

Federal Executive Board National Network

Annual Report

Fiscal Year 2023



A National Network with Local Connections

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Letter from the Director

From the moment President Kennedy created the Federal Executive Boards (FEB) in 1961, they have served a vital purpose as the cornerstone of strategic partnerships across the Federal Government. Policy may be developed in Washington, D.C., but agency implementation takes place in local communities across the country – from funding investments representing billions of dollars, to partnerships with State and local Governments, to daily interactions between the American people and Federal agencies. FEBs serve a vital role bridging communication and engagement from Washington to the rest of the Country and offer an access point for public Federal engagement.

Throughout Fiscal Year (FY) 2023, FEBs hosted leadership development programs for Federal employees, including learning opportunities, mentoring, agency visits, and capstone projects. These opportunities benefitted 14,600 Federal workers and reduced training costs for Federal agencies by nearly \$7.8 million. Moreover, FEB efforts to advance Federal resilience included coordinating interagency emergency exercises, continuity webinars, and active threat trainings. These collaborative efforts provided Federal agencies with central points-of-contact for emergency preparedness training and bolstered critical relationships with stakeholders before an emergency occurs.

In the pages that follow, you will see that this only scratches the surface of the extensive impact FEBs demonstrated in FY 2023. I extend my appreciation to the FEB Chairs, Vice Chairs, and Executive Steering Committee members for their exceptional leadership and service to local Federal communities. Connecting the gears of Government into a more seamless operation is a crucial role, and I look forward to our continued partnership to serve Federal employees and the American people.

Robert H. Shriver, III
Acting Director
U.S. Office of Personnel Management

Executive Summary

Federal Executive Boards (FEBs) play a crucial role in enhancing communication, coordination, and collaboration among Federal agencies nationwide. As a network, FEBs advance Federal initiatives and programs beyond Washington, D.C., extending their outreach to State and local levels of Government. By identifying strategic partners and facilitating collaboration, FEBs help achieve common goals.

Each of the FEBs serve a specific geographic area of the United States, bringing together executives and managers of Federal agencies in that region to address interagency needs and challenges. Board members carry out FEB responsibilities as a collateral duty, relying on FEB staff to coordinate programs and initiatives.

In FY 2023, the FEBs demonstrated resilience and adaptability, delivering on their mission while simultaneously preparing for and launching the initial steps towards a transformative future. While the groundwork was laid for significant FEB reforms and enhancements, the work and actions remained firmly aligned to the 2023-2024 FEB Strategic Plan. Throughout the year, FEBs focused on three strategic goals: 1.) Workforce Building and Succession Management; 2.) Cultivating an Innovative Organization; and 3.) Fostering Coalitions.

FEB-sponsored programs contributed to the following initiatives:

Workforce Building and Succession Management

- FEBs provided distinctive training opportunities, many unavailable within individual agencies, significantly contributing to the professional development of the Federal workforce. By offering these specialized programs, the FEBs enabled agencies to circumvent an estimated \$7.8million in additional training expenditures, benefiting nearly 14,600 employees.

FEB Structure 1961 - 2023

From November 1961 to August 2023, the FEBs operated under a decentralized structure.

The FEBs functioned independently as single entities within their respective geographic areas. FEBs relied on local member agencies for voluntary resources, with staffing provided by a host Federal Agency and program funding supported by FEB member agencies.

The FEB structure changed in FY 2023, implementing a new model to reinvigorate the roles and responsibilities of FEBs in supporting the Federal workforce and advancing Administration objectives. This transition to centralize functions will support FEBs to expand outreach to employees and communities Nationwide.

- FEBs underscored the importance of public service and nurtured a culture of recognition across the Federal Government by celebrating the Federal workforce's achievements. Demonstrating this commitment, the FEBs honored 735 Federal employees with awards, spotlighting the significant impact of agency missions and exemplary public service.

Cultivating an Innovative Organization

- FEBs enhanced collaboration with key Federal agencies, including the Department of Homeland Security (DHS) and General Services Administration (GSA), to provide senior leaders with up-to-date expertise on emergency preparedness and resilience. This initiative saw the participation of over 690 Federal employees from 76 different agencies in FEB-organized emergency preparedness exercises. Additionally, more than 530 individuals benefited from Active Threat Awareness training sessions, which focused on effective responses to active shooter scenarios within Federal facilities.
- FEBs played a pivotal role in orchestrating interagency committees and councils, focusing on crafting localized solutions and tackling emerging challenges. Common FEB-sponsored committees and councils include Executive Steering Committees, workforce development, DEIA, emergency preparedness and safety, public affairs, and veteran's outreach.

Fostering Coalitions

- Enhanced interagency communication, facilitated by the FEBs, led to improved implementation of Governmentwide initiatives outside of Washington, D.C., such as guidance regarding the Bipartisan Infrastructure Law and Measuring, Monitoring, and Improving Organizational Health and Organizational Performance. FEBs engaged more than 2,000 Board Members and Designated Alternate Members.
- The FEBs upheld consistent communication and structured coordination, which synchronized charitable efforts nationwide. In FY 2023, Combined Federal Campaign (CFC) campaigns in FEB areas collectively raised \$30.3 million for charity organizations, representing nearly 80% of the total campaign.

Strategic Goal I: Workforce Building and Succession Management

Workforce Development

FEBs developed the Federal workforce by providing critical training opportunities and learning experiences. These professional growth experiences assisted agencies by supplementing internal training programs. By developing the skills and abilities of Federal employees at all levels and providing forums for them to discuss and share challenges and solutions, FEBs helped the Federal workforce become agents of change within their own agencies and across Government. FEBs offered a diverse array of development programs. Tailored to meet the needs of Federal employees at various career stages, these initiatives enhanced the capabilities and readiness of the workforce to meet challenges of public service. FEB-sponsored programs uniquely bring together regional and local Federal employees who are responsible for delivering programs to the same communities, fostering a deeper understanding of local challenges and strengthening the effectiveness of Federal initiatives at the community level. By leading comprehensive leadership development programs, the FEBs demonstrate deep commitment to cultivating a culture of continuous growth and learning. These programs equip individuals with essential skills and knowledge, as well as reinforce the value of public service by highlighting personal and professional journeys of those serving our Nation.

In FY 2023, FEBs helped agencies avoid additional training expenditures of \$16.3 million in training costs for nearly 30,000 employees.

