

# FEDERAL EXECUTIVE BOARD NATIONAL NETWORK

## Annual Report

Fiscal Year 2019



*A National Network with Local Connections*

## **ACKNOWLEDGEMENT**

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

Social Security Administration

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

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Director Dale Cabaniss  
U.S. Office of Personnel Management



# Table of Contents

<b>FEBs at a Glance</b>	4
<b>Executive Summary</b>	6
<b>FEB Value Statements</b>	8
<b>Strategic Goal I: Emergency Preparedness, Employee Safety, and Security</b>	
Emergency Preparedness / Continuity Training and Exercises	10
All Hazard Emergency Plans and Emergency Communications	13
<b>Strategic Goal II: Workforce Development and Support</b>	
Training and Learning Experiences	15
Actively Managing the Workforce	18
Acquiring Top Talent	19
Alternative Dispute Resolution	19
<b>Strategic Goal III: Strategic Partnerships</b>	
Combined Federal Campaign	21
Supporting Administration and Agency Priorities	21
Community Outreach	25
<b>FEB Leadership and Staff</b>	26

# Federal Executive Boards (FEB) at a Glance

Below is a high-level data reference for the FEB Network:

## History and Operations

- Established by President John F. Kennedy's 1961 [Presidential Directive](#)
- *Purpose:* Interagency coordination and communication among Federal agencies outside of Washington, D.C.
- *Board:* 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:* Optimally, each FEB office is staffed by two Federal employees who manage the daily operations of the Board
- *Oversight:* U.S. Office of Personnel Management (OPM), [Section 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
- Approximately **773,064** Federal civilian employees are served in FEB areas which represents nearly **45%** of the Federal community
- On average, **140** Federal agency component offices are served in each FEB

## Strategic Goals

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



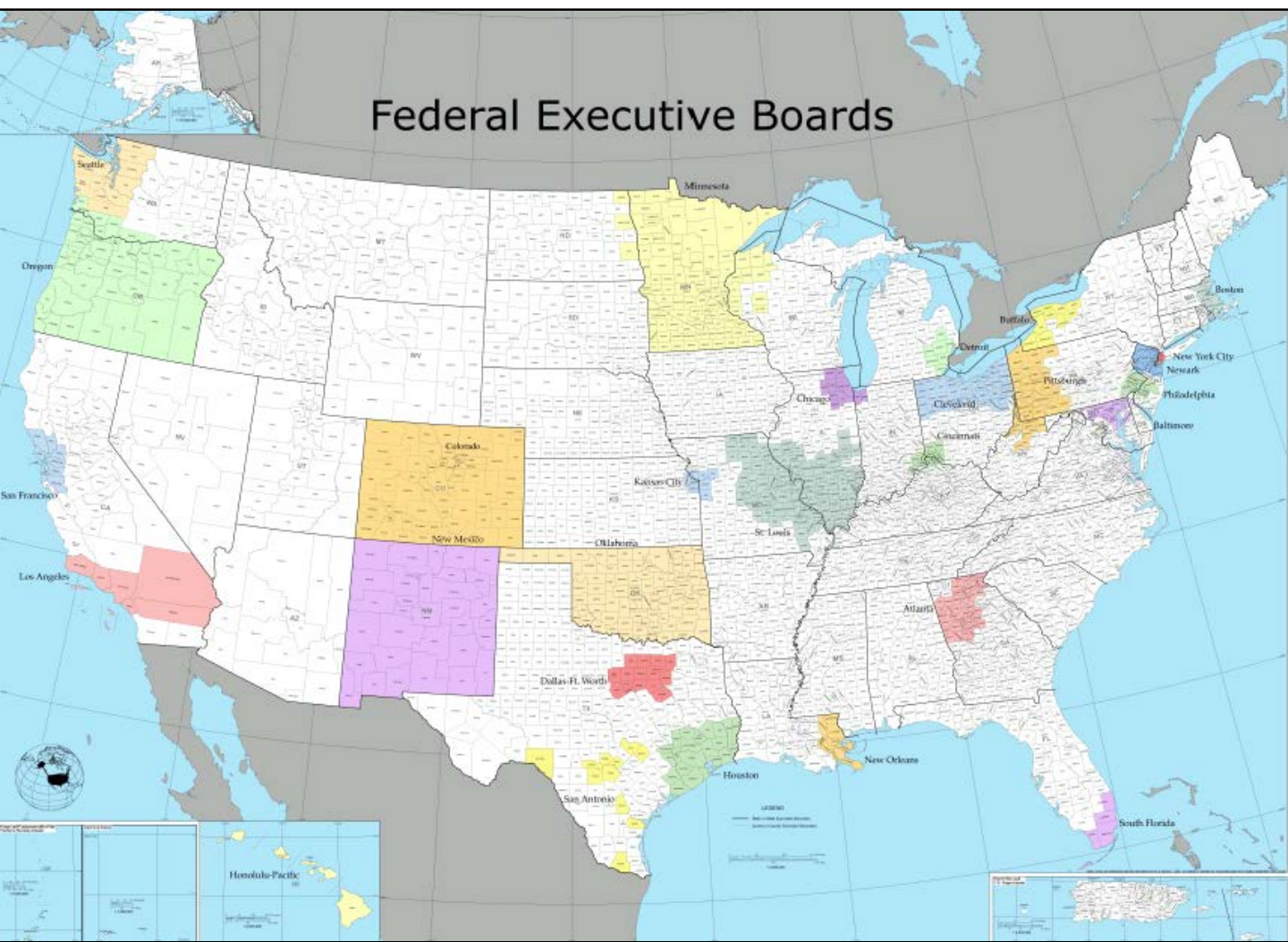
### SUPPORTING THE WORKFORCE OF THE 21<sup>st</sup> CENTURY

