

# Federal Executive Board National Network

## Annual Report Fiscal Year 2021



*A National Network with Local Connections*

# Acknowledgment

I extend my appreciation to the Federal Executive Board (FEB) Chairs, Vice Chairs, Executive Directors, 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 the Treasury

Department of Veterans Affairs

General Services Administration

Office of Personnel Management

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

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



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# 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](http://www.feb.gov)

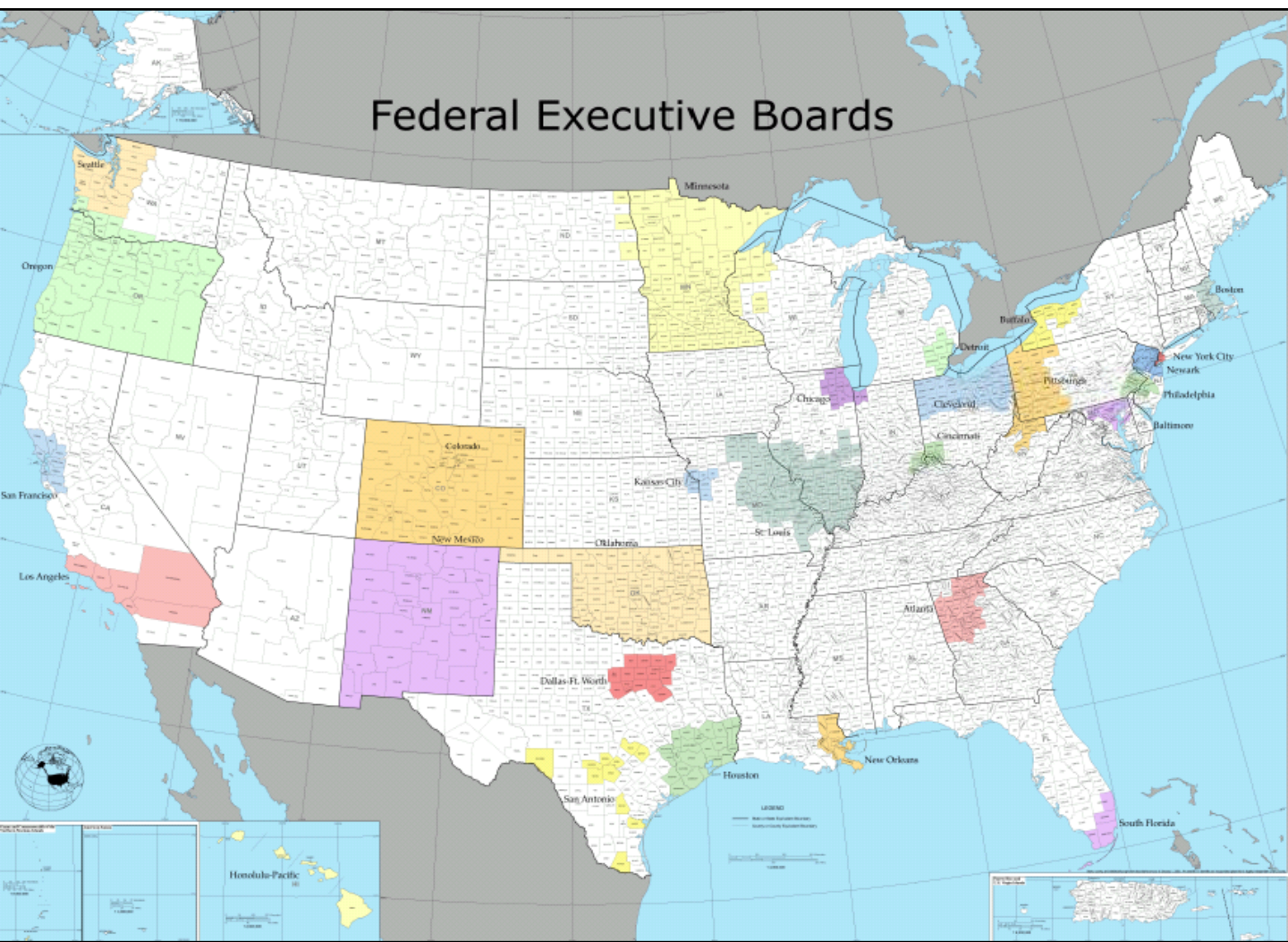
## Nationwide Statistics

- **28** FEBs are located across the Nation in metropolitan areas with significant Federal populations
- Approximately **828,739** Federal civilian employees are served in FEB areas which represents nearly **38%** 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, initiatives, and activities.

In preparation for the FEB 60<sup>th</sup> Anniversary on November 10, 2021, the FEB Executive Directors and Deputies designed a milestone logo and social media campaign to increase awareness of the FEB Network. The milestone logo was included in communications leading up to a formal celebration event in FY 2022.