I came into the Pacific Leadership Academy (PLA) not knowing what to expect or whether I would retain or actually employ the things I would be learning, but the benefits of the course were immediate! I saw a real change in myself and my leadership, even hearing firsthand from my employees that they noticed I was more engaged and invested. I have been singing the praise[s] of the PLA to everyone in my organization and encouraging them to sign up!

Anonymous - Evaluation Survey

The following vignettes offer examples on the localized execution and successes of FEBs' efforts around the workforce.

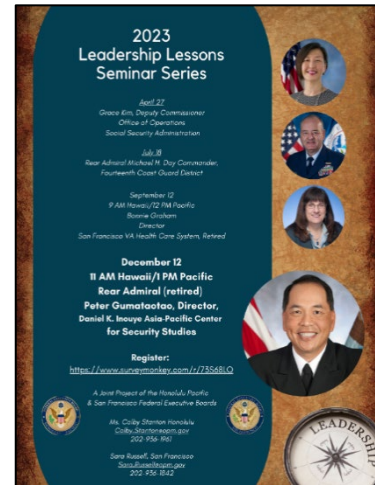
Cleveland FEB sponsored *First Lead Yourself*, a leadership development program for high performing entry-level employees (GS-05 to GS-09). Participants learn about personal branding, performance, communications, conflict management, time management, and emotional intelligence. The FY 2023 cohort comprised 46 Federal employees from agencies such as Department of Defense (DOD), Department of Veterans Affairs (VA), Department of Justice (DOJ), Department of Housing and Urban Development (HUD), and National Aeronautics and Space Administration (NASA). Tailoring leadership development for entry-level positions demonstrates the FEBs' commitment to engaging employees throughout their entire careers.

Baltimore, Philadelphia, and Pittsburgh sponsored a monthly *Career Development Series* to all Federal employees at no cost. Embracing a "By Feds, For Feds" model, the Boards leveraged existing expertise within the Federal Government to serve as guest presenters and instructors. Nearly 800 employees attended sessions focused on charisma in the workplace, building coalitions, difficult conversations, teambuilding, coaching, emotional intelligence, and human-centered design innovation. The recurring monthly cadence enables employees to choose which topics align with their career goals and schedules.

Dallas-Fort Worth FEB hosted its *Federal Leaders of Tomorrow* program with a cohort of 21 aspiring leaders, including Federal employees from the New Orleans, Oklahoma, and St. Louis FEBs. Participants engage in small group discussions, experiential learning, and one-on-one coaching to develop competencies including time management, written communication, goal setting, professional networking, and business etiquette. Participants also receive insights into their personal leadership styles through a StrengthsFinder assessment. With participants dispersed across several FEB locations, the cohort benefitted from employees with diverse personal and professional experiences.

Oregon FEB Leadership Associates alumni launched a social media campaign, *Stories of Service*. The year-long storytelling campaign showcased stories of Federal employees in Oregon and Southwest Washington. The FEB published a total of 26 *Stories of Service*, spotlighting two stories a month on Facebook, LinkedIn and a custom Story Map GIS application. The project highlighted Federal employees' experiences working in Federal careers through profiles that fostered a sense of shared identity within the Federal community; increased employee morale through recognition; promoted a humanized story of Federal employees; and provided real-life examples for agencies to recruit the next generation of Federal servants.

Chicago FEB’s Interagency Mentoring Program ran from May-November 2023, with mentors and mentees meeting at least once a month. Mentees acquired core skills to pursue advanced leadership opportunities and obtain access to network engagements within the Federal workforce. Mentoring programs engage high-performing employees to improve agencies’ retention and performance.



Graduates from the Detroit Arsenal and their leadership at the FEB Leadership Series graduation ceremony; Honolulu FEB and

The FEB National Team hosted its quarterly retirement readiness training across the nation, reaching over 17,000 employees. *What’s in Your Federal Retirement Wallet?* training is critical to ensuring Federal employees receive no cost retirement planning from trusted Federal sources that administer the Thrift Savings Plan, Securities and Exchange Commission, Social Security, Medicare, and the Federal Employees Retirement System. This training includes two tracks—Early to Mid-Career and Pre-Retirement Planning and Beyond—to meet employees where they are in their career journey.

Benefits to Departments/Agencies:

- **Enhanced Workforce Competencies:** developing critical career skills such as leadership, project management, and customer service, builds a talent pipeline across the Federal community and ensures employees are well-equipped to implement their agencies’ missions.
- **Cost Savings on Training:** providing unique training opportunities helps agencies avoid additional expenditures on training costs. This efficient use of resources allows agencies to allocate their budgets more effectively, ensuring that employees receive high-quality training without incurring significant additional costs.
- **Catalyze Professional Development:** proactively addresses gaps in the Federal workforce’s professional development by offering exclusive training opportunities. FEB programs are designed to complement and enhance the learning experiences

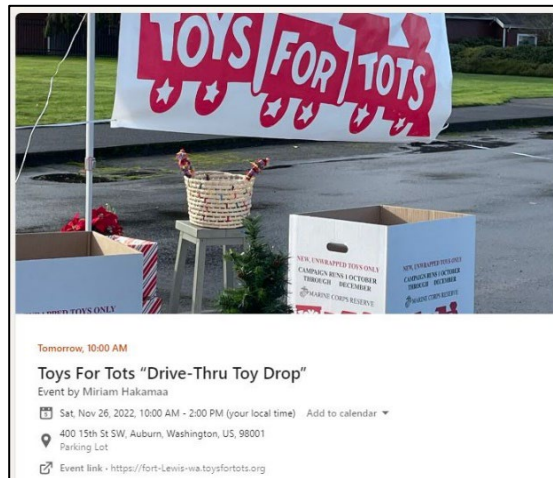
provided by individual agencies, focusing on essential skills and competencies that fit the evolving needs of the Federal workforce.

- **Localized Strategic Programming:** through surveys and active engagement with agency membership, FEBs ensure that training programs are relevant and add high value.
- **Distance Learning Platforms:** expanding access to leadership development through virtual learning platforms allows for greater flexibility and inclusivity, enabling Federal employees across the Nation to benefit from high-quality training opportunities, regardless of their location.

Recruitment and Community Outreach

FEBs coordinated opportunities for Federal agencies to showcase their missions and recruit talent from a broad range of job seekers. Moreover, FEBs provided engagement opportunities for Federal employees through structured volunteer 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 included outreach to local community organizations.

