



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

May 15, 2023

Memorandum for Chief Human Capital Officers

From: Kiran A. Ahuja
Director

Subject: Fiscal Year 2022 Federal Executive Board National Network Annual Report

It is my pleasure to share with you the enclosed Fiscal Year 2022 Federal Executive Board Network Annual Report.

Federal Executive Boards (FEBs) serve as catalysts for intergovernmental communication, coordination and collaboration across the Nation. Each Board builds interagency partnerships, providing a forum for agencies to identify common needs and coordinate actions to meet shared goals. The Boards connect strategic partners across Federal, State, and Local governments, and facilitate collaboration to achieve their objectives. Given their involvement with local communities, the 28 FEBs are significant contributors to advancing key policy initiatives outside of Washington, D.C.

Fiscal Year 2022 proved to be a very productive year for the Boards in a number of important areas. FEBs supported agencies' efforts to continue operations during the pandemic, improved agencies' emergency preparedness by sponsoring 8 continuity exercises and 32 emergency planning workshops, provided training opportunities to 18,000 Federal employees, and supported local Combined Federal Campaign efforts. The Boards made significant progress in all three of their strategic lines of business and, as a result, reduced duplicative efforts and contributed to improved Government operations.

I commend the Boards for their contribution to a more effective and efficient Federal Government to serve the American public.

The Report can also be accessed at www.feb.gov.

Attachment

cc: Deputy Chief Human Capital Officers, and Human Resources Directors

Federal Executive Board National Network

Annual Report
Fiscal Year 2022



A National Network with Local Connections

Acknowledgement

I extend my appreciation to the Federal Executive Board (FEB) Chairs, Vice Chairs, FEB Staff, and leadership committee members for your exceptional service to the FEB National Network and your local Federal communities.

I would like to recognize the following agencies which provide resources to FEB offices across the country:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Labor
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- Environmental Protection Agency
- Office of Personnel Management

In addition, I appreciate the agencies' continued support, including in-kind services, and engagement in local Board activities.

∞∞∞

Director Kiran A. Ahuja
U.S. Office of Personnel Management

Table of Contents

| | |
|--|-----------|
| Federal Executive Boards (FEB) at a Glance | 3 |
| Executive Summary | 5 |
| Strategic Goal I: Emergency Preparedness, Employee Safety, and Security | 7 |
| Emergency Preparedness/Continuity Training and Exercises | 7 |
| All Hazard Emergency Plans and Emergency Communications | 9 |
| Strategic Goal II: Workforce Development and Support..... | 11 |
| Training and Learning Experiences | 11 |
| Alternative Dispute Resolution | 12 |
| Actively Managing the Workforce | 13 |
| Acquiring Top Talent..... | 14 |
| Strategic Goal III: Strategic Partnerships | 16 |
| Combined Federal Campaign | 16 |
| Supporting Administration Priorities | 17 |
| Community Outreach..... | 19 |
| FEB Leadership and Staff – Fiscal Year 2022 | 21 |

Federal Executive Boards (FEB) at a Glance

History and Operations

- Established: President John F. Kennedy's 1961 [Presidential Directive](#)
- Purpose: Improve interagency coordination and communication among Federal agencies outside of Washington, D.C.
- Board Members: Comprised of highest-ranking local Federal officials; officers elected annually
- Funding: Operational funding provided by a host Federal department or agency; project funding is covered by local FEB member agencies
- Operations: Each FEB office optimally staffed by two Federal employees who manage the daily operations of the Board
- Oversight: U.S. Office of Personnel Management (OPM), [Part 960 - Title 5 Code of Federal Regulations](#)
- Strategic Plan: [Federal Executive Board Strategic and Operational Plan, 2018-2022](#)
- Website: www.feb.gov