In Fiscal Year (FY) 2021, 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 6 emergency preparedness exercises with over 1,052 participants, and 36 training workshops serving over 2,827 participants.
- FEBs assisted local Federal agency leaders by providing operating status information, and reported 54 operating status changes to OPM in FY 2021. Real world events included: hurricanes (Ida and Zeta), power outage, protest activity, snow, trial verdict, tropical storm (Eta), tornado, and winter storm/weather.

## Workforce Development and Support

- FEBs provided training opportunities to 23,000 Federal employees at an estimated cost avoidance of more than \$6.9 million.
- FEB-sponsored Alternative Dispute Resolution/Shared Neutrals programs successfully settled more than 159 cases, resulting in an estimated cost avoidance of more than \$7.4 million.

## Strategic Partnerships

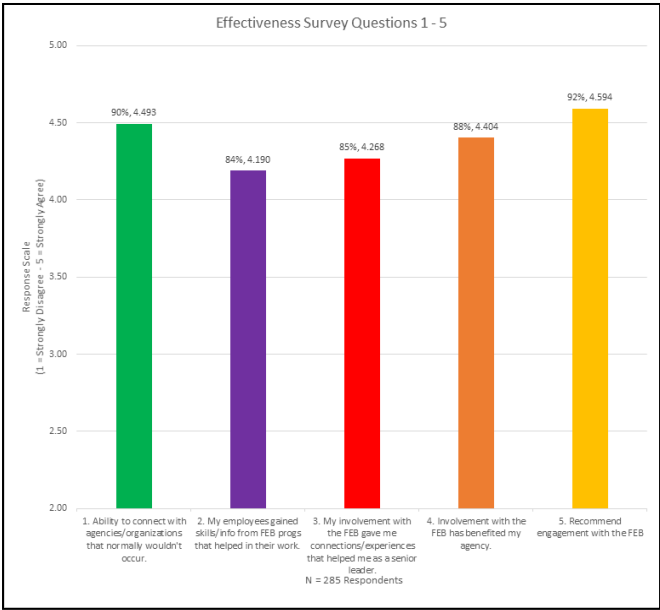
- Combined Federal Campaign (CFC) campaigns in FEB areas collectively raised \$36.4 million for charity organizations, as well as 31,533 hours of volunteer service pledges.
- Across all FEBs, a total of 380 employees contributed more than 1,866 hours of community service. Additionally, FEBs coordinated the donation of over 100,911 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 347 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.

- FEB programs helped me connect with agencies and/or organizations that I wouldn't have otherwise: 90% (4,493)
- My employees have gained skills or information from FEB programs that have helped them with their work: 84% (4,190)
- My involvement in the FEB has given me connection and experience that help me as a senior leader: 85% (4,268)
- Involvement with the FEB has benefited my agency: 88% (4,404)
- I recommend engagement with the FEB: 92% (4,594)



In summary for FY 2021, FEBs continued to demonstrate that through active membership and leadership coordination, Federal agencies reduced duplicative efforts and achieved increased efficiencies. FEBs serve as a valuable resource to advance Administration and agency initiatives outside of Washington, D.C.

# 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), Federal Emergency Management Agency (FEMA)
- DHS, Federal Protective Service (FPS)
- DHS, Cybersecurity & Infrastructure Security Agency (CISA)
- DHS, Interagency Security Committee (ISC)
- DHS, U.S. Coast Guard (USCG)
- DHS, Transportation Security Administration
- Department of Interior
- Department of Justice (DOJ)
- Department of Labor
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- U.S. Army



FEMA



FPS



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

**Pandemic Vaccine Distribution** – During the continued coronavirus disease (COVID-19) pandemic, FEBs supported their member agencies to ensure employee safety. FEBs served as force multipliers for the Safer Federal Workforce Task Force, sharing details on vaccine eligibility for critical infrastructure employees and resources to answer frequently asked questions. *Baltimore, Boston, Dallas-Fort Worth, Honolulu, Philadelphia, and Pittsburgh* FEBs served on Federal and State task forces and/or working groups to coordinate vaccine distribution to frontline employees. *Detroit, Los Angeles, Minnesota, and Oklahoma* FEBs also assisted agencies to secure vaccines for Federal employees.

#### 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.



DHS-FEMA Acting Regional Administrator, Paul Ford; Boston FEB Executive Director, Kim Ainsworth Klaskin; and HHS-ASPR Regional Administrator, Gary Kleinman at a Federal Community Vaccination Center in Providence, RI.