The collective spirit of service was powerfully demonstrated as 285 dedicated employees volunteered over 1,486 hours to community service initiatives.



San Antonio FEB Leadership Development associates donated more than 675 hours to the San Antonio Food Bank during the FEB Day of Giving; Seattle FEB participated in a Toys for Tots collection for Federal employees working at GSA's Pacific Point building.

The examples below provide a localized context from FEBs, illustrating the practical realization of our objectives.

Detroit FEB participated on a discussion panel at the University of Michigan’s Ford School of Public Policy: Career Expo – Pathways into Public Service. Other panelists included the Director of Public Health from the City of Dearborn, Chief Communications Officer from the Governor’s Office, and the Executive Director of the Board of Ethics from the City of Detroit. Approximately 30 students learned about building a career in public service with perspectives from Federal, State, and local Government. Promoting public service careers augments agencies’ recruitment efforts to build talent pipelines.

Boston FEB participated in the Smithsonian Disability Shadow Day, which invited students and community members with disabilities to explore STEM opportunities with the Federal Government through a half-day shadow experience at Harvard University. The FEB provided tips to identify job vacancies, outlined student-specific hiring authorities, and highlighted the benefits and flexibilities offered with Federal careers. Participating in the Disability Shadow Day demonstrated the Government’s focus building a diverse workforce that reflects the citizens it serves.



Atlanta FEB “How to Apply” webinar for 265 registered HBCU students and faculty HBCU students; San Francisco FEB partnered with Travis Air Force Base to host its first 100% Federal job fair.

Houston FEB partnered with various agencies, such as Office of National Resources Revenue, Equal Employment Opportunity Commission (EEOC), Department of State, and the City of Houston to develop strategies for agencies to build workforce pipelines to recruit early career talent. Recommendations included participating in career expos at middle schools and high schools, hosting seminars to educate youth communities about Federal service, and increasing the number of Federal career events. The Atlanta FEB likewise partnered with the Atlanta Public Schools Career, Technical and Agricultural Education (CTAE) Advisory Board. The Advisory Board extends recruitment efforts into high schools to increase students’ awareness of Government career opportunities. A growing number of school districts are exposing students to

potential career paths in middle school, indicating the importance of showcasing Federal careers to students before they enter college.

Seattle FEB partnered with U.S. Courts, Department of Agriculture, and EEOC to co-host a Federal Job Fair where representatives from over 30 agencies met with 150 members of the public. Agencies participated in the job fair at no cost, and job seekers were recruited through informal networking, State WorkSource, and LinkedIn. This event illustrates the FEB's cost-effective strategies to support agencies' workforce needs with a broad reach into the community.

Benefits to Departments/Agencies:

- **Agency Visibility and Talent Acquisition:** creating platforms for Federal agencies to display their missions and engage with a diverse pool of job seekers. This visibility attracts talent and assists agencies to fill critical roles with qualified individuals.
- **Employee Engagement and Community Involvement:** structured volunteer and community outreach programs offer Federal employees meaningful opportunities to contribute to their local communities. Activities such as tutoring, blood drives, clothing and holiday toy drives, and various service projects, foster a sense of civic responsibility and enhance public perception of Federal agencies as integral community partners.
- **Leveraging Strategic Partnerships:** forging partnerships with educational institutions and community organizations, FEBs enable agencies to present their missions to broad and diverse audiences. These collaborations amplify agencies' outreach efforts, ensuring their missions resonate within the local community.
- **Targeted Volunteer Initiatives:** underscores agencies' commitment to social responsibility, especially in service to underserved communities.

Employee Recognition

FEBs improve the morale of the Federal workforce through strategic initiatives, including the recognition and celebration of individuals and teams who exemplify dedication to public service.

FEBs honor outstanding Federal employees across local communities, spotlighting innovative efforts that advance agency missions. A highlight of these recognition programs is the leadership category, which, in FY 2023, welcomed nominations for all Federal employees, irrespective of their job title, grade, or rank. The award criteria centered on leadership qualities that demonstrate an exceptional ability to influence and motivate others in accomplishing a major program that substantially contributed to improving service to the public. Leadership award nominees exhibited high levels of integrity, inspired trust, and exemplified dedication to public service. Recipients

were celebrated in local FEB ceremonies. Additionally, the Partnership for Public Service showcased nine FEB Leadership award recipients on its website during Public Service Recognition Week (May 7-13, 2023), providing them with National recognition for their exemplary service. This approach to recognition not only honors the remarkable achievements of individuals and teams, but also serves as a powerful motivator for the entire Federal workforce. It reinforces a culture of excellence, innovation, and a commitment to serving the public.



Heriberto Tellez, DOJ-Bureau of Prisons, provides daily leadership to 21 prisons, including 5,400 employees and 26,000 inmates. He streamlined the First Step Act program which allows incarcerated individuals an opportunity for reduced sentencing. He also emphasized the importance of infrastructure funding to properly maintain Federal Correctional Institution Three Rivers and ensured the workplace is well suited for staff and inmates.



Cynthia Morales served in several senior leadership roles for Minnesota USDA Rural Development, including Acting State Director. She was instrumental in establishing a Director Leadership Training Program and coordinating an all-staff policy meeting. Cynthia excels in engaging the team on administrative and technical aspects delivering over 50 agency programs and initiatives.

Additional examples of recognition in practice include:

Philadelphia FEB hosted its annual Excellence in Government Awards program, receiving 82 nominations from 15 local agencies across 11 award categories. The awards ceremony celebrated the outstanding work of public servants, featured the Philadelphia Boys Choir singing the National Anthem and colors presented by the Transportation Security Administration (TSA).

South Florida FEB hosted its 58th Annual Federal Employee of the Year Awards program held at the Port of Miami. This year's theme, "Federal Employees Emerging Excellence" celebrated the accomplishments of nearly 200 nominees from 11 agencies and components. The South Florida FEB presented 12 category award winners, and one Federal Employee of the Year.

In FY 2023, FEBs honored the exceptional achievements of the Federal workforce by recognizing 735 employees across over 100 agencies.

San Francisco FEB hosted its 41st Annual Federal Employees of the Year Awards ceremony at the San Francisco Main Library. The Board received 59 nomination packages from 22 agencies, recognizing 261 outstanding civil servants in 9 award categories. Twenty-three nominations advanced to finalists, and 15 were ultimately selected as award winners by a Blue-Ribbon Committee of retired Federal executives.