**MISSION** – FEBs assist agencies in achieving their mission outcomes by connecting Federal, State, and local partners for cross-agency coordination.

**SERVICE** – FEBs improve agency customer service by offering low- or no-cost employee development and engagement programs, ensuring an agile and cost-effective workforce.

**STEWARDSHIP** – FEBs act as stewards of taxpayer dollars by creating forums for agencies to interact with the public, improving the transparency of agency services and enabling employees to serve as Federal ambassadors.

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 28 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 guiding principles 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 Assistant — to coordinate all Board programs, initiatives, and activities.

In Fiscal Year (FY) 2019, 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 14 emergency preparedness exercises with over 900 participants, and 43 training workshops serving over 2,900 participants.
- FEBs assisted local Federal agency leaders by providing operating status information, and reported 86 operating status changes to OPM in FY 2019. Real world events included: active shooter, championship parades, hurricanes (Barry and Dorian), flood, ice, power outage, protest, snow, tornado, trial verdict, tropical storm (Imelda), water outage, wildfires, and winter storm/weather.

## WORKFORCE DEVELOPMENT AND SUPPORT

- FEBs provided training opportunities to 18,500 Federal employees at an estimated cost avoidance of more than \$8.5 million.
- FEB-sponsored Alternative Dispute Resolution (ADR)/Shared Neutrals programs successfully settled more than 180 cases, resulting in an estimated cost avoidance of more than \$10.5 million.

## STRATEGIC PARTNERSHIPS

- Combined Federal Campaign (CFC) campaigns in FEB areas collectively raised \$42.4 million for charity organizations, as well as 45,380 hours of volunteer service pledges.
- Across all 28 FEBs, a total of 1,762 employees contributed more than 7,217 hours of community service. Additionally, FEBs coordinated the donation of over 271,219 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 1,268 units of blood.

## FEB STAKEHOLDER 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.

	Strongly Agree	Agree	Total Favorable %
FEB programs have helped me connect with agencies and/or organizations that I wouldn't have otherwise.	67.8%	25.9%	93.7%
My employees have gained skills or information from FEB programs that have helped them in their work.	56.6%	32.4%	89.0%
My involvement with the FEB has given me connections and experience that help me as a senior leader.	63.6%	28.0%	91.6%
Involvement with the FEB has benefited my agency.	62.1%	32.4%	94.5%
I recommend engagement with the FEB.	82.1%	13.1%	95.2%

In summary for FY 2019, 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.