**DHS-Surge Capacity Force** – FEBs hosted virtual webinars to promote DHS-Surge Capacity Force (SCF) volunteer opportunities to their local Federal leaders. DHS Secretary Alejandro Mayorkas activated the SCF in March 2021, to support Federal vaccination centers in underserved communities. The FEB-sponsored webinars were critical to sharing time-sensitive information regarding the DHS-SCF program and volunteer requirements. Over 180 participants from 20 agencies attended the webinars which took place in the following FEB areas: *Atlanta, Baltimore, Boston, Chicago, Cincinnati, Cleveland, Colorado, Dallas-Fort Worth, Detroit, Honolulu, Houston, Kansas City, Los Angeles, Minnesota, New Mexico, New Orleans, New York City, Oklahoma, Oregon, Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, South Florida, and St. Louis.*

**Federal Protective Service Memorandum of Understanding** – OPM and DHS-FPS partnered to sign a memorandum of understanding (MOU) that formalizes regular communication between FPS and FEBs at the National and local levels. In alignment with the MOU, the *Atlanta, Baltimore, Philadelphia, Pittsburgh, and South Florida FEBs* participated in FPS quarterly meetings, hosted security briefings, and facilitated discussion regarding Occupant Emergency Plans and building safety.



DHS-FPS Principal Deputy Director, Richard 'Kris' Cline, and OPM Acting Deputy Associate Director, Renee Singleton, sign the MOU.

**Active Threat Training Awareness** – FEBs hosted training and exercises on how to respond to an active shooter situation in a Federal facility. Over 1,062 participants attended these events which took place in the following FEB areas: *Cincinnati, Houston, Philadelphia, Pittsburgh, and South Florida.*

**Closed Points of Dispensing (POD)** – In the event of an anthrax attack, designated Federal facilities would be established as Closed PODs to provide medical countermeasures to the local Federal population and reduce the demand on local authorities. For this role, the FEBs served as a communications link with local Federal Departments and Agencies, as they would do for any emergency. The following FEBs assisted with POD activities by hosting training for POD staff, sponsoring POD exercises, and participating in POD planning: *Cincinnati, Houston, Kansas City, Minnesota, and Oklahoma.*

## Core Values: FEBs Lead through *Excellence*

The Baltimore, Philadelphia, and Pittsburgh FEBs partnered with DHS-FEMA Region III to host a Continuity Workshop: New Normal Discussion. This virtual workshop featured opening remarks by HHS-Office of the Assistant Secretary for Preparedness and Response (ASPR) Region III, followed by a facilitated discussion on agency reopening plans, lessons learned, and how to prepare for a return to a 'normal' workplace. This cross-FEB workshop was a first-time endeavor for Region III, and it provided information to more than 60 participants representing 36 Federal, state and local government agencies.

The Philadelphia and Pittsburgh FEBs also partnered to coordinate with the DHS-Bureau of Alcohol, Tobacco, and Firearms to present on Essential Support Function #13, which provides Federal public safety and security assistance to local, state, tribal, territorial, and Federal organizations overwhelmed by the results of an actual or anticipated natural/manmade disaster or an act of terrorism.

## Information Sessions

- *Atlanta, Chicago, Philadelphia, and Pittsburgh FEBs* each hosted presentations by DHS-CISA on the importance of cybersecurity and securing home networks.
- *Cincinnati FEB* sponsored a briefing to the Federal community on HHS-Occupational Safety and Health Administration (OSHA), entitled "OSHA's Role in Protecting Worker Safety and Health During Emergency Response".
- *Oregon FEB* sponsored "Before the Ground Shakes" to prepare the Federal workforce for a Cascadia earthquake.
- *San Francisco FEB* provided briefings on preparedness during drought and wildfire season, and the Central Valley Project (CVP). The CVP is a multi-purpose network of dams, reservoirs, canals, hydroelectric power plants, and other facilities that reduce flood risks in addition to and supplying domestic and industrial water.

**Interagency Training Events** – FEBs sponsored DHS-FEMA continuity training courses in FY 2021, including: Continuity of Operations Program Manager and Continuity of Operations Planner's Workshop.

- *Cleveland FEB* – provided training on Operations Exercise Design and the Federal Continuity Directives 1 and 2.
- *Colorado FEB* – sponsored workshops on emergency topics including: cybersecurity; continuity of operations; and personal and family preparedness.



DHS-ISC Chief, Daryle Hernandez, provides a keynote speech at the Oklahoma FEB Leadership Program during the anniversary week of the Oklahoma City bombing.