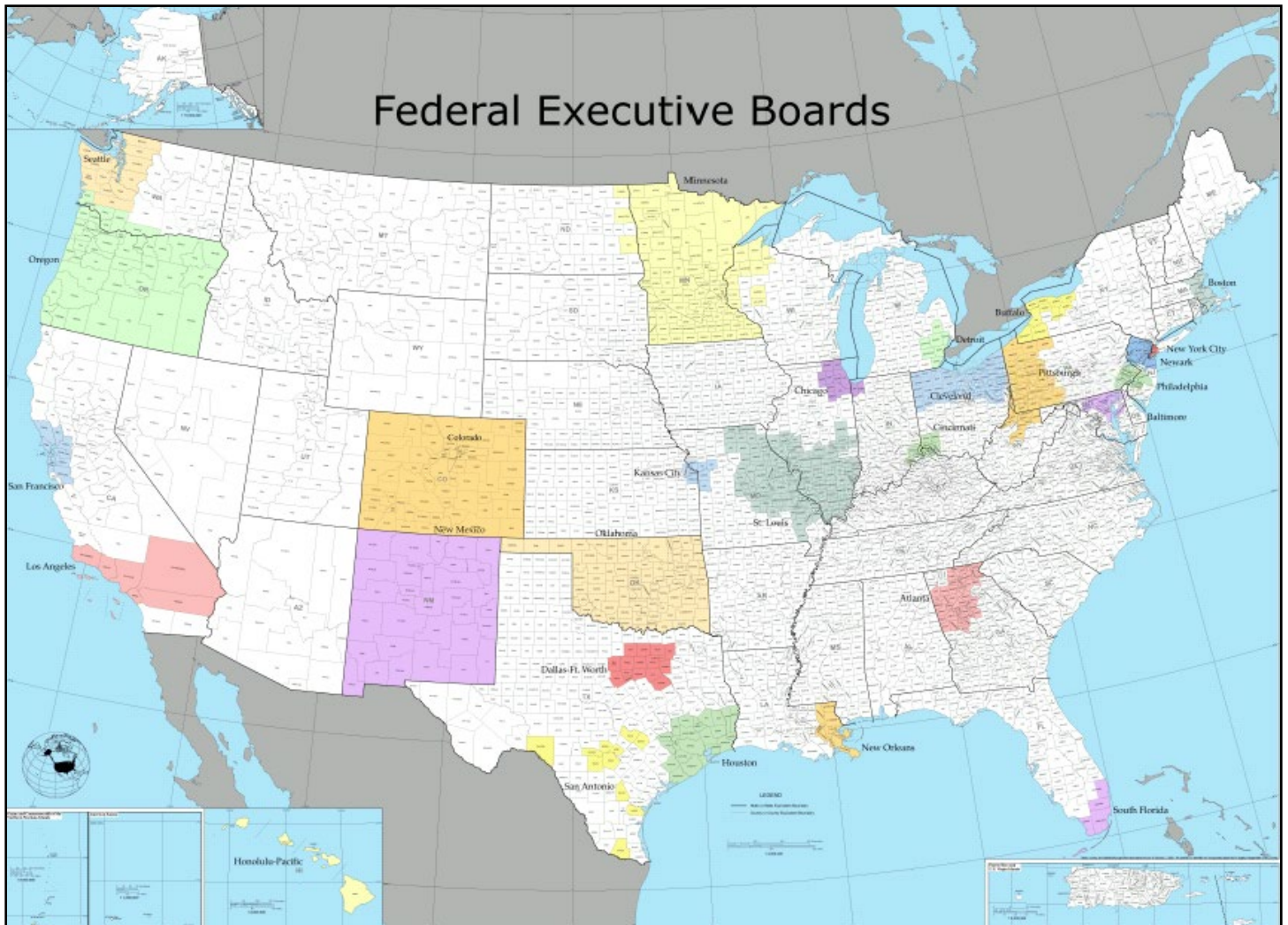
Nationwide Statistics

- **28** FEBs are located across the Nation in metropolitan areas with significant Federal populations
- Approximately **825,316** Federal civilian employees are served in FEB areas which represents nearly **39%** of the Federal community
- On average, **140** Federal agency component offices are served in each FEB

National Network Strategic Goals

- Emergency Preparedness, Employee Safety, and Security
- Workforce Development and Support
- Strategic Partnerships

FEB Coverage Areas



FEBs are located in the following metropolitan areas:

| | |
|-------------------|---------------|
| Atlanta | Minnesota |
| Baltimore | Newark |
| Boston | New Mexico |
| Buffalo | New Orleans |
| Chicago | New York City |
| Cincinnati | Oklahoma |
| Cleveland | Oregon |
| Colorado | Philadelphia |
| Dallas-Fort Worth | Pittsburgh |
| Detroit | San Antonio |
| Honolulu-Pacific | San Francisco |
| Houston | Seattle |
| Kansas City | South Florida |
| Los Angeles | St. Louis |

Executive Summary

Federal Executive Boards (FEB) enhance communication, coordination, and collaboration among Federal agencies across the country. The FEBs comprise an effective network to advance Federal initiatives and programs outside of Washington, D.C. Their outreach extends to State and local levels of government to increase

opportunities for cooperation beyond the Federal community. The Boards identify strategic partners, bring them together, and facilitate collaboration to achieve common goals. The FEB vision, mission, and core values create a strong culture for improving Federal services.

Vision

To be catalysts for better Government.



Mission

Increase the effectiveness of Federal Government by strengthening coordination of government activities.

Service - Integrity - Excellence

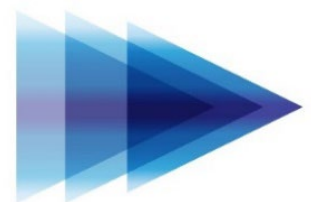
Each Board serves an identified geographic area of the United States by bringing together senior officials of Federal agencies represented in that area to address matters of interagency communication, coordination, and collaboration. Carrying out the responsibilities of each FEB is a collateral duty for the Board members. Therefore, each Board relies heavily upon FEB staff members — the Executive Director and Deputy — to coordinate all Board programs and initiatives.

OPM hosted a virtual celebration in honor of the FEBs' 60th Anniversary on November 10, 2021. Featured speakers included the White House Cabinet Secretary Evan Ryan, Office of Management and Budget (OMB) Associate Director for Performance Management Pam Coleman, OPM Director Kiran Ahuja, General Services Administration (GSA) Administrator Robin Carnahan, Federal Protective Service Deputy Director Richard 'Kris' Cline, and John F. Kennedy Presidential Library Director Alan Price. The event emphasized the importance of interagency collaboration and critical role of FEBs to continue building cooperative partnerships in the future.

Stakeholders celebrated FEBs on social media with #FEBsTurn60.

In February 2022, the proposed President's Budget for FY2023 included a new oversight and funding model for the FEB program, with strategic governance shared between OPM, OMB, and GSA, and sustained interagency funding. Senior leaders from these tri-governance agencies worked closely throughout Calendar Year 2022 to develop foundational documents and project milestones to support the transition aimed at transforming the FEB Network to address current and future management and workforce needs within the Executive Branch. Capturing the momentum of this effort, the theme "FEB Forward" was crowd-sourced from FEB Chairs, Vice Chairs, and Staff.

**FEB
FORWARD**
OPM OMB GSA



In FY 2022, the FEBs continued to advance efforts for the Federal community under three strategic goals: Emergency Preparedness, Employee Safety, and Security; Workforce Development and Support; and Strategic Partnerships. FEB-sponsored programs contributed to the following major accomplishments:

Emergency Preparedness, Employee Safety, and Security

- FEBs hosted 8 emergency preparedness exercises with over 1,580 participants, and 32 training workshops serving over 1,987 participants.
- FEBs assisted local Federal agency leaders by providing operating status information, and reported 47 operating status changes to OPM in FY 2022. Real world events included: Hurricane Ian, ice, snow, tornado, and winter storm/weather.

Workforce Development and Support

- FEBs provided training opportunities to 18,000 Federal employees at an estimated cost avoidance of more than \$6.6 million.
- FEB-sponsored Alternative Dispute Resolution/Shared Neutrals programs successfully settled more than 208 cases, resulting in an estimated cost avoidance of more than \$9.8 million.

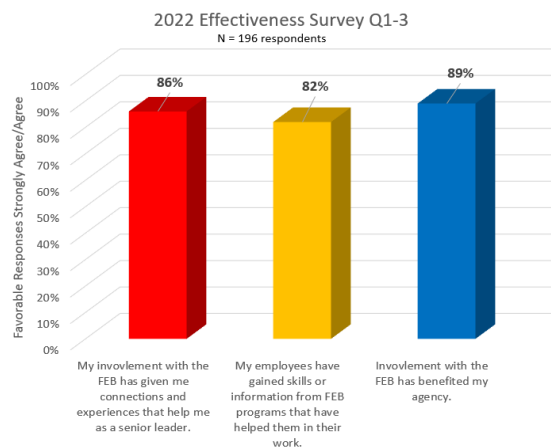
Strategic Partnerships

- Combined Federal Campaign (CFC) campaigns in FEB areas collectively raised \$33.9 million for charity organizations.
- Across all FEBs, a total of 373 employees contributed more than 2,166 hours of community service.
- FEBs coordinated the donation of over 95,192 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 475 units of blood.