Benefits to Departments/Agencies:

- **Elevates Employee Achievements:** amplifies the visibility of agency missions and the remarkable accomplishments of employees, showcasing them to the greater Federal community. This highlights agencies' critical work and positions agencies as centers of excellence and innovation.
- **Boosts Employee Morale and Retention:** acknowledging employee contributions in providing development opportunities is a key to bolstering morale. Recognition efforts play a crucial role in agency retention strategies, making employees feel valued and more likely to remain with the agency.
- **Celebration of Federal Excellence:** celebrating the accomplishments and dedication of the Federal workforce underscores the intrinsic value of public service. This effort honors individual and team achievements and inspires others within the Government.
- **Fostering a Recognition-Driven Culture:** promotes a culture of recognition where excellence and service are consistently acknowledged and celebrated. This creates a positive work environment and encourages continuous improvement.

Strategic Goal II: Cultivating an Innovative Organization

Federal Resilience and Emergency Preparedness

FEBs play 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 help to promote emergency preparedness in

areas covered by FEBs. FEBs increase emergency preparedness and Federal resilience by serving focal points for information, planning, and coordinating.

To showcase the breadth of our impact, following are a few standout vignettes illustrating the versatile implementation of our work.

More than 690 Federal employees representing 76 agencies participated in FEB-sponsored emergency exercises in FY 2023.



New York City and Newark FEBs co-hosted a tabletop exercise with Federal, State, and local agencies on August 17, 2023.

Colorado FEB and the Federal Emergency Management Agency (FEMA) Region 8 co-hosted an annual tabletop exercise with Federal, State, and local officials. The Cybersecurity and Infrastructure Security Agency (CISA) presented on understanding climate change effects on critical infrastructure; NASA presented on the interface between physical and cyber threats; and the National Oceanic and Atmospheric Administration (NOAA) presented on space weather and electromagnetic pulse threats. The exercise provided 116 attendees with the opportunity to improve their continuity procedures by learning the latest policy updates, testing their planning assumptions, and sharing leading practices.

New York City and Newark FEBs conducted a tabletop emergency exercise simulating a cyber incident, with particular emphasis on communications and IT impacts. There were over 70 representatives from 27 Federal, State and local agencies, including the Administration for Strategic Preparedness Response, Centers for Disease Control and Prevention, CISA, Department of Labor (DOL), VA, Environmental Protection Agency, Federal Aviation Administration, Federal Bureau of Investigation, Federal Mediation Conciliation Service, Federal Protective Service (FPS), GSA, HUD, Internal Revenue Service, National Park Service, Occupational Safety and Health Administration, TSA, U.S. Army Corps of Engineers (ACOE), U.S. Citizenship and Immigration Services (USCIS), U.S. Coast Guard, U.S. Secret Service, U.S. Pretrial Services, and New York City Police Department. The participants discussed how to improve to their agencies'

response and continuity plans and the significance of understanding their agencies' interdependencies and collaborative aspects that needed to be addressed.

The Dallas-Fort Worth FEB's Employee Preparedness and Employee Safety Committee conducted a cybersecurity exercise focused on reviewing cyber incidents and response protocols. The group of 56 continuity and emergency planners from 36 Federal, State, and local agencies identified and determined communication capabilities and methods available during a cyber incident and collaborated to recognize how to improve decision making for office leadership and key staff regarding a cyber incident.

The Honolulu FEB participated in a continuity exercise with Judicial Branch members located in the Federal Building. The FEB supported the exercise with information on the FEB's All-Hazards Emergency Notification and Advisory Plan, as well as situational awareness about shelter status and copies of NOAA Sea Grant's "Homeowner's Handbook to Prepare for Natural Hazards." The FEB served as a model, successfully sharing leading practices from the Executive Branch. This collaboration between Executive and Judicial Branches is an example of improving resilience for the whole of Government.



FEBs hosted Active Threat Awareness trainings on how to respond to an active shooter in a Federal facility, often with support from the Federal Protective Service. Over 530 participants attended these training opportunities.

Federal Protective Service Director Richard 'Kris' Cline met with the Colorado FEB to hear directly from agency leaders in the field about issues impacting Federal employee safety. Throughout FY 2023, Director Cline participated in ten listening sessions with FEBS.

Benefits to Departments/Agencies:

- **Centralized Emergency Preparedness:** serving as central points-of-contact, FEBS streamline Federal access and participation in critical resilience training programs. This centralization ensures agencies are uniformly prepared to effectively respond to emergencies.

- **Partnership Development:** building partnerships with key stakeholders before an emergency occurs, FEBs facilitate a proactive approach to crisis management. These relationships are vital for a coordinated response during emergencies, ensuring alignment for all parties to act swiftly.
- **Regional Collaboration:** FEBs co-located within regions collaborate to host joint emergency exercises, enhancing information-sharing and extending the reach across a larger agency footprint. This practice ensures a wide array of agencies benefit from shared insights and successful practices, fostering Federal resilience.
- **Strategic Alliances:** forming strategic partnerships with Federal agencies, such as CISA, FEMA, FPS, and GSA, guarantee that senior leaders receive the latest information on emergency preparedness and resilience from subject matter experts. This keeps agencies at the forefront of crisis response and management.

Agency Engagement and Support

FEBs are the cornerstone for local agencies, acting as a central resource for pinpointing vital organizations and key contacts. Establishing robust relationships with agency leaders, FEBs are strategically positioned to connect individuals with resources to address specific challenges. FEBs maintain an extensive knowledge base of the Federal community, ensuring they accurately represent and effectively support the diverse missions and needs across their jurisdictions.

Here is a closer look at how these strategies come to life, highlighting the diversity of approaches:

Kansas City FEB partnered with OPM to promote *Thriving in a Hybrid Environment* training, which advanced the President’s Management Agenda by providing employees with tools to succeed in a hybrid work environment. The FEB identified local meeting space to host this in-person training for 67 employees. *Thriving in a Hybrid Environment* equipped employees with tools and skills to improve their performance and efficiency while working in hybrid work environments. This training supported agencies’ Work Environment plans to optimize organizational health and organizational performance.