- *Honolulu and Los Angeles FEBs* – sponsored a monthly virtual series with DHS-FEMA Region IX, focusing on continuity of operations. The series was launched during FY 2020 and completed in FY 2021. Topics during FY 2021 included: Communications and Information Systems; Test, Training, and Exercises; and Continuity Assessment Tool.
- *New Orleans and South Florida FEBs* – coordinated with DHS-FEMA to offer courses L548 and L550.
- *Minnesota, Oklahoma, and Oregon FEBs* – sponsored DHS-ISC Risk Management Process training.
- *San Antonio FEB* – participated in monthly DHS-FEMA continuity webinars.
- *Seattle FEB* – promoted DHS-FEMA and DHS-CISA interagency trainings for Facility Security Committee members.
- *South Florida FEB* – participated in the DHS-FEMA Region IV 2021 Partners in Emergency Management Workshop, "Preparing for the Unexpected: Emergency Management in a Changing World". The training helped participants develop strategies to reduce process delays in issuing alert and warning (A&W) messages; maximize message delivery to the public including vulnerable populations; create research-based A&W messages that move individuals to act; and manage social media during disasters.



South Florida FEB cruise ship collision event emergency exercise.

**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. Reconstitution was a common exercise scenario this year, as agencies prepare for their workforces to return to their primary work facilities.

9 FEBs hosted exercises in FY 2021, most with support from DHS-FEMA:

- *Baltimore, Philadelphia, and Pittsburgh FEBs* – partnered to host a Region III virtual TTX focused on agencies' response to a secondary event, such as a utility outage, cyberthreat, or protests, during the COVID-19 pandemic.
- *Dallas-Fort Worth FEB* – hosted a post-pandemic virtual TTX focused on implementing lessons learned and best practices for operations, continuity, and devolution.

- *Kansas City and St. Louis FEBs* – partnered to host a reconstitution TTX focused on activating agencies' continuity of operations plans.
- *Minnesota FEB* – hosted a natural disaster TTX in coordination with FEMA Region V.
- *San Francisco FEB* – participated in a TTX facilitated by DHS-FEMA, Northern California Regional Intelligence Center, and DOJ-Federal Bureau of Investigation. Attendees included Federal, State, and local partners.
- *South Florida FEB* – participated in a TTX coordinated by the DHS-USCG, focused on a cruise ship collision event and mass interagency rescue efforts.

#### **Benefits to Departments/Agencies:**

- provides a central point-of-contact for emergency preparedness training; and
- builds partnerships with stakeholders before an emergency occurs.

**Result: In FY 2021, FEBs hosted 6 exercises with over 1,052 participants and 36 training events serving over 2,827 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 NWS, to assist local Federal agency leaders to make informed decisions on an operating status decision. In addition to providing information, if the need arose, 25 of the 28 FEBs would have provided an operating status recommendation (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.



Environmental Protection Agency contractor investigates hazardous materials on property damaged by Oregon wildfires.

In FY 2021, 15 FEBs provided operating status recommendations and 1 FEB provided information only to local Federal agency leaders: *Atlanta, Boston, Chicago, Colorado, Dallas-Fort Worth, Detroit, Houston (information only), Kansas City, Minnesota, New Orleans, Newark, Oregon, Philadelphia, Seattle, South Florida and St. Louis.*

- *Atlanta FEB* hosted a briefing from the Department of Commerce-NOAA/NWS and DHS-FEMA on the 2021 hurricane forecast and hurricane preparedness considerations during COVID-19 that highlighted the need for ongoing planning and adherence to HHS-CDC recommended protocols.
- *Chicago, Philadelphia, and Pittsburgh FEBs* hosted webinars to discuss shelters, evacuations, and other preparedness concerns that require planning prior to an emergency event when traditional support systems for displaced populations may not be available or appropriate during a pandemic.
- *Detroit FEB* assisted DHS-FEMA to secure space downtown, enabling DHS-FEMA to support 15 field sites dedicated to flood recovery efforts.
- *Houston FEB* disseminated information related to six different hurricanes/tropical storms from Texas to Louisiana. Specifically, Hurricane Nicholas and Winter Storm Uri impacted agencies' operating statuses.
- *Minnesota FEB* disseminated information related to protest activity to ensure the safety of Federal personnel during the jury trial and verdict of Derek Chauvin.



Tropical Strom Henri (Philadelphia FEB); Hurricane Ida (New Orleans FEB); and Hurricane Nicholas (Houston FEB).

- *New Orleans FEB* coordinated its Annual Hurricane Preparedness, Emergency Response, and Continuity of Operations Briefing. The forum featured the impact of COVID-19 on evacuation processes. 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.
- *New Orleans FEB* disseminated information related to Tropical Storms Eta, Fred, and Grace; Hurricanes Delta, Ida, Nicholas, and Zeta; and Winter Storm Uri. The FEB issued non-binding advisories that included unscheduled telework, early dismissal, and closure.



- *Philadelphia FEB* disseminated information related to flooding from the remnants of Tropical Storms Fred, Henri, and Ida. The Philadelphia area was also impacted by multiple tornadoes associated with these storms, including nine tornadoes on one date and seven tornadoes on another.
- *Pittsburgh FEB* disseminated information regarding protest activity, power outages, winter storms, flooding, and tornadoes.



