its local economies through community engagement, research and analysis, tools and resource development, and capacity building initiatives.

Collectively, this work helps advance the Federal Reserve's mandate of supporting maximum employment, and the Community Development function's focus on the needs of low- and moderate-income communities.

To make this work more accessible, [FedCommunities.org](#) has launched a new portal [highlighting workforce development resources](#) from across the Federal Reserve. New work will continue to be added to existing resources such as:

- An [overview](#) of the history and rationale of the Federal Reserve's engagement in workforce development by Sarah Miller, principal adviser for community and economic development at the Federal Reserve Bank of Atlanta,
- Research, best practices, and resources from more than 100 authors in the book [Investing in America's Workforce: Improving Outcomes for Workers and Employers](#).

Divided into three volumes, *Investing in Workers*, *Investing in Work*, and *Investing in Systems for Employment Opportunity* – this book explores specific workforce development programs and policies that provide positive returns to society, to employers, and to job seekers.

- [Special topic briefs](#) that share research, partnerships, and on-the-ground-insights from workers and employers.
- A roundup of essays, articles and research from across the Federal Reserve on policy initiatives, effective practices, and research findings.

Patrick Harker, past president of the Federal Reserve Bank of Philadelphia, was a strong advocate for the Fed’s workforce development initiatives. In a forward to the 2017 *Investing in America’s Workforce* publication, Harker emphasized workforce development as an investment rather than an expense. In his reflections at the launch of this new web portal, Harker notes, “The bottom line is that investments in workforce development build a more inclusive and equitable economy because a strong and skilled workforce is the backbone of stable and strong economic growth.”<sup>[1]</sup>

To learn more, visit ‘[Investing in America's Workforce: Improving Outcomes for Workers and Employers - Fed Communities](#)’ or contact Steven Shepelwich, Senior Community Development Advisor at [steven.shepelwich@kc.frb.org](mailto:steven.shepelwich@kc.frb.org).

## Endnotes

- <sup>1</sup> Fed Communities Staff. Workforce development as an investment: The Philadelphia Fed’s Patrick Harker reflects on building a more inclusive workforce. May 13, 2025. <https://fedcommunities.org/workforce-investment-harker-reflects/>

*The views expressed are those of the authors and do not necessarily reflect the positions of the Federal Reserve Bank of Kansas City or the Federal Reserve System.*

## Author



### Steven Shepelwich

Lead Community Development Advisor

Steve Shepelwich is a lead community development advisor for the Federal Reserve Bank of Kansas City in the Oklahoma City Branch Office. Shepelwich's work connects workers with ...

[Read Bio](#)

## Subscribe to Kansas City Fed Updates

Sign up now to get updates when the Kansas City Fed releases new information, research, and analysis.

[view subscriptions page](#)



[ABOUT](#)

[EVENTS](#)

[MONEY MUSEUM](#)

[CAREERS](#)

[CONTACT US](#)

[SUBSCRIBE](#)

[PRIVACY](#)

[DISCLAIMER](#)

[ACCESSIBILITY](#)



FEDERAL RESERVE BANK OF KANSAS CITY

1 MEMORIAL DRIVE  
KANSAS CITY, MO 64198  
800-333-1010

© 2025 - Federal Reserve Bank of Kansas City