# FEB Value Statements

FEB members share how they benefit from FEB programs and services:

- I serve as this year's Chairman on the Colorado Federal Executive Board. I especially value the FEB's Emergency Preparedness and Safety Council program. My employees have benefited from collaborating with a wide range of senior leaders in workshops such as Mile High DICE, an annual all-day, agencies-wide emergency preparedness workshop, to discuss potential emergency events and security threats that could impact my agency's mission of transportation safety. Through these efforts we've developed contingencies to deal with the "what ifs" posed by potential natural and person-induced threats, so as to be able to continue to operate and serve the traveling public in the face of such threats.

*Dr. David Bowling, Regional Chief, National Transportation Safety Board*

- I serve as a Board Member on the Detroit Federal Executive Board. The Detroit FEB is a valuable resource in bringing together the Federal community. Through the FEB, agencies work together and share their strategic vision and resources, which provides better service delivery to the public and saves tax-payer dollars. Through the FEB, VA is forming a partnership with SBA and the State of Michigan to pool resources and provide better service to Michigan Veterans. Without the FEB, these strategic partnerships would not be possible. The Detroit FEB has hosted a variety of key training events to improve the Federal workforce, and provided a wealth of information which is vital to the Federal community.

*Terri Tocco, Acting Director, Detroit Regional Office, Department of Veterans Affairs*

- I attended the Pacific Leadership Academy Senior Leader course that is held in Hawaii. This course has been meaningful for me in building my leadership skills, expanding my professional network and advancing my career. The instructor was outstanding! The information I learned is used on a day-to-day basis. Interaction with this group of like-minded Federal employees was great and made it even more worthwhile. I know this course was only possible because of the Honolulu Federal Executive Board.

*Mike Tosatto, Director, Pacific Regional Office, National Marine Fisheries Service*

- The Kansas City FEB plays a critical role in the development of leadership skills through the vast number of planning committees; I have employees serving on all ten committees. In addition, the FEB offers critical management and leadership training courses throughout the fiscal year. The low cost or free training offered by the FEB affords us the opportunity to enhance the skills of our employees without having a huge financial impact on our current budget.

*Kimberly Stille, Regional Administrator, Department of Labor*

- Proudly serving as a Board Member on the Los Angeles Federal Executive Board, I value all that the FEB does for Federal employees. I have personally witnessed the positive results of the leadership development program in the lives of Government leaders, who have risen from entry level positions to leadership positions, in Federal agencies where they are making lasting and profound impacts. My employees benefit from the recognition that Government agencies can work together and network to improve partnerships, take advantage of opportunities, and expand our influence and assistance to the public. The FEB tackles issues that affect all of us from veteran hiring opportunities to pathways to the Senior Executive Service, and I too have benefitted greatly from those experiences. As a Senior Executive, I am very proud to be affiliated with the FEB and its work!

*Gerald Moore, Executive Director, Office of Personnel Security, Federal Aviation Administration*

- I serve on the Emergency Preparedness and Security committee of the Philadelphia FEB. I really value the outstanding training opportunities provided by the FEB in these areas and in leadership as well. I also gain great insight from the monthly meetings. I benefit from the committee as it expands my knowledge base in emergency response and security. It is also a great benchmarking tool to see how other agencies handle security issues. My staff and regional employees benefit from better security processes learned and by contact with security experts from other agencies. A recent Winter Seminar included a presentation by the Federal Protective Service on Active Shooter response. This presentation prompted us to explore Active Shooter training.

*David Rule, Sr. Security Advisor & Financial Resources Chief, US Nuclear Regulatory Commission*

- I serve as a Board Member on the Pittsburgh Federal Executive Board. The Pittsburgh FEB is a critical conduit for collaboration and information sharing among regional Federal agencies. My employees have benefited from leadership training, emergency management exercises, and special emphasis programming facilitated by the FEB. The FEB has helped our office enhance our recruitment strategy through engagement with local colleges and universities. I especially value the annual Excellence in Government Awards that provides an opportunity for me to recognize our best and brightest employees and showcase our agency's accomplishments every year.