Power outages from Winter Storm Uri impacted Dallas-Fort Worth, Houston, New Orleans, and San Antonio FEBs.

### **Benefits to Departments/Agencies:**

- supports local Federal agency leaders to expeditiously make informed decisions regarding operating status for their Federal agency employees; and
- 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 54 operating status changes to OPM in FY 2021. Real world events included: hurricanes (Ida and Zeta), power outage, protest activity, snow, trial verdict, tropical storm (Eta), 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. When COVID-19 social distancing restrictions affected the delivery method for trainings, FEBs promptly restructured many of the trainings as webinars such as: managing virtual teams; emotional and social intelligence; microaggressions and 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.

**Did You Know?**

**FEBs helped agencies avoid  
additional training expenditures of \$6.9 million  
in training costs for 23,000 employees.**

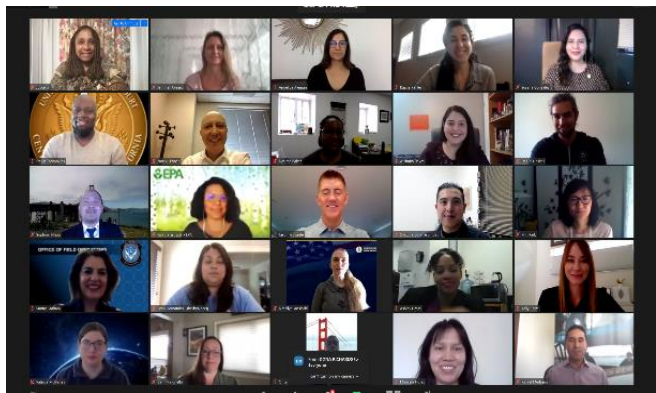
Other customized training experiences included “What’s in Your Retirement Wallet”, which was converted to a webinar in partnership with presenters from OPM, U.S. Securities Exchange Commission, Federal Retirement Thrift Investment Board, HHS, and Social Security Administration. The training provided 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. The *Philadelphia FEB* offered networking opportunities for senior leaders through after-hours or lunch-time events, such as the virtual “Come As You Are” networking event. These events were helpful in providing ideas regarding common leadership challenges and for providing opportunities for agency leaders to network.

*Atlanta, Detroit, and Kansas City FEBs* coordinated local interagency mentoring or coaching programs. The *Kansas City* and *Philadelphia FEBs* hosted virtual Executive Women in Motion (EWIM) sessions in collaboration with other FEBs. The *Kansas City FEB* EWIM session included a keynote of a mentor’s journey by former Acting OPM Director Kathy McGettigan.

**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, Oklahoma, Oregon, Pittsburgh, San Antonio, San Francisco, Seattle, and South Florida*. 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.



Detroit FEB Chair, Mike Polsinelli, instructs Leadership Series participants during a virtual class.



Los Angeles FEB Leadership Associates Program virtual session.

**Core Values:**  
**FEBs Lead through *Integrity***

In recognition of the 20<sup>th</sup> anniversary of 9/11, FEBs hosted a panel facilitated by Steve Millen, Executive Manager, Federal Mediation and Conciliation Service. The featured panelists included: Stephen Clark, Superintendent, National Parks of Western Pennsylvania (Flight 93); Alejandro De La Campa, Supervisory Policy Advisor, Region 2, DHS-FEMA; Janis Nagy, Deputy Assistant Federal Security Director – Screening, Los Angeles International Airport, DHS-Transportation Security Administration; and Kimberly Ainsworth Klaskin, Executive Director, Boston FEB.

All the panelists were Federal leaders with a direct connection to 9/11 and the FEBs. They drew from their experiences to respond to targeted questions linked to OPM’s executive core competencies on leadership, lessons learned, and how the events of 9/11 informed the mission and direction of both the FEBs and Federal agencies today.

- Benefits to Departments/Agencies:**
- reduces employee development costs;
  - increases training offerings; and
  - creates cross-agency training opportunities.

**Result:** In FY 2021, FEBs helped agencies avoid additional training expenditures of \$6.9 million in training costs for 23,000 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 helped agencies 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, Honolulu, Houston, Kansas City, Los Angeles, Minnesota, New Orleans, Oklahoma, Oregon, Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, and South Florida.*

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, FMCS Headquarters managed the administrative processes. During FY 2021, FMCS provided basic and advanced mediation training at no-cost to the FEBs and attendees.



## Did You Know?

### Participant surveys from FEB mediation programs:

99% 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

## Benefits to Departments/Agencies:

- offers a third-party mediator (not affiliated with an employee's agency);
- provides standardized mediation training; and
- identifies training needs to proactively address common workplace concerns.