Baltimore FEB connected a leadership speaker from American University’s Key Executive Leadership Program to support Social Security Administration’s (SSA) Office of Earnings and International Operations (OEIO). SSA-OEIO has approximately 1,800 employees who are responsible for the Social Security program outside the U.S. and implementing the benefit provisions of international agreements. The FEB served as a bridge to expeditiously identify a respected presenter to motivate SSA-OEIO’s senior staff team at a leadership retreat. As professional relationship-builders, FEBs serve as

the nexus across sectors to ensure agencies reach the appropriate organizations to address their needs.

San Antonio FEB conducted more than 22 face-to-face agency visits to Federal agencies. These agency visits enabled the FEB to meet with Federal leaders based on their availability and to partake in individualized conversations on how their agencies can benefit from FEB efforts. Through intentional agency engagement, the FEB's Executive Policy Council's membership transitioned from a majority of DOD members to 70% of the Council comprised of various Federal agencies including DHS, VA, HUD, and Small Business Administration. Through increasing agency engagement and representation on the Board, the FEB can better impact the Federal community as a whole rather than a tailored sector. Additionally, the Board members benefit from a larger pool of shared ideas and resources.

San Francisco FEB promoted CISA's SAFECOM Nationwide Survey to all FEBs across the Country. The SAFECOM Nationwide Survey collects actionable and critical data to drive emergency communication policies, programs, and funding. SAFECOM leverages this data to identify gaps, inform the development of the program's strategic priorities, and inform the Nationwide Communication Baseline Assessment. The FEB distributed the survey details, including a social media toolkit, to an extensive network of Federal, State, and local stakeholders, ensuring that CISA was able to reach the intended audiences and accomplish its mission.

You did a fantastic job. Thank you so much for volunteering to support our efforts to share promising practices that help reduce health disparities. You made a significant difference in helping all participants to receive this information.

**Senior Public Health Advisor
Office of Regional Health Operations
HHS-Region 9**

It truly has been an honor and a privilege to meet you. You are wonderful to work with. I am in awe of all you do at HHS; it has been that way for a long time. This was a unique honor for me, so I want to convey my deepest gratitude to you and your entire team.

**Public Affairs Officer
DOL-Region 9**

San Francisco FEB connected a volunteer Spanish language interpreter from Department of Labor to support a Health and Human Services' webinar.

Benefits to Departments/Agencies:

- **Centralized Resources:** FEBs act as a pivotal resource hub, enabling agencies to efficiently locate and access essential resources at minimal or no cost.
- **Mission Achievement Support:** guarantees that agencies have the necessary support and resources to successfully fulfill their missions.
- **Cross-Sector Collaboration:** fosters intersectional partnerships, providing agencies with the support needed to navigate and overcome unforeseen challenges.
- **Comprehensive Organizational Insight:** cultivates an in-depth understanding of the intricacies within Federal, State, and local government organizations, thereby enhancing agencies' networking capabilities and collaboration opportunities.

Innovative Connections and Solutions

FEBs develop relationships across Federal, State, and local Governments, as well as with educational institutions, to develop working groups that share leading practices and lessons learned. Common FEB-sponsored committees and councils include Executive Steering Committees, workforce development, DEIA, emergency preparedness and safety, public affairs, and veterans outreach. FEB working groups connect strategic partners to develop solutions to complex problems.

The following examples demonstrate the value of such collaboration:

Minnesota FEB Small and Disadvantaged Business Opportunities Council (SADBOC) met monthly to share Government contracting opportunities for minority and veteran-owned businesses. The SADBOC hosted its 24th Annual Government Procurement Fair, which provided businesses an opportunity to meet with more than 60 Federal, State, and local Government agencies. Through the Procurement Fair, businesses learned the nuances of the Government marketplace through workshops options centered around pathways to becoming a successful Government contractor. The SADBOC demystifies the procurement process for minority and veterans-owned businesses, enhancing equity, diversity, and choice opportunity within the contracting community.

Cincinnati FEB Diversity & Inclusion Committee published quarterly newsletters, which were disseminated to local agency leaders. The committee's mission is to sustain and enhance an inclusive Federal work environment that recognizes, appreciates, and embraces the rich cultures and talents of its diverse employees.

New York City FEB Executive Steering Committee served as a liaison between New York City Mayor's Office, FEMA and DOL to connect the appropriate leaders to discuss the impact of a potential railway strike. Additionally, the Executive Steering Committee served as a liaison between New York City Office of Emergency Management, FEMA, FPS and USCIS on several occasions when these agencies

coordinated to ensure the safety of individuals queuing for appointments during excessive heat temperatures. In both of these events, the FEB facilitated interagency collaboration between Federal and local Government to address complex challenges affecting the public.

Oklahoma FEB served as an at-large member on the University of Central Oklahoma's (OCU) Master of Public Affairs Advisory Committee and DEIA Council. The FEB participated in quarterly meetings to promote public service and inclusive excellence for OCU. Engaging with OCU throughout the year enabled the FEB to develop on-going partnerships with university staff and provide input on academic programs.



FEB Executive Steering Committees (ESC), which are comprised of approximately 15 local senior leaders, set the Boards' annual local priorities. The ESCs meet on a monthly or bi-monthly basis to plan and implement FEB programs on behalf of the Full Board members.

Oklahoma FEB Executive Steering Committee meets on a bi-monthly cadence, rotating locations to showcase various agency missions within the community. The December 2022 meeting was hosted by the U.S. Attorney's Office.

Honolulu FEB's Emergency Preparedness Working Group met quarterly to help agencies to build resilience and respond to changing environments. In June 2023, NOAA National Weather Service discussed the forecast for the Central Pacific hurricane season and forecasting products. Following the June meeting, the FEB facilitated a discussion of lessons learned from the deployment of FirstNet by the Defense Coordinating Element in Guam during Typhoon Mawar. The FEB provided a platform for continuity professionals to share information and increase their agencies' readiness to respond to emergency events.

Benefits to Departments/Agencies:

- **Senior Executive Engagement:** provides opportunities for executives and managers to network with peers from other agencies facilitates information-sharing and collaboration. Moreover, this develops group rapport and a culture of teamwork within the Federal community.
- **Increased Interagency Partnerships:** FEBs facilitate collaboration between agencies within their geographic area. Agencies have strategic opportunities to discuss

mission similarities, and how they can work together to achieve more efficient and effective outcomes.