*Michael Horvath, Pittsburgh Field Office Director, US Citizenship and Immigration Services*

- I serve as the Chair for the San Antonio Federal Executive Board. I place great value on the FEB's Workforce Development program. It allows Federal agencies to groom future leaders and establish long lasting relationships with other leaders across the spectrum of Federal, State, and local governments, and civilian partners. The relationships are continued through the Alumni Association who work in conjunction with the FEB's Strategic Partnership Council to provide much needed assistance to the local community through volunteers and charitable donations. All of this allows the Federal Government to be at the forefront of developing future leaders while giving back to the local community.

*Wesley Roeder, District Commander, Federal Protective Service*

- I serve as a Board Member on the South Florida Federal Executive Board. The FEB is a force-multiplier to help DoD employees access training, information, and a network of assistance that most other DoD installations take for granted. Because I work at a Combatant Command without a traditional base, the FEB assists us with access to resources, such as mediation services, that materially assist the Command. Finally, the annual awards program acts as our "base awards" program, ensuring there is a venue to vet and recognize our best and brightest performers on a local, yet prestigious, stage. We have come to rely on the interagency partnership represented by our FEB in South Florida.

*USAF Col. Brian Lewis, Director, J1 Manpower and Personnel Directorate, US Southern Command*

- I serve as a Board Member and immediate past Chair of the St. Louis Federal Executive Board. I especially value the FEB's leadership development program. My employees benefit from learning leadership competencies first-hand from local agency leaders as well as from interagency networking. The professional relationships and team building are maintained through continuous attendance at the various leadership trainings and workshops. Another benefit of the FEB is the Annual Employee Recognition Program. I have witnessed several of our employees in the St. Louis metro area receive awards with huge smiles on their faces. This tells me they feel appreciated and valued by their agency. If we do nothing else, we must always recognize our hard working Federal community!

*Javonne Robinson, Branch Chief, General Services Administration*

# 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 Agriculture
- Department of Commerce, National Oceanic and Atmospheric Administration (NOAA), National Weather Service (NWS)
- Department of Health and Human Services
- Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA)
- DHS, Federal Protective Service (FPS)
- DHS, Interagency Security Committee (ISC)
- DHS, Transportation Security Administration
- Department of Interior
- Department of Justice
- Department of Labor
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- U.S. Army
- U.S. Coast Guard



FEMA



FPS



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

**Active Shooter Awareness** – FEBs hosted FPS-sponsored training and exercises on how to respond to an active shooter situation in a Federal facility – Run, Hide, Fight. Over 1,300 participants attended these events which took place in the following FEB areas: *Boston, Dallas-Ft. Worth, Kansas City, Newark, Oregon, Pittsburgh, South Florida and St. Louis.*

**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.

#### DID YOU KNOW?

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

The following FEBs assisted with POD activities by hosting training to staff PODs, sponsoring POD exercises, and participating in POD planning: *Atlanta, Cincinnati, Kansas City, Minnesota, and Oklahoma.*

- *Atlanta FEB* facilitated discussion on Closed PODs during a Full Board meeting, which included a presentation from the Fulton County Board of Health.
- *Cincinnati FEB* continued to partner with local government officials to develop the FEB's Closed POD plan for Federal employees, contractors, and their families in the Greater Cincinnati area at four Federal Closed PODs.
- *Kansas City FEB* hosted an interagency tabletop exercise which validated strategies for dispensing medical countermeasures from the Kansas City, Missouri Health Department to the Kansas City FEB Closed POD in support of an anthrax mass-prophylaxis response.
- *Minnesota FEB* coordinated with the Minnesota Department of Health to establish a Closed POD interagency task force to cover over 20,000 Federal employees, contractors, and volunteers.
- *Oklahoma FEB* maintained a Closed POD agreement with the Oklahoma Department of Health, to include participating in their annual training event and tabletop exercise.