Effectiveness Survey

As the primary stakeholders of FEB programs, Board members responded to a survey evaluating the effectiveness of FEBs to facilitate interagency relationships and support Federal agencies.

- My involvement with the FEB has given me connections and experience that help me as a senior leader: 86% favorable.
- My employees have gained skills or information from FEB programs that have helped them in their work: 82% favorable.
- Involvement with the FEB has benefited my agency: 89% favorable.
- What do you value most about the FEB? Interagency collaboration was the most frequent response.
- What would encourage you to engage more with the FEB? More opportunities for collaboration and networking (vary in-person and virtual engagements) was the most frequent response.



Strategic Goal I:

Emergency Preparedness, Employee Safety, and Security

Emergency Preparedness/Continuity Training and Exercises

FEBS increase emergency preparedness and continuity of government operations in Federal Communities by serving as the hub for information, planning, and coordination in their locales.

FEBs played a vital role in collaborating with Federal, state, and local governments to develop strategies for the continuity of work and the safety of employees during an emergency event. These partnerships, including the Federal partners below, helped promote emergency preparedness in areas covered by FEBS.

- Department of Commerce, National Oceanic and Atmospheric Administration (NOAA), National Weather Service (NWS)
- Department of Health and Human Services (HHS), Centers for Disease Control and Prevention (CDC)
- Department of Homeland Security (DHS), Cybersecurity & Infrastructure Security Agency (CISA)
- DHS, Federal Emergency Management Agency (FEMA)
- DHS, Federal Protective Service (FPS)
- DHS, Interagency Security Committee (ISC)
- DHS, U.S. Coast Guard (USCG)
- DHS, Transportation Security Administration
- Department of Justice (DOJ)
- Department of Transportation
- General Services Administration
- U.S. Army

FEBS are increasingly recognized for their role in helping to prepare local communities for emergency situations.

Transitioning to a Hybrid Work Environment –

FEBS continued to disseminate resources and guidance related to coronavirus disease (COVID-19) to agency leaders. FEBS attended an HHS-CDC Building Vaccine Confidence for COVID-19 Vaccinations webinar, and hosted briefings from HHS as well as State and County health departments. As agencies began to embrace a hybrid work environment, FEBS convened member agencies to discuss employee safety, answer frequently asked questions, and share best practices.



Did You Know?

Many FEBS participate in their local Federal building's Facility Security Committee meetings, partnering with agencies on security decisions for employee safety.

Federal Protective Service Security Briefings –

OPM and DHS-FPS continued to operate a memorandum of understanding (MOU) that facilitates communication between FPS and FEBS at the National and local levels. In alignment with the MOU, the *Boston, Oregon, Philadelphia, Pittsburgh, and San Francisco FEBS* partnered with FPS to brief agency leaders on local safety surroundings while using public transportation and commuting to the workplace. Additionally, the *Baltimore, Pittsburgh, and San Antonio FEBS* participated in FPS quarterly meetings and facilitated discussion regarding Occupant Emergency Plans and building safety.

Active Threat Training Awareness – FEBs hosted training and exercises on how to respond to an active shooter situation in a Federal facility, often with support from DHS-FPS. Over 500 participants attended these events which took place in the following FEB areas: *Atlanta, Houston, Los Angeles, New York City/Newark, Philadelphia, and Pittsburgh.*

Information Sessions –

- *Baltimore, Philadelphia, and Pittsburgh FEBs* hosted a presentation on Personal Preparedness in a Cyber Event; and also a NOAA-NWS presentation on hurricane and tornado safety.
- *Boston, Kansas City, and New York City/Newark FEBs* hosted briefings on the DHS Surge Force Capacity program.
- *Chicago FEB* sponsored “Targeted Violence and Terrorism Prevention” with DHS Center for Prevention Programs and Partnerships. This briefing helped Federal employees gain insight into the public health terrorism prevention approach.
- *Cincinnati FEB* coordinated a virtual Conflict Management and De-escalation training that discussed communication skills, including safety interventions and conflict resolution strategies.
- *Los Angeles FEB* hosted a Rethinking Occupant Emergency & Emergency Management Planning workshop.
- *New York City/Newark FEBs* hosted a FEMA “Cyber Security and National Continuity Programs Seminar”, and also hosted a DHS-CISA “How to implement effective employee vigilance strategies and de-escalation techniques”.
- *Oklahoma FEB* hosted the inaugural Federal Disaster Response Meeting with Federal, State, and Local partners to discuss roles and responsibilities following Declared Disasters in Oklahoma; this meeting will take place quarterly.
- *San Francisco FEB* provided briefings on preparedness during drought and wildfire season and the continued need to issue Public Safety Power Shutoffs.

Core Value: Service

Atlanta FEB coordinated a multi-agency Partial Evacuation Drill within the Sam Nunn Atlanta Federal Center, the largest Federal Center in the South. This exercise marked the first evacuation drill in two years, shifting from a maximum telework posture to the post-pandemic environment with fewer occupants in the workplace on any given day. The exercise objectives focused on tenant communications and availability during hybrid schedules. As a result, opportunities were identified related to training, access to resources, and accounting for tenants. Recommendations and finding were shared at the FEB Full Board meeting in June 2022.



South Florida FEB hosted FPS' Stop the Bleed Training

Interagency Training Events – FEBs sponsored DHS-FEMA continuity training courses in FY 2022, including: Continuity of Operations Program Manager and Continuity of Operations Planner's Workshop.

- *Cincinnati, Detroit, and South Florida FEBs* – coordinated FEMA's Continuity Planning Course to provide continuity practitioners with tools necessary to develop viable continuity plans for their agencies.
- *Cleveland FEB* – coordinated training on Operations Exercise Design and Federal Continuity Directives 1 and 2.

- *Kansas City and Oklahoma FEBs* – sponsored DHS-ISC Risk Management Process training.
- *Los Angeles FEB* – promoted the National Earthquake Technical Assistance Program to Federal, State, and Local emergency management specialists.
- *New Orleans* – promoted FEMA’s National Incident Management System Training Program at Tulane University for continuity planners and managers.