**Result:** During FY 2021, FEB-sponsored ADR programs successfully settled 159 cases, resulting in an estimated cost-avoidance of more than \$7.4 million. \*

\* 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.



# 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](#), [New Orleans](#), [Oklahoma](#), [Oregon](#), [Philadelphia](#), [Pittsburgh](#), [San Antonio](#), [San Francisco](#), [Seattle](#), [South Florida](#), and [St. Louis](#).

Due to the pandemic, many FEBs pivoted to in-person ceremonies to virtual events or distributed the awards directly to agencies to present place-based ceremonies. Some FEB ceremonies were recorded and can be viewed using the weblinks above.

Nomination submissions are often reviewed by a leader panel using criteria for 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.



South Florida FEB employee recognition awards ceremony honored Lt. Elizabeth Simone, DHS-USCG, as the 2021 Federal Employee of the Year.



Honolulu FEB employee recognition awards ceremony.



Dallas-Fort Worth FEB employee recognition awards ceremony.

## Benefits to Departments/Agencies:

- receives interagency recognition from the greater Federal community; and
- increases employee engagement and contributes to retention strategies.

**Result: In FY 2021, FEBs presented a total of 1,551 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. The *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. The *Seattle* and *South Florida FEBs* hosted panel discussions with educational institutions, including Federal Academic Alliance partners. Leadership development program associates, alumni, and advisors met with the educational institutions to promote Federal career opportunities. The *Chicago, Los Angeles, Kansas City, and Pittsburgh FEBs* continued with the Government to University (G2U) initiative. The goal of the G2U initiative is to establish regional networks with sustainable partnerships between government and university representatives to strengthen the talent pipeline and capitalize on university research to solve government challenges.

**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.

**Diversity & Equity** – FEBs supported a more diverse Federal Government with targeted outreach to Veterans and individuals with disabilities, and coordinated diversity councils that organize training events to foster awareness within their communities.

**Benefits to Departments/Agencies:**

- provides interagency awareness for improved working relationships;
- develops partnerships within Federal Departments/Agencies and with local colleges and universities; and
- decreases duplicative efforts and promotes employee collaboration.

**Result: The Federal college and interagency partnerships assist to attract skilled talent and retain high performing employees.**

**Core Values:  
FEBs Lead through Service**

The San Francisco FEB sponsored a multi-agency virtual job fair on March 15-18, 2021. The job fair was hosted on the Microsoft Teams platform with 3,000+ participants and 32 agency recruiters representing 100+ Federal offices. The program included training for Human Resources Specialists and hiring managers, as well as sessions for jobseekers on resume writing, interviewing skills, non-competitive eligibility programs, and navigating USAJOBS.

“We are most grateful to participate in this job fair. We had the opportunity to speak with a number of enthusiastic candidates and we have received resumes from interested attendees.”

Danny Wimberly Jr.  
Assistant District Manager  
Los Angeles District Office  
Social Security Administration

# 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 Washington, DC, area, and they served as vital connection points between the Federal Government and local communities:



- 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 a request from the *Dallas-Fort Worth FEB*, which benefitted organizations supporting recovery efforts from Winter Storm Uri.

The *Kansas City* and *St. Louis FEBs* were recognized with the CFC Innovation Award for coordinating the inaugural virtual “Battle of the FEBs”, which challenged both FEBs’ respective CFC zones to garner the most pledges. The event included presentations from CFC charities, a tutorial on navigating the CFC giving site, and the FEB Executive Directors sharing their personal connections to the CFC. The event ended with hitting one of the Executive Directors with a good-natured pie in the face.

#### Did You Know?

**Pledges for Combined Federal Campaigns in FEB areas represent over 44% of total CFC monetary receipts, and over 36% of committed volunteer service hours.**

#### Benefits to Departments/Agencies:

- provides quality assurance, oversight, and accountability for local CFC campaigns; and
- increases employee engagement by supporting philanthropic causes.

**Result: FEB efforts contributed to meeting CFC campaign goals. The overall CFC pledges for FY 2021 totaled more than \$81.5 million, plus an additional 86,711 hours of volunteer service. Campaigns in FEB areas collectively raised \$36.4 million for charity organizations, as well as 31,533 hours of volunteer service pledges.**



# Supporting Administration and Agency Priorities

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

FEBs served their local Federal communities by providing forums for discussion and coordination 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 facilitated additional interagency communication by issuing monthly newsletters and providing networking opportunities between State and local government entities, including local Congressional offices.