**Information Sessions**

- *Cincinnati FEB* coordinated a Meet & Greet with Joe Lang, Regional Advisor for the DHS Interagency Security Committee (ISC), who provided an ISC briefing.
- *New Orleans FEB* expanded its annual Hurricane Preparedness briefing to include presentations on employee mental resiliency, the inter-relationship between continuity of operations and risk management, and a half-day tabletop exercise led by FEMA.
- *Pittsburgh FEB* hosted the 3<sup>rd</sup> Annual Security Risk Management Symposium.
- *San Antonio FEB* joined the San Antonio Office of Emergency Management to co-host the first annual Emergency Preparedness Conference, "Not If But When...Are You Prepared?" Over 175 attendees from Federal, State, and local governments, and non-profit and academia organizations, discussed the phases of preparedness, response, and recovery.
- *San Francisco FEB* partnered with the U.S. Geological Survey to discuss the 150<sup>th</sup> Anniversary of the 1868 Hayward Earthquake: Why It Matters and How We Can Prepare for Its Repeat.



PRESIDENT'S  
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**FEBs LEAD THROUGH  
MISSION**

**The Philadelphia FEB hosted a panel of agency representatives from Department of Homeland Security Investigations, U.S. Secret Service, and Internal Revenue Service Criminal Investigations to discuss cybersecurity and identity theft. The panelists shared how Federal agencies combat cyber criminals as well as techniques to protect yourself from cyber threats.**

**The Philadelphia FEB also hosted a "K9 and Crime Prevention" presentation, featuring working dogs from the Federal Protective Service, the National Park Service, and Amtrak. Three working dogs demonstrated skills aligned to each of the organizations' missions, including sniffing for explosive materials and biological agents, and apprehending a perpetrator.**

**DHS-ISC Regional Advisory Meetings** – In FY 2019, 7 FEBs hosted DHS-ISC National Compliance Advisory Initiative Phase 2 training sessions with over 200 participants at the following FEB locations: *Chicago, Detroit, Kansas City, Minnesota, Philadelphia, San Antonio, and South Florida*. Phase II training sessions provided a comprehensive look at the risk management process and Facility Security Committee membership.

**FPS Information Briefings** – In FY 2019, 8 FEBs hosted FPS information briefings to educate agencies on the FPS' roles and responsibilities to support the local Federal community. These information briefings served to improve the relationship between FPS and their customers, and were part of a long-term plan to connect with agencies in the field. FEBs that partnered with FPS during this first year included: *Boston, Chicago, Detroit, Los Angeles, Philadelphia, Pittsburgh, and San Francisco*. Additionally, the *San Antonio FEB* sponsored a half-day FPS presentation.



*FPS Capabilities Engagement presentation (San Antonio FEB)*

**Interagency Training Events** – FEBs sponsored a number of FEMA continuity training courses in FY 2019, including: Continuity of Operations Program Manager Course, Continuity of Operations Planner's Workshop, and Resilient Accord/Cyber Security Planning Workshop.

**Tabletop (TTX) and Full-Scale Exercises** – Through each FEB's interagency emergency preparedness/continuity working group, the FEBs partnered with FEMA and other agencies to host tabletop and full-scale exercises with a variety of potential scenarios: active shooter (*Chicago; Cincinnati*); continuity (*Dallas-Ft. Worth*); cybersecurity (*Oregon*); earthquake (*Kansas City; Oregon; St. Louis*); flood (*San Antonio*); hurricane (*Honolulu*); nuclear accident (*South Florida*); reconstitution (*Kansas City; Philadelphia; Pittsburgh*); severe winter storm (*Detroit*); and soft targets in crowded places (*Colorado*).

13 FEBs hosted exercises in FY 2019, most with support from FEMA:

- *Chicago FEB* - Active Shooter TTX with FEMA Region V.
- *Cincinnati FEB* – Insider Threat TTX with FEMA Region V.
- *Colorado FEB* – Mile High DICE TTX with FEMA Region VIII.
- *Dallas-Ft. Worth FEB* – Continuity TTX with FEB Employee Preparedness and Employee Safety Committee.
- *Detroit FEB* – Operation Candle Light with FEMA Region V.
- *Honolulu FEB* – Hurricane TTX with FEMA Region IX.