Tabletop (TTX) and Full-Scale Exercises –

Through each FEB’s interagency emergency preparedness/continuity working group, the Boards partnered with DHS-FEMA and other agencies to host tabletop and full-scale exercises with a variety of potential scenarios. Cybersecurity was a common exercise scenario this year, as agencies transitioned to a hybrid work structure.

13 FEBs hosted exercises in FY 2022, most with support from DHS-FEMA:

- *Atlanta FEB* – conducted a multi-agency partial evacuation exercise.
- *Atlanta, Minnesota, and South Florida FEBs* – partnered with FEMA to host a Continuity Civil Disturbance TTX.

- *Baltimore, Philadelphia, and Pittsburgh FEBs* – partnered with FEMA to host a Region III virtual TTX focused on cyber-attacks in a hybrid environment resulting in a long-term power outage across the Mid-Atlantic Region.
- *Dallas-Fort Worth FEB* – partnered with DHS Citizenship and Immigration Services to host a virtual TTX focused a biological/chemical attack.
- *Detroit FEB* – hosted a virtual TTX focused on a cyber event that could negatively impact agencies’ ability to communicate and perform mission.
- *Honolulu FEB* – supported the City and County of Honolulu by facilitating a Cabinet-level Senior Leaders Workshop on emergency management as part of the City’s annual “Makani Pahili” hurricane exercise series.
- *Kansas City and St. Louis FEBs* – partnered with FEMA to host a TTX focused on a regional power grid cyber-attack impacting virtual employees, field offices, and primary facilities.
- *Seattle FEB* – partnered with GSA to host a TTX discussion focused on a massive earthquake in the Pacific Northwest, and participated in FEMA’s Cascadia Rising 2022 Exercise.

Benefits to Departments/Agencies:

- Provides a central point-of-contact for emergency preparedness training
- Builds partnerships with stakeholders before an emergency occurs

Result: In FY 2022, FEBs hosted 8 exercises with over 1,580 participants and 32 training events serving over 1,987 participants.

All Hazard Emergency Plans and Emergency Communications

FEBs assure awareness of Federal communities by providing timely and accurate communication of emergency information.

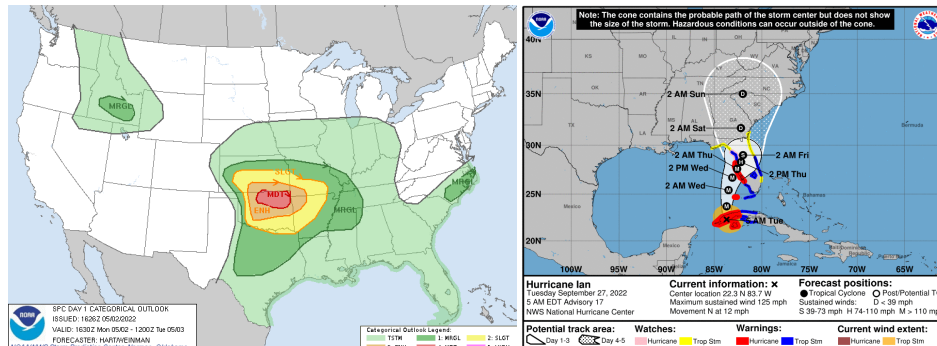
FEBs used a Nationwide web-based emergency notification system to provide up-to-date, accurate, and consistent information to their Federal agency leaders to assist in making workforce status decisions for their employees. The notification system provided FEBs the ability to rapidly communicate vital information to key members via text, voice, and email messages delivered to various devices during local emergencies. The FEB Executive Director served as the point of contact for each FEB’s notification system.

For weather-related or unusual situations affecting an FEB geographic area, the FEBs provided up-to-date, accurate, and consistent information, such as from the NOAA-NWS, to assist local Federal agency leaders to make informed decisions on an operating status decision. In addition to providing information, FEBs provided operating status recommendations (delayed arrival; early departure; closure; open with unscheduled leave/unscheduled telework) for local Federal agency leaders to consider in making operating status decisions for their employees.

In FY 2022, 13 FEBs provided operating status recommendations and 1 FEB provided information only to local Federal agency leaders: *Chicago, Cincinnati, Cleveland* (information only), *Colorado, Dallas-Fort Worth, Detroit, Kansas City, Minnesota, New Orleans, Newark, Oregon, Philadelphia, South Florida* and *St. Louis*.

- *Baltimore FEB* disseminated information related to flooding, winter weather, light rail train collision, road closures, and protest activities.
- *Honolulu FEB* partnered with NOAA-NWS and Hawaii Emergency Management Agency to provide a briefing on the 2022 Central Pacific hurricane forecast and discussed safety preparations.
- *Houston FEB* disseminated information related to seven different extreme heat/tropical storms in the Texas region.
- *Kansas City FEB* disseminated information related to heavy winter storms.
- *New Orleans FEB* disseminated information related to Tropical Storm Fiona, Hurricane Ian, flooding, tornadoes, and winter weather.

- *New Orleans FEB* coordinated its Annual Hurricane Preparedness, Emergency Response, and Continuity of Operations Briefing. Presenters represented agencies such as: DHS-FEMA, DHS-FPS, U.S. Army Corps of Engineers, Department of Commerce-NOAA/NWS, New Orleans Office of Homeland Security and Emergency Preparedness, Louisiana Governor's Office of Homeland Security and Emergency Preparedness, and Louisiana State Police. Presentation topics included: hurricane forecasts, weather tracking tools, flood protection, training opportunities, communication and technology, building security, and emergency preparation and response.
- *Oklahoma FEB* disseminated information related to winter storms and tornadoes.
- *Philadelphia FEB* disseminated information related to heavy storms, extreme heat, hurricanes, snow, and protest activities.
- *Pittsburgh FEB* disseminated information regarding bridge collapse, power outages, winter storms, flooding, tornadoes, and protest activities.



Severe thunderstorms and tornadoes in Oklahoma; Hurricane Ian approaching Florida

Benefits to Departments/Agencies:

- Supports local Federal agency leaders to expeditiously make informed decisions regarding operating status for their Federal agency employees
- Provides a single resource for credible information on what other Agency leaders decide before making a decision for their own agency

Result: Modeling the OPM Governmentwide Dismissal and Closure Procedures, FEBs assisted local Federal agency leaders by providing operating status information and reported 47 operating status changes to OPM in FY 2022. Real world events included: Hurricane Ian, ice, snow, tornado, and winter storm/weather.