- **Driving Innovative Solutions:** interagency committees and councils create communities of practice that align to agencies' shared missions. Within these targeted working groups, skilled practitioners iterate localized solutions and address emerging issues that benefit the broader Federal community.
- **Cross-Sector Relationships:** connects agencies to strategic partners across Federal, State, and local governments to build cooperative relationships. This promotes sharing resources and successful practices that support mission achievement and improved services for American citizens.

Strategic Goal III: Fostering Coalitions

Interagency Priorities

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. A few of the agency priorities that FEBS supported include maximizing hybrid work environments; supporting climate justice and sustainability; and combatting the opioid epidemic.

FEBS represent a more than 2,000 Board Members and Designated Alternate Members. Through active participation in Federal Executive Boards, agency executives and managers collaborate across Government to achieve common goals.

Below are examples that exhibit how FEBS advanced agency priorities:

Kansas City FEB hosted the first American Council for Technology (ACT) and Industry Advisory Council (IAC) Forum outside of Washington, D.C., attracting 30 attendees to discuss *The Future of Federal Work / Thinking Outside the Beltway*. This event highlighted the role of geographic diversity in enhancing Federal innovation and fostered National dialogue on Government modernization and workforce development.

In support of the Environmental Protection Agency (EPA), the Boston FEB partnered with University of Massachusetts Boston to host an environmental career forum. The FEB coordinated with EPA, ACOE, FEMA, HUD, and Department of Transportation to discuss Federal careers with students interested in an environmental career. This event supported agencies implementing the Bipartisan Infrastructure Law to showcase their mission to a targeted audience for early career recruiting.

South Florida FEB, in collaboration with the Drug Enforcement Administration's Special Agent in Charge, provided a briefing on the Opioid Epidemic to over 50 Federal agency executives. This partnership highlights the FEB's commitment to addressing National health crises by fostering interagency collaboration, sharing strategies, and raising awareness among Federal leaders.

Los Angeles FEB amplified the Health and Human Services' (HHS) "Engaging People with Lived Experience to Improve Federal Research, Policy, and Practice" resources platform to its 275 member agencies. HHS' Lived Experience resources provide tips for how agencies can better understand conditions affecting underserved populations and thereby develop thoughtful and appropriate solutions. The FEB was positioned to efficiently disseminate these resources to a large audience, demonstrating the Government's commitment to equity in providing citizen services.

Benefits to Departments/Agencies:

- **Advances Mission Achievement:** amplifies agency initiatives to large audiences. FEBs use their expansive connections with Government and community organizations to broadcast individual agency programs, ensuring that targeted audiences receive the right information at the right time.
- **Improves Organizational Health:** encourages agency leaders to communicate and partner with outside agencies. Engagement with the broad Federal community promotes communication skills, teamwork, creativity and problem-solving.
- **Increases Agency Visibility:** creating platforms for Federal agencies to display their missions to external stakeholders. This visibility facilitates agencies to model the Federal Government as a positive partner within the local community.
- **Cultivates Federal Community:** interagency forums and information-sharing breaks down agency silos to build a culture of an interconnected, Federal community. Developing a sense of community and belonging improves employee engagement and retention.

Diversity, Equity, Inclusion, and Accessibility

FEBs advanced Diversity, Equity, Inclusion, and Accessibility (DEIA) across the Federal Government through formal diversity councils, coordinated training and heritage month events, and targeted outreach to veterans, individuals with disabilities, and underserved populations. Training programs helped advance DEIA principles. Such topics included inclusive and ethical leadership and decision-making, employee and customer experience, and inclusive communication. FEB-sponsored events elevated DEIA work and fostered a sense of inclusion and belonging among Federal employees.

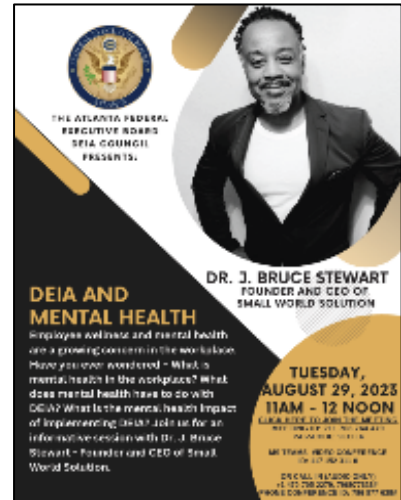
FEBs hosted virtual *Executive Women in Motion (EWIM)*: *Pathways to the Senior Executive Service* to encourage women to pursue careers in the Senior Executive Service (SES). EWIM sessions include an executive keynote speaker, presentation on the Executive Core Qualifications, flashing mentoring with SES members, and professional networking.

Chicago FEB served on the planning committee for the Latinx Economic Summits (May-July 2023), providing assistance to establish the agenda and secure panelists. Nearly 400 participants joined the Summits in-person, which advanced equity and economic empowerment and connected local Latino community members directly with Federal leaders and resources. The FEB played a critical role demystifying the Federal Government to American citizens.

Philadelphia FEB's Partners in Equity (PIE) Council hosted its virtual Annual Equal Employee Opportunity (EEO)/Diversity Day of Training, celebrating 26 Years of Diversity, Equity, Inclusion, and Accessibility. Over 650 Federal employees from across the Country learned about issues related to EEO, diversity, leadership, and supervision. The majority of attendees are managers, not EEO/diversity professionals, demonstrating how FEBs ensure the workforce at large and managers receives necessary training to make decisions that consider different perspectives.

Atlanta FEB's DEIA Council sponsored *DEIA and Mental Health*. Over 130 participants learned about unconscious bias, microaggressions, and strategies to promote equity in day-to-day interactions through psychological safety. The event was well-received by attendees, and agencies have requested the FEB offer more events on understanding DEIA and its relationship with mental health.

Seattle FEB's Leadership Associates capstone project, *Project Achieve, Build, Learn, Experience (A.B.L.E.)* focused on outreach and education related to the benefits of hiring persons with disabilities for Government jobs. As part of Project A.B.L.E., the Leadership Associates hosted an all-day, in-person learning event for over 30 Federal hiring managers on how to effectively use Schedule A as a hiring path. Project A.B.L.E. helped agencies to maximize hiring authorities to ensure their workforces represent diverse and underserved communities.



Colorado FEB participated in the White House Initiative on Asian American, Native Hawaiian, and Pacific Islander Roundtable Event on March 31, 2023; Atlanta FEB sponsored DEIA and Mental Health information session.