- *Kansas City FEB* – Virtual TTX on Continuity for Recovery Coordination.
- *Kansas City and St. Louis FEBs* – Kansas City Regional Interagency Continuity Exercise (KC RICE) and St. Louis Interagency Continuity Exercise (SLICE), a full-scale continuity exercise with both FEBs and FEMA Region VII.
- *Oregon FEB* – Earthquake TTX and Cyber TTX with FEMA Region V.
- *Philadelphia FEB* – Liberty Down 2019 with FEMA Region III.
- *Pittsburgh FEB* – Steel Resolve 2019 with FEMA Region III.
- *San Antonio FEB* – All Hazard TTX with San Antonio Office of Emergency Management and Hurricane TTX with Joint Base San Antonio Command Post.
- *South Florida FEB* – Turkey Point TTX with FEMA Region IV.



*Liberty Down TTX (Philadelphia FEB)*



*Steel Resolve TTX (Pittsburgh FEB)*

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

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

**Result:** In FY 2019, FEBs hosted 14 exercises with over 914 participants and 43 training events serving over 2,900 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, in order for 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.

In FY 2019, 22 FEBs provided operating status recommendations and 2 FEBs provided information only to local Federal agency leaders: *Atlanta, Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Colorado, Dallas-Ft. Worth, Detroit, Honolulu, Houston* (information only), *Kansas City, Minnesota, New Orleans, Newark, New York City, Oklahoma* (information only), *Oregon, Philadelphia, Pittsburgh, San Antonio, San Francisco*, and *St. Louis*.

- *Boston FEB* provided public safety information related to the World Series and Super Bowl championship parades.
- *Dallas-Ft. Worth FEB* communicated with Federal agency leaders to disseminate critical information during an active shooter incident that took place in the Earle Cabell Federal Building.
- *New Orleans* and *South Florida FEBs* worked closely with Federal, State and local partners to address preparedness and manage workforce issues associated with Hurricanes Barry and Dorian.
- *San Francisco FEB* disseminated information regarding wildfire air quality, Sonoma County's evacuation due to the Russian River flood, and the PGE Public Safety Power Shut-Off for the Bay Area.



*Flooding on Boyton Beach from Hurricane Dorian (South Florida FEB)*

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

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

**Result:** Using the OPM Governmentwide Dismissal and Closure Procedures, FEBs assisted local Federal agency leaders by providing operating status information, and reported 86 operating status changes to OPM in FY 2019. Real world events included: active shooter, championship parades, hurricanes (Barry and Dorian), flood, ice, power outage, protest, snow, tornado, trial verdict, tropical storm (Imelda), water outage, wildfires, 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. These offerings and other learning experiences assist agencies to supplement agency training programs.***

FEBs identified and provided a variety of quality training opportunities, at low- or no-cost, to their Federal communities, such as: Administrative Training, Effective Communication, Supervisory Training, Lean Six Sigma, Conflict Resolution, Retirement Planning, and Professional Development.

**Leadership Programs** – A common training need is leadership development. Accordingly, the following FEBs sponsored low-cost leadership programs to expand the Federal Government's cadre of leaders: *Atlanta, Cleveland, Dallas-Ft. Worth, Honolulu, Kansas City, Los Angeles, Minnesota, Oklahoma, Oregon, San Antonio, San Francisco, Seattle, South Florida, and St. Louis.* In addition to these formal programs, many FEBs sponsored general leadership training courses.



*Leadership Series Graduation Ceremony (Detroit FEB)*

Other customized training experiences included: local interagency mentoring programs developed by the *Dallas-Ft. Worth* and *Kansas City* FEBs, an Information Technology Training Symposium sponsored by the *Philadelphia* FEB, and a special hiring authorities seminar co-sponsored by the *Oregon* and *San Francisco* FEBs.

#### **DID YOU KNOW?**