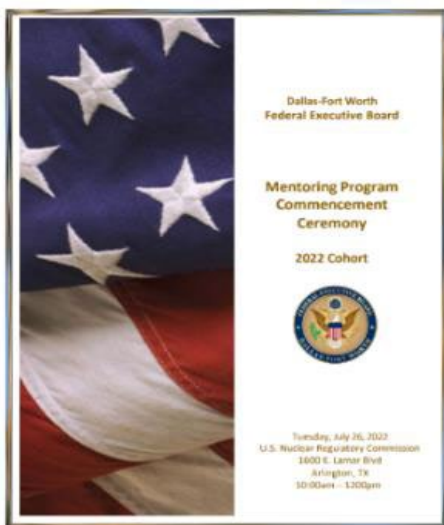
Strategic Goal II: Workforce Development and Support

Training and Learning Experiences

FEBs develop the Federal workforce by providing critical training opportunities and learning experiences. These offerings and other learning experiences assist agencies to supplement agency training programs.

FEBs provided a variety of quality training opportunities, at low- or no-cost, to their Federal communities such as professional development, supervisory training, and Lean Six Sigma. Embracing remote learning options, many FEBS shifted the delivery method for trainings to virtual-only or hybrid webinars on topics such as: managing virtual teams, emotional and social intelligence, neuroscience/neurodiversity, conflict resolution, skill development, and retirement readiness. Several of the webinars were marketed to all FEBS, which allowed Federal employees nationwide to participate in the trainings.

Other customized training experiences included “What’s in Your Retirement Wallet”, which was converted to a webinar in partnership with presenters from OPM, U.S. Securities Exchange Commission, Federal Retirement Thrift Investment Board, Department of Health and Human Services, and Social Security Administration. The training provided employees information directly from Federal experts on the elements of their retirement and investment professionals and was offered to all FEB Federal communities at no cost on a bi-monthly basis.



Dallas-Fort Worth Mentoring Program

Mentoring – Atlanta, Dallas-Fort Worth, and Kansas City FEBS coordinated local interagency mentoring and/or coaching programs. FEBS in Regions 1, 2, and 3 (e.g., Baltimore, Boston, New York City/Newark, Philadelphia, and Pittsburgh) in consultation with OPM, hosted two virtual Executive Women in Motion sessions with over 150 attendees who aspire to the Senior Executive Service.

Did You Know?

FEBS helped agencies avoid additional training expenditures of \$6.6 million in training costs for 18,000 employees.

Leadership Programs – A common training need is leadership development. The following FEBS sponsored local interagency leadership programs at low-cost: Atlanta, Cleveland, Colorado, Dallas-Fort Worth, Honolulu, Houston, Kansas City, Los Angeles, Minnesota, New Orleans, Oklahoma, Oregon, Pittsburgh, San Antonio, San Francisco, Seattle, South Florida, and St. Louis. These programs targeted high-performing Federal employees at the GS-13 and above, or GS-7 through GS-12 grade levels. The programs included learning opportunities, mentoring, agency visits, and capstone projects. In addition to these formal programs, many FEBS sponsored general leadership training courses.



Oklahoma, Minnesota, and Pittsburgh FEB Leadership Development Cohorts



Los Angeles and Cleveland FEB Leadership Development Cohorts

Benefits to Departments/Agencies:

- Reduces employee development costs
- Increases training offerings
- Creates cross-agency training opportunities

Result: In FY 2022, FEBs helped agencies avoid additional training expenditures of \$6.6 million in training costs for 18,000 employees.

Alternative Dispute Resolution

FEBs provide cost-effective services to resolve disputes and preserve working relationships through the use of Alternative Dispute Resolution (ADR).

The FEB ADR/Shared Neutrals programs allowed participating Federal agencies, through reciprocal agreements, to share trained mediators and other mediation resources. These programs assisted agencies to avoid costly formal litigation procedures and provided a neutral mediator to assist in improving employee morale and collegial relationships. Shared Neutrals programs operated in these FEB areas: *Atlanta, Chicago, Colorado, Dallas-Fort Worth, Detroit, Houston, Kansas City, Los Angeles, Minnesota, New Orleans, Oklahoma, Oregon, Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, and South Florida.*

Did You Know?

Participant surveys from FEB mediation programs:

- **97% of mediation participants indicated it was helpful to have a mediator from another Federal agency**
- **95% of mediation participants were satisfied with the ADR process**

OPM and the Federal Mediation Conciliation Service (FMCS) continued to operate under a MOU to provide mediation training services for the FEB programs. Under the agreement, in FY 2022, they

provided basic and advance mediation training at no-cost to the FEBs and attendees. Additionally, FMCS Headquarters managed the *Los Angeles* and *Pittsburgh FEBs' Shared Neutrals* programs.

Benefits to Departments/Agencies:

- Offers a third-party mediator (not affiliated with an employee's agency)
- Provides standardized mediation training
- Identifies training needs to proactively address common workplace concerns

Result: During FY 2022, FEB-sponsored ADR programs successfully settled 208 cases, resulting in an estimated cost-avoidance of more than \$9.8 million.¹

Actively Managing the Workforce

FEBs improve the morale of the Federal workforce by celebrating the people who serve our Nation.

Federal Employee Awards – The following FEBs highlighted high-performing Federal employees in their respective communities and/or rewarded innovative efforts that advanced the mission of their Federal agency: *Atlanta, Chicago, Cincinnati, Cleveland, Dallas-Fort Worth, Detroit, Honolulu, Houston, Kansas City, Los Angeles, Minnesota, Oklahoma, Oregon Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, South Florida, and St. Louis.*

Many FEBs hosted virtual, hybrid events, or distributed the awards directly to agencies to present place-based ceremonies. Nomination submissions are often reviewed by a leader panel using criteria for a various categories, such as: Leadership, Customer Service, Community Service, Diversity and Inclusion, Distinguished Military/Military Support, Lifetime Achievement, Accomplishment of Agency Mission, Administrative Support, and Law Enforcement. Several FEBs added a new category related to superior work related to pandemic response and/or a recognition of Vietnam-era veterans.



Chicago, South Florida, and Oklahoma FEB Awards Ceremonies

¹ Cost avoidance calculation is based on “Cost Savings Associated with the Air Force Alternative Dispute Resolution Program, 1996.” It is adjusted for inflation using the Bureau of Labor Statistics inflation calculator.