Benefits to Departments/Agencies:

- **Improved Decision-Making:** develops inclusive strategies that value different perspectives, enhance communication, and increase innovation. Improving employees' decision-making skills strengthens agencies' organizational performance.
- **Employee Recruitment and Retention:** educates employees to embrace diversity, resulting in improved teamwork and increased job satisfaction. Engaged and motivated employees are more productive and likely to remain with their agencies.
- **Championing a Diverse Workforce:** respects the unique perspectives of the employees who comprise the Federal workforce, and ensures the Federal workforce is representative and reflects the citizens we serve.
- **Elevates Customer Service:** ensures agencies' employees are well-equipped to serve the American people, especially underserved communities.

Combined Federal Campaign

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.

Consistent across all Regions, 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 Campaign Coordinators; and
- Helped local LFCCs to implement CFC regulations.

FEB efforts contributed to meeting CFC campaign goals. The overall CFC pledges for 2022 totaled more than \$

Campaigns in FEB areas collectively raised \$30.3 million for charity organizations, representing nearly 80% of the total campaign.

Topics of charity causes receiving top donations included:

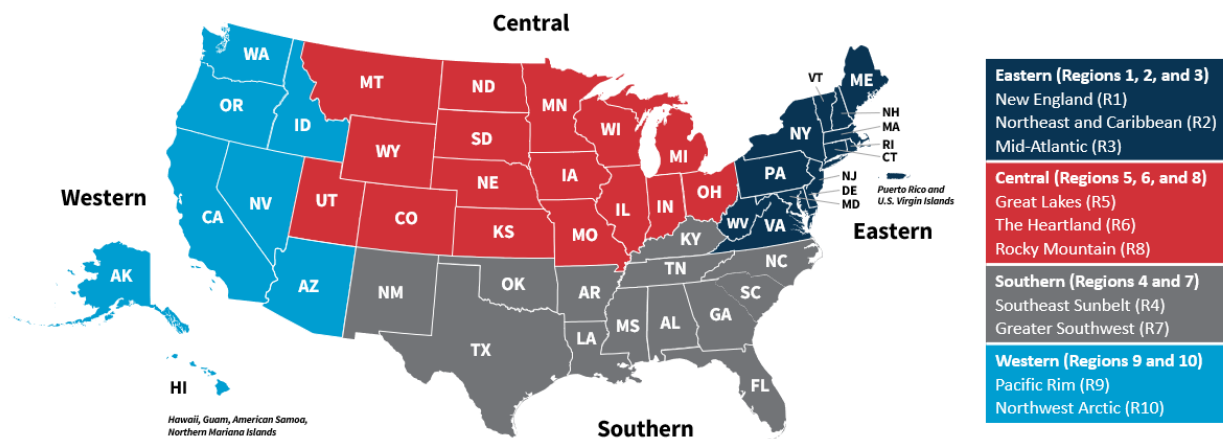
Foreign Affairs & National Security, Criminal Justice, Public Safety & Disaster Relief, Animal Care, Health Care, Medical Research, and Arts & Humanities.

Benefits to Departments/Agencies:

- **Leadership for Regulatory Commitments:** facilitates required agency participation in annual CFC campaigns, including quality assurance and oversight. LFCC review of charity applications ensures that participating charities are legitimate non-profit organizations that provide human health and welfare services.
- **Enhanced Workforce Competencies:** employee participation on LFCCs develops critical career skills such as leadership, project management, and technical credibility.
- **Strategic Philanthropy:** encourages employees to support non-profit community organizations whose civic causes often address unmet needs that align to, and augment, agency missions.
- **Local Coordination:** pools resources from across the local Federal community to increase efficiency while implementing a national program.

A Look Ahead

Fiscal Year 2023 marked the beginning of a significant, long term, transformation effort for the FEBS. The transformation aims to modernize the FEBs by centralizing operations under the Center for Federal Executive Boards with OPM, introduce a new funding model, and cohesion across the FEB network. This transformation is designed to enhance the FEBs' effectiveness in fostering interagency collaboration, better serve the 85% of federal employees located outside Washington, DC, and expand FEBs' reach to areas with significant federal activity but no FEB presence. Ultimately, the goal is to create a more robust, efficient, and impactful FEB network that can better support federal agencies and employees across the country. Looking ahead to FY 2024, the FEB Program will implement a new regional model to extend the scope of the FEB mission and more than double the number of Federal employees eligible to access FEB programming. The regional model also increases the number of executives engaged with FEBs. To jump start these efforts, in 2023 OPM recruited and hired an executive to provide overall leadership to FEBs, as well as four Regional Directors to manage respective areas of the Country: Central Region, Eastern Region, Southern Region, and Western Region. Looking ahead into FY 2024, Regional Directors will focus on developing phased approaches to expand FEB outreach to employees and communities Nationwide, including strengthening relationships with educational institutions to support employee development and recruitment.



The chart below illustrates the reach of the FEBs as it relates to CFO Act agencies:

Chief Financial Officer's Act Agency	Employees in Historical FEB Areas ¹	Percentage of Employees in Historical FEB Areas	Employees in Expanded FEB Regions ²	Percentage of Employees Expanded FEB Regions
Department of Defense	238,128	27.67%	729,221	33.48%
Department of Veterans Affairs	198,163	23.03%	470,850	21.62%
Department of Homeland Security	97,055	11.28%	217,577	9.99%
Department of Justice	47,370	5.51%	115,273	5.29%
Department of the Treasury	51,421	5.98%	104,213	4.79%
Department of Agriculture	30,775	3.58%	94,901	4.36%
Department of Health & Human Services	33,929	3.94%	89,749	4.12%
Department of the Interior	25,301	2.94%	68,200	3.13%
Social Security Administration	36,790	4.28%	61,379	2.82%
Department of Transportation	26,637	3.10%	55,186	2.53%
Department of Commerce	13,658	1.59%	48,198	2.21%
National Aeronautics & Space Administration	6,428	0.75%	18,137	0.83%
Department of Energy	6,715	0.78%	16,291	0.75%
Environmental Protection Agency	8,810	1.02%	15,984	0.73%
Department of Labor	6,980	0.81%	15,032	0.69%
Department of State	1,433	0.17%	13,672	0.63%
General Services Administration	6,732	0.78%	12,700	0.58%
Department of Housing & Urban Development	4,257	0.49%	8,540	0.39%
Small Business Administration	4,034	0.47%	8,055	0.37%
Department of Education	1,270	0.15%	4,230	0.19%
U.S. Agency for International Development	204	0.02%	3,095	0.14%
Nuclear Regulatory Commission	744	0.09%	2,870	0.13%
Office of Personnel Management	1,201	0.14%	2,828	0.13%
National Science Foundation	77	0.01%	1,637	0.08%

¹ Historical FEB Areas includes civilian Federal employees located in the status quo 28 FEB coverage areas; FedScope data reflects September 2023.