## Core Values: FEBs Lead through Excellence

**The Dallas-Fort Worth FEB was instrumental in supporting HHS with the intake of the unaccompanied minor children arriving in Texas. Additionally, the FEB assisted HHS-Office of Refugee Resettlement to develop a volunteer detail assignment for Federal employees to deploy to the Unaccompanied Children Operation at the Dallas Convention Center. The Dallas-Fort Worth FEB Executive Director, Kelly Anderson, also performed notarial services at the Dallas Convention Center.**

**The Detroit, Philadelphia, and Pittsburgh FEBs partnered with HHS to identify new sites to house the unaccompanied children in Michigan and Pennsylvania, and shared volunteer information with local Federal agencies.**

**The Los Angeles FEB connected agency partners to establish housing sites for unaccompanied children in Long Beach and Pomona. In addition, an FEB member volunteered to manage the Long Beach Center.**

**The San Francisco FEB featured the volunteer detail opportunity during a Full Board meeting.**

**Pandemic Support** – FEBs served as a convening resource to bring agency senior leaders together to share best practices, discuss common concerns, and bridge information gaps. The *Chicago, Kansas City, Oklahoma, Oregon, San Francisco, South Florida, and St. Louis FEBs* organized forums and panel discussions to ensure vital communications were shared with the Federal community in real-time. Other FEBs distributed situation reports to update agencies with critical information. FEBs also connected strategic partners to obtain vital protective equipment, testing kits, and guidance for Federal workers returning to in-person worksites.

**Combating the Opioid Crisis** – The *Kansas City, Philadelphia, and Pittsburgh FEBs* served on their Regional Federal Opioid Task Forces, which identified cross-agency strategies to increase public awareness of Federal services. The *Kansas City FEB* met with the Greater Kansas City Chamber of Commerce to develop a city-wide educational campaign on the Opioid Crisis. The *Philadelphia FEB* hosted Town Hall meetings with Federal, State, local, and non-government organizations to discuss how to assist those struggling with addiction and returning to society. The *Pittsburgh FEB* marketed information to member agencies related to the DOJ-Drug Enforcement Agency's (DEA) Operation Prevention; Department of Veterans Affairs' Hope, Healing and Recovery: The Opioid Pandemic; and HHS-Substance Abuse and Mental Health Services Administration's disaster dialogue webinars.

The *Detroit, Kansas City, Pittsburgh, and South Florida FEBs* also shared information related to DOJ-DEA National Prescription Drug Take Back days with member agencies. 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 an intergovernmental meeting between the Department of Veterans Affairs, Maryland Opioid Operational Command Center, and Delaware law enforcement partners.

**White House Initiative on Asian American and Pacific Islanders** – *Atlanta, Kansas City, Honolulu, Los Angeles, and San Francisco FEBs* participated in roundtable meetings where Federal experts discussed strategies to provide better Government services and improve communication with the Asian American and Pacific Islander communities.

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

**Congressional Outreach** – *Baltimore, Dallas-Fort Worth, Los Angeles, Minnesota, Oklahoma, Oregon, and South Florida FEBs* engaged with local Congressional staff to discuss local priorities and foster networking relationships. Additionally, *Boston and Kansas City FEBs* distributed Federal directories, including agency leadership contact information, to local Congressional offices

**Public Affairs Councils** – *Kansas City, Los Angeles, and San Francisco 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.

**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. The *Kansas City and Minnesota FEBs* facilitated meetings to educate small businesses on available resources and to showcase Government opportunities. Also, the *Minnesota FEB* hosted its second annual Greater Minnesota Government Procurement Fair, as well as a virtual contracting training series to inform small businesses on Federal contracting processes.

**Core Values:**  
**FEBs Lead through Service**

**The Minnesota FEB hosted a virtual Foundations in Contracting series for small businesses to improve the acquisition process between the public and private sectors, and to assist small businesses overcome potential obstacles. More than 4,954 attended 39 workshops, resulting in 300 completed business-to-contracting officer matches, and 100+ small business graduates of the full Foundations in Contracting series.**

- Benefits to Departments/Agencies:**
- provides interagency networking opportunities for agency senior leaders; and
  - 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** – The *Atlanta, Baltimore, Honolulu, Kansas City, Pittsburgh, and South Florida* FEBs supported their local veteran communities. The *Baltimore and Pittsburgh* FEBs served as Commemorative Partners with the United States of America Vietnam War Commemoration. *Atlanta, Baltimore, Pittsburgh Honolulu, and South Florida* FEBs participated with various committees, Federal and State agencies, and Congressional members to discuss and address the needs of veteran wellness and support. The *South Florida* FEB also assisted the Miami Veterans Administration to coordinate a drive-through event to honor and celebrate the prior National President of the Gold Star Mothers, Ms. Georgie Carter-Krell's 90<sup>th</sup> birthday. *Kansas City* FEB's Veterans Affairs Committee disseminated information to veterans in the federal community, coordinated the Veterans Stand Down event, promoted local Veterans Day activities, and served as a liaison to agencies in handling returning veterans from Iraq and Afghanistan.