Honolulu, Detroit, and San Francisco FEB Awards Ceremonies

Benefits to Departments/Agencies:

- Receive interagency recognition from the greater Federal community
- Increases employee engagement and contributes to retention strategies

Result: In FY 2022, FEBs presented a total of 975 awards to Federal employees.

Acquiring Top Talent

FEBs conduct outreach to inspire, educate, and attract key pools of workplace talent needed by Government agencies.

College and University Partnerships – Several FEBs coordinated information sessions with local colleges and universities to attract and recruit talent to the Federal Government. *Atlanta FEB's* Historically Black Colleges and Universities (HCBU) Collaboration Interagency Task Force developed outreach activities between Federal agencies and HBCUs to offer resources to fill internships and entry-level jobs. *Houston FEB* developed a partnership with University of Houston to develop a pipeline for early career talent into Federal government careers. *Seattle FEB* conducted Federal networking events for students. *Minnesota FEB* engaged with college students at the University of Minnesota government and non-profit career fair. *Los Angeles FEB* facilitated partnerships with numerous academic organizations – California Internship & Work Experience Association (CIWEA), CA Placement Association, NASPAA, and LA County Community College Consortium.

Hiring Fairs – Several FEBs hosted hiring fairs with local agencies. Through these partnerships, FEBs discussed the Federal application process and connected job seekers with knowledgeable professionals.

Core Value: Excellence

Philadelphia FEB Partners in Equality (PIE) Council hosted its Annual EEO/Diversity Day of Training virtually, celebrating 25 Years of Diversity, Equity, Inclusion, and Accessibility. This annual hallmark event focused on EEO, diversity, and included a panel of SES members discussing how to leverage diversity as leaders. Over 600 Federal employees joined the event across the FEB Network. Over half of the attendees were supervisors and managers, with only 8% working full-time as EEO/Diversity professionals. Over 99% of attendees would recommend the event to others.

Diversity & Equity – FEBs supported a more diverse Federal Government with targeted outreach to Veterans, individuals with disabilities, and other diverse talent pools. *Atlanta, Baltimore, Boston, Chicago, Cincinnati, Dallas-Fort Worth, Detroit, Houston, Kansas City, Los Angeles, Oregon, Minnesota, New York City/Newark, Philadelphia, Pittsburgh, and Seattle* FEBs organized diversity councils and/or coordinated events that promoted information sharing and leveraging resources to foster DEIA awareness within the community, such as promoting a viewing and post-discussion with Department of Health and Human Services officials of the documentary 'The Color of Care,' which details the experiences of families seeking medical care during the pandemic. Senior leaders and DEIA contacts nationwide viewed the film and participated in the post-discussion.



Minnesota FEB Diversity Day

Benefits to Departments/Agencies:

- Provides interagency awareness for improved working relationships
- Develops partnerships within Federal Departments/Agencies and with local colleges and universities
- Decreases duplicative efforts and promotes employee collaboration

Result: The college and interagency partnerships raise awareness of Federal career opportunities for agencies to recruit and retain skilled talent.

Strategic Goal III: Strategic Partnerships

Combined Federal Campaign

FEBs support the Combined Federal Campaign (CFC) by providing Federal employees the opportunity for charitable giving in their local areas.

FEBs provided strong leadership and support for the CFC outside of the National Capital Region, and they served as vital connection points between the Federal Government and local communities. For example, FEBs:

- organized and supported the Local Federal Coordinating Committees (LFCC) in FEB areas;
- coordinated the review process of applications from local non-profit organizations to be included within the CFC;
- hosted trainings for Loaned Executives and Campaign Coordinators; and
- helped local LFCCs to implement CFC regulations.

The Office of CFC granted a special solicitation in response to the humanitarian and refugee crisis in and around Ukraine. FEBs amplified information about this special solicitation to create visibility and awareness of the need and how to contribute.

Los Angeles FEB Executive Director, Kathrene Hansen, served on the National FEB Council through July 2022 and received the CFC National Leadership Award for her exemplary contributions to the CFC. The United States Postal Service Michigan 1 CFC District, as part of the *Detroit FEB*, was recognized with the CFC National Innovation Award for exceeding their campaign goals while navigating obstacles caused by the pandemic in the local community.

Benefits to Departments/Agencies

- Provides quality assurance, oversight, and accountability for local CFC campaigns
- Increases employee engagement by supporting philanthropic causes

Result: FEB efforts contributed to meeting CFC campaign goals. The overall CFC pledges for 2021-2022 totaled more than \$80.9 million. Campaigns in FEB areas collectively raised \$33.9 million for charity organizations.



Did You Know?

Pledges for Combined Federal Campaigns in FEB areas represent 42% of total CFC contributions.

The CFC special solicitation for the Ukraine Crisis raised \$672,565. FEBs were critical to this fundraising effort, as the CFC did not have its traditional Outreach Coordinators during the special solicitation period.

Supporting Administration Priorities

FEBs improve communication among Federal agencies within each FEB, across the Nationwide Network and between FEBs and Federal offices in Washington, DC.

FEBs served their local Federal communities by providing forums to advance Administration and Agency priorities. FEBs convened local agency heads at regular Full Board meetings to highlight Governmentwide and local initiatives, enabling Federal leaders to share information related to their agency-specific missions and identify areas which would benefit from cross-agency collaboration. FEBs improved communication by issuing monthly newsletters and providing networking opportunities between State and local government entities, including local Congressional offices.

Fostering Coalitions – *Atlanta FEB* presented its virtual Feds Meet Feds Expo, which showcased agencies' missions, programs, employment opportunities, and discussed interagency collaboration opportunities. *Boston FEB* organized a speaker series, “*Convening Leaders*”, with subject matter experts from across Federal agencies to brief Board members. *Dallas-Fort Worth FEB* hosted a roundtable discussion with the Department of Health and Human Services (HHS), local agency heads, and State and local government officials to enhance collaboration towards combatting homelessness in Fort Worth, Texas. *Philadelphia FEB* hosted virtual networking, “*Come as You Are*”, that developed interagency relationships between Board members.