² Expanded FEB Regions includes civilian Federal employees across all U.S. States and territories, as depicted in the FEB Regional map on page 3; FedScope data reflects September 2023.

Conclusion

In FY 2023, the FEBs demonstrated remarkable resilience and adaptability, delivering on their mission to enhance communication, coordination, and collaboration among Federal agencies nationwide. FEBs successfully laid the groundwork for significant reforms and enhancements, aligning their work with the FY 2023-2024 Strategic Plan and focusing on three strategic goals: Workforce Building and Succession Management, Cultivating an Innovative Organization, and Fostering Coalitions.

FEBs provided distinctive training opportunities, contributing to the professional development of nearly 30,000 Federal employees and achieving cost savings of approximately \$16.3 million in training expenditures. They have also played a pivotal role in emergency preparedness, engaging over 690 Federal employees in emergency exercises and training sessions. Additionally, FEBs facilitated interagency collaboration, leading to improved implementation of Governmentwide initiatives and raising \$30.3 million for charity organizations through the Combined Federal Campaign.

Looking ahead to FY 2024, FEBs are poised to expand their outreach and impact, with a new OPM-led regional structure in place. This transition will streamline efforts and extend the scope of the FEB mission, ultimately benefiting a larger number of Federal employees and communities nationwide. The FEBs remain committed to their role as a cornerstone of strategic partnerships across the Federal Government, continuously striving to connect the gears of Government into a more seamless operation for the benefit of Federal employees and the American people.

FY2023 FEB Chairpersons and Staff

OPM extends its gratitude to the esteemed leaders who dedicated their expertise and leadership as Chairpersons for Fiscal Year 2023.

- **Atlanta FEB: Darrell Graham**
District Director
Equal Employment Opportunity Commission
- **Baltimore FEB: Craig Blango**
Southern District Commander
DHS-Federal Protective Service
- **Boston FEB: Paul Jacobsen**
Administrative Officer
Department of Health & Human Services
- **Chicago FEB: James Durant**
Chief Counsel, Office of Science
Department of Energy
- **Cincinnati FEB: Timothy Comer**
Administrative Officer
Treasury-Internal Revenue Service
- **Cleveland FEB: Heather Kilbride**
Chief of Staff, Region 5
GSA-Public Buildings Service
- **Colorado FEB: Mark Stevenson**
Chief Operations, TRICARE Health Plan PMO
DOD-Defense Health Agency
- **Dallas-Ft. Worth FEB: Giancarlo Brizzi**
Regional Commissioner
General Services Administration
- **Detroit FEB: Michael Polsinelli**
Field Office Director
Department of Housing & Urban Development
- **Honolulu FEB: Raymond Tanabe**
Pacific Regional Director
Commerce-National Weather Service
- **Houston FEB: Rayford Irvin**
District Director
Equal Employment Opportunity Commission
- **Kansas City FEB: Andrea Spillars**
Regional Administrator
DHS-Federal Emergency Management Agency
- **Los Angeles FEB: Anita Minaei**
Federal Security Director
DHS-Transportation Security Administration
- **Minnesota FEB: Wendall Meyer**
Division Administrator
DOT-Federal Highway Administration
- **New Orleans FEB: John Stokes, Jr.**
Command Executive Officer
DOD-Army 377th Theater Sustainment Command
- **New York City FEB: Dennis Gonzalez**
Executive Officer
Department of Health & Human Services
- **Newark FEB: Thomas Carter**
Federal Security Director
DHS-Transportation Security Administration
- **Oklahoma FEB: Rose Roberson**
Superintendent
DOI-Bureau of Indian Affairs
- **Oregon FEB: Renaye Murphy**
Regional Director
VA-Veterans Benefits Administration
- **Philadelphia FEB: Mary Walsh**
Director, Division of Resource Management
Nuclear Regulatory Commission
- **Pittsburgh FEB: Michael Horvath**
Field Office Director
Department of Housing & Urban Development
- **San Antonio: Theresa Haak**
Civilian Director
DOD-Air Force 67th Cyberspace Wing
- **San Francisco FEB: Tammy Littrell**
Deputy Regional Administrator
DHS-Federal Emergency Management Agency
- **Seattle FEB: Michael Look**
Field Office Director
Department of Housing & Urban Development
- **South Florida FEB: Marilyn Stephens**
Assistant Regional Census Manager
Census Bureau
- **St. Louis FEB: Brent Beavers**
Assistant Special Agent in Charge
DHS-Alcohol, Tobacco, Firearms & Explosives

This section provides a list of Fiscal Year 2023 support staff members:

National Operations

- Kelly DeGraff, Deputy Associate Director
- Anita Spinner, Deputy Director
- Lindsey Griffing, Program Manager
- Amber Klemetti, Program Manager
- Elizabeth Rivera, Program Coordinator
- Lauren Avila, Student Trainee

Regional Directors

- Edgar Delgado, Eastern Region
- Chris Hooper, Central Region
- Colby Stanton, Western Region
- Sherry Williams, Southern Region

Program Directors

- Kim Ainsworth
- Kelly Anderson
- Cynthia Cavalieri
- Jason Church
- Diana de Forest
- Alejandro De La Campa
- Marcus Forte
- Joyce Hamilla
- Larry Hisle
- Andria Horowitz
- Anita Leach
- Stephen Millen
- Christal Murray
- Alana Ragoonan
- Sara Russell
- Lisa Spahr
- Theresa Trentacoste

Program Specialists

- Toya Butler
- Crystal Cherry
- John Cleveland
- Yolanda Conley
- Jeff Conn
- Sheldon Crippen
- Beatriz Devis
- Kari Healy
- Julius Keys
- Katy Levy
- Stephanie O'Dell
- Sade O'Leary
- Randy Reese
- Sharon Squadrito
- Tina Toca
- Renee Wootson
- Brock Young
- Amanda Zacherl

Program Coordinators

- Debbie Ouvry
- Lisa Smith-Longman



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