U.S. Secretary of Veterans Affairs, Denis R. McDonough, with Georgie Carter-Krell, prior National President of Gold Star Mothers.

**Employee Wellness Programs** – The *Kansas City, Los Angeles, Minnesota, Pittsburgh, San Francisco, and South Florida* FEBs sponsored training, group exercise activities, and nutritional programs that provided employees with meaningful tools to reduce health risks. Additionally, the *Chicago, Cincinnati, Pittsburgh, and South Florida* FEBs hosted health fairs and seminars that provided employees with information on nutrition as well as physical and mental health. The *Detroit, Kansas City, and Philadelphia* FEBs provided employees with information to make informed healthcare decisions for Federal Benefits Open Season.

**Grade School Outreach** – The *Baltimore, Cleveland, and South Florida* FEBs engaged with grade schools to improve students' reading, writing, and arithmetic proficiency, as well as promote public service. The *Baltimore* FEB recruited Federal employee volunteers to serve as mock interviewers and review portfolios for middle school students. The *Cleveland* FEB sponsored a virtual tutoring program for students in two elementary schools with 25 Federal employees serving as volunteers. The *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** – The *Detroit, Kansas City, Minnesota, Oklahoma, Pittsburgh, San Antonio, South Florida, 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, Oregon, and San Antonio* 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. The *Atlanta, Detroit, New Orleans, Pittsburgh, Seattle, and South Florida* FEBs promoted blood drives to support their local communities.



Minnesota FEB collected school supplies to support 11 schools and benefit over 700 students.



San Antonio FEB collected donations for expecting mothers at a women’s shelter.

**Benefits to Departments/Agencies:**

- addresses unmet National and local needs related to Agency missions; and
- agency employees serve as Federal ambassadors to their local communities.

**Result:** Across all 28 FEBs, a total of 380 employees contributed more than 1,866 hours of community service. Additionally, FEBs coordinated the donation of over 100,911 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 347 units of blood.



# FEB Leadership and Staff – Fiscal Year 2021

<b>Atlanta, GA</b> Carmen Hayes, Chair Joel Bridges, Executive Director	<b>Baltimore, MD</b> Douglas Hemphill, Chair Cynthia Cavalieri, Executive Director	<b>Boston, MA</b> Paul Jacobsen, Chair Kimberly Ainsworth, Executive Director
<b>Buffalo, NY</b> Vacant, Chair Vacant, Executive Director	<b>Chicago, IL</b> Jonlee Anderle, Chair Shannon Bailey, Acting Executive Director	<b>Cincinnati, OH</b> Timothy Comer, Chair Tina Toca, Executive Director
<b>Cleveland, OH</b> Sandy Opacich, Chair Anna Vedouras, Executive Director	<b>Colorado</b> Dr. Christopher Sigle, Chair Fred Eidson, Executive Director	<b>Dallas-Fort Worth, TX</b> Michael Coyne, Chair Kelly Anderson, Executive Director
<b>Detroit, MI</b> Michael Polsinelli, Chair Lindsay Sammut, Executive Director	<b>Honolulu, HI</b> Travis Thomason, Chair Christopher Conklin, Executive Director	<b>Houston, TX</b> Mark Winchester, Chair Julius Keys, Executive Director
<b>Kansas City, MO</b> Regina Heise, Chair Larry Hisle, Executive Director	<b>Los Angeles, CA</b> Linda Gonzalez, Chair Kathrene Hansen, Executive Director	<b>Minnesota</b> Johnny Maxon, Chair Andria Horwitz, Executive Director
<b>New Mexico</b> Leticia Ibarra, Chair Tony Elsworth, Executive Director	<b>New Orleans, LA</b> Kim Hynes, Chair Theresa Trentacoste, Executive Director	<b>New York City, NY</b> Dennis Gonzalez, Chair Vacant, Executive Director
<b>Newark, NJ</b> Dorisse Shakir-Ullah, Chair Vacant, Executive Director	<b>Oklahoma</b> David Engel, Chair Chris Hooper, Executive Director	<b>Oregon</b> Darwin Goodspeed, Chair Joyce Hamilla, Executive Director
<b>Philadelphia, PA</b> Jamie Williamson, Chair Lisa Makosewski, Executive Director	<b>Pittsburgh, PA</b> Jose Diaz, Chair Amber Klemetti, Acting Executive Director	<b>San Antonio, TX</b> Curt Robertson, Chair Marcus Forte, Executive Director
<b>San Francisco, CA</b> Julie Clowes, Chair Sara Russell, Executive Director	<b>Seattle, WA</b> Jennifer Watson, Chair Diana de Forest, Executive Director	<b>South Florida</b> Marilyn Stephens, Chair Alana Ragoonan, Executive Director
<b>St. Louis, MO</b> John Ahern, Chair Anita Leach, Executive Director		

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