Pandemic Support – *Chicago FEB* partnered with the Small Business Administration to organize an Economic Impact and Small Business Panel to discuss the impact of coronavirus disease (COVID-19) on communities of color, minority business owners, and how to build a more equitable system. *Baltimore, Philadelphia, and Pittsburgh FEBs* served on the HHS-Administration for Strategic Preparedness and Response Region 3 COVID-19 Vaccine Task Force comprised of Federal, state, and local governments. The *Dallas-Fort Worth FEB* served on the HHS Health Equity COVID-19 Communities of Practice for Vaccine and Variant Awareness to advance interagency communication and collaboration related to the pandemic.



Cleveland Full Board Meeting at NASA Glenn Research Center

Core Value: Integrity

HHS-Substance Abuse and Mental Health Administration briefed the FEB National Network on the implementation of the 988 Suicide and Crisis Lifeline. The Baltimore, Kansas City, Newark, New York City, Philadelphia, and Pittsburgh FEBs amplified the release of the 988 Initiative in their local communities by hosting seminars, email communications, and social media campaigns.

The 988 Lifeline is a National Network of 200+ local, independent crisis centers equipped to help people in mental health-related distress or experiencing a suicidal crisis via call, chat, or text. The 988 Lifeline provides free and confidential support 24 hours a day, 7 days a week.



Combating the Opioid Crisis – *Kansas City, Philadelphia, and Pittsburgh FEBs* served on Regional Federal Opioid Task Forces, which identified cross-agency strategies to increase public awareness of Federal services. *Kansas City, Los Angeles, New York City/ Newark, Oklahoma, and Pittsburgh FEBs* amplified the DOJ-Drug Enforcement Agency’s (DEA) One Pill Can Kill campaign by hosting webinars, outreach events, and listening sessions for local Federal communities.



Detroit, Kansas City, Pittsburgh, Los Angeles, and South Florida FEBs also shared information related to DOJ-DEA National Prescription Drug Take Back days. FEB support of DEA Prescription Drug Take Back days was critical to collecting and destroying unused medicine, ensuring that unused prescriptions were not improperly abused. The *Baltimore FEB* supported the Maryland Veterans Commission Subcommittee on “Combating Substance Misuse Impacting Maryland’s Veterans and their Families” by coordinating meetings between the Department of Veterans Affairs, Maryland Opioid Operational Command Center, and Delaware law enforcement partners.

Improving Federal Security – *Newark and South Florida FEBs* collaborated with DHS-Transportation Security Administration (TSA) to recruit Federal employees to serve as volunteer decoys for canine teams at the Fort Lauderdale, Miami, and Newark International Airports. The decoys carried concealed training aids through designated zones to test the effectiveness of the TSA Explosives Canine Teams.

Sustainability – *Baltimore, Kansas City, Los Angeles, New York City/Newark, Philadelphia, and Pittsburgh FEBs* collaborated with the Environmental Protection Agency (EPA), General Services Administration (GSA), and the Department of Veterans Affairs (VA) to address Federal Sustainability. *Los Angeles FEB* assisted the EPA in rolling out a California Draught Federal Partners Collaboration. *New York City/Newark FEBs* hosted a seminar on the Executive Order 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability. *Baltimore, Philadelphia, and Pittsburgh FEBs* hosted a virtual panel, “Together, We Can Make a Difference”, in partnership with EPA Region 3 and the James E. Van Zandt VA Medical Center to elevate America Recycles Day.



White House Initiative on Asian American, Native Hawaiians, and Pacific Islanders (WHIAANHPI) – *Boston, Chicago, Dallas-Fort Worth, Detroit, Honolulu, Houston, Kansas City, Los Angeles, Oklahoma, Pittsburgh, and St. Louis FEBs* participated in WHIAANHPI National and Regional Network meetings and work groups, hosted panel discussions, and increased visibility across the Federal community. *Honolulu FEB* collaborated with WHIAANHPI leaders to develop an action plan to increase recruitment and retention of underrepresented AANHPI populations in Federal Government. In alignment with the WHIAANHPI action plan, the *Honolulu FEB* hosted virtual panel discussions featuring AANHPI Federal employees who shared their career journey, promoted public service to job seekers, and presented “How to Apply for Federal Jobs”.

Congressional Outreach – *Baltimore, Minnesota, New Orleans, and South Florida FEBs* engaged with local Congressional staff to discuss local priorities and foster networking relationships. Additionally, the *Kansas City FEB* distributed Federal directories, including agency leadership contact information, to local Congressional offices.

Public Affairs Councils – *Kansas City and Los Angeles FEBs* sponsored public affairs councils to discuss best practices, provide training, and encourage networking among Federal public affairs officers. These councils help improve the public's understanding of Federal programs.

Benefits to Departments/Agencies:

- Provides interagency networking opportunities for agency senior leaders
- Increases communication and collaboration between agencies outside of Washington, DC

Result: Enhanced communication between agencies led to improved implementation of Governmentwide initiatives outside of Washington, DC.

Community Outreach

FEBs cultivate community relations by coordinating Federal participation.

FEBs coordinated volunteer opportunities and community outreach programs. Such programs included: tutoring students, blood drives, clothing drives, holiday toy drives, and community service projects. FEB Leadership Development Programs often include outreach to local community organizations.

Veteran Outreach – *Baltimore, Kansas City, Pittsburgh, South Florida, and St. Louis FEBs* supported their local veteran communities. *Baltimore, Pittsburgh, and St. Louis FEBs* served as Commemorative Partners with the United States of America Vietnam War Commemoration and amplified Military Spouse Appreciation Month, the 6th Annual Military Spouse Employment Summit, and OPM's Feds Hire Vets and Unique Hiring Path. *Pittsburgh FEB* supported local coordination of the Vietnam Traveling Memorial Wall and 9/11 Remembered Traveling Memorial. *Kansas City FEB's* Veterans Affairs Committee disseminated information to veterans in the Federal community, recruited volunteers and in-kind donations for Veterans Stand Down events, and promoted local Veterans Day activities. *St. Louis FEB* joined the Leadership Council of Southwestern Illinois,

Acquisition and Small Business Councils – *Kansas City and Minnesota FEBs* sponsored councils to support the Federal acquisition community and local small businesses. The acquisition councils foster networking and share information among contracting professionals. *Kansas City and Minnesota FEBs* facilitated meetings to educate small businesses on available resources and to showcase Government opportunities. Also, the *Minnesota FEB* hosted two virtual Greater Minnesota Government Procurement Fairs, as well as a virtual contracting training series to inform small businesses on Federal contracting processes.

Military Affairs Committee to assist with food insecurity for military members and their families. Further, the *South Florida FEB* laced up their shoes and participated in the VA2K to promote Whole Health while raising awareness and support for South Florida Homeless Veterans.

Employee Wellness Programs – *Boston, Cincinnati, Detroit, Honolulu, Kansas City, Los Angeles, New Orleans, New York City/Newark, Philadelphia, Pittsburgh, and South Florida FEBs* sponsored training, group exercise activities, and nutritional programs that provided employees with meaningful tools to reduce health risks. *Kansas City FEB* scaled its annual KC Kingdom Challenge to FEBs Nationwide as the virtual Coast to Coast Challenge, a six-week healthy behavior challenge open to all Federal employees. Additionally, FEBs supported Open Season Fairs to give Federal employees access to a variety of resources to make informed healthcare decisions during Federal Employee Health Benefits Open Season.

Grade School Outreach – *Baltimore, Cleveland, Dallas-Fort Worth, and South Florida FEBs* engaged with grade schools to improve students' reading, writing, and arithmetic proficiency, as well as promote public service. *Baltimore FEB* recruited Federal employee volunteers to serve as mock interviewers and review portfolios for middle school students. *Cleveland FEB* sponsored a virtual tutoring program for students in two elementary schools with 25 Federal employees serving as volunteers. *Dallas-Fort Worth FEB* recognized an exemplary elementary school teacher for stepping out of retirement due to a shortage of teachers in an underserved community. Her class received top honors and achieved 100% growth in Reading and Social Studies over the course of the school year! *South Florida FEB* participated in career fairs to educate elementary, middle, and high school students on Federal agency missions and in-demand professions.

Food and Community Supply Drives – *Detroit, Kansas City, Minnesota, Oklahoma, Pittsburgh, San Antonio, and St. Louis FEBs* coordinated food drives to help feed hungry families within their communities. Food drives were especially important this year to help distressed families that continued to be impacted by the pandemic and natural disasters. Similarly, the *Kansas City, Minnesota, and Pittsburgh FEBs* hosted supply collections to benefit various local organizations which support communities in need, such as school supplies, clothing, household and personal hygiene items, and holiday toys. *Atlanta, Dallas-Fort Worth, New Orleans, Pittsburgh, and South Florida FEBs* promoted blood drives to support their local communities.



San Antonio FEB Leadership Program alumni volunteer at the San Antonio Food Bank and City of San Antonio Park and Recreation Beautification Day

I'm truly sorry this is getting to you so late, but thank you for overseeing my mock interview. The feedback you gave me has truly stuck with me and i've been keeping it in mind for my approaching interviews for highschool. Even when i'm not doing an interview and just doing a simple presentation for school, I'm always keeping in mind the growths that you told me.

Thanks to you I feel more confident for my interview and feel more relaxed since I have a better understanding of what to expect and how to deal with it, and for that I thank you for not only taking the time out of your day to participate in my mock interview, but also for teaching me those lessons.

Have a great day!

Student thank you letter sent to the Baltimore FEB



Dallas-Fort Worth FEB presents Public Service Excellence Award to Mrs. Frankie Weathers, 5th grade teacher at Edna Rowe Elementary School

Benefits to Departments/Agencies:

- Addresses unmet National and local needs related to Agency missions
- Agency employees serve as Federal ambassadors to their local communities

Result: Across all FEBs, a total of 373 employees contributed more than 2,166 hours of community service. Additionally, FEBs coordinated the donation of over 95,192 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 475 units of blood.

FEB Leadership and Staff – Fiscal Year 2022

Atlanta, GA

Carmen Hayes, Chair
Joel Bridges, Executive Director

Buffalo, NY

Vacant, Chair
Vacant, Executive Director

Cleveland, OH

Pamela Ashby, Chair
Anna Vedouras, Executive Director

Detroit, MI

Michael Polsinelli, Chair
Lindsay Sammut, Executive Director

Kansas City, MO

Regina Heise, Chair
Larry Hisle, Executive Director

New Mexico

Leticia Ibarra, Chair
Tony Elsworth, Executive Director

Newark, NJ

Dorisse Shakir-Ullah, Chair
Alejandro De La Campa, Executive Director

Philadelphia, PA

Antonio Ceballos, Chair
Lisa Makosewski, Executive Director

San Francisco, CA

Tatum King, Chair
Sara Russell, Executive Director

Baltimore, MD

Craig Blango, Chair
Cynthia Cavalieri, Executive Director

Chicago, IL

Jonlee Anderle, Chair
Edgar Delgado, Executive Director

Colorado

Cheryl Kennedy, Chair
Fred Eidson, Executive Director

Honolulu, HI

Travis Thomason, Chair
Colby Stanton, Executive Director

Los Angeles, CA

Zia Neblett, Chair
Kathrene Hansen, Executive Director

New Orleans, LA

John Stokes, Jr., Chair
Theresa Trentacoste, Executive Director

Oklahoma

David Engel, Chair
Chris Hooper, Executive Director

Pittsburgh, PA

Nicholas Ashenden, Chair
Amber Klemetti, Executive Director

Seattle, WA

Jennifer Watson, Chair
Diana de Forest, Executive Director

St. Louis, MO

Patty Pelikan, Chair
Anita Leach, Executive Director

Boston, MA

Paul Jacobsen, Chair
Kim Ainsworth, Executive Director

Cincinnati, OH

Timothy Comer, Chair
Tina Toca, Executive Director

Dallas-Fort Worth, TX

Julia Lothrop, Chair
Kelly Anderson, Executive Director

Houston, TX

Rayford Irvin, Chair
Julius Keys, Executive Director

Minnesota

Dana Chong Tim, Chair
Andria Horwitz, Executive Director

New York City, NY

Dennis Gonzalez, Chair
Alejandro De La Campa, Executive Director

Oregon

COL Michael Helton, Chair
Joyce Hamilla, Executive Director

San Antonio, TX

Curtis Robertson, Chair
Marcus Forte, Executive Director

South Florida

Marilyn Stephens, Chair
Alana Ragoonan, Executive Director

OPM National Program Office

Anita Spinner
Director
FEB Operations

Lindsey Griffing
Deputy Director
FEB Operations

Amber Klemetti
Program Analyst
FEB Operations



U.S. Office of Personnel Management

Federal Executive Board National Network
1900 E Street NW, Washington DC 20415

[OPM.gov](https://www.opm.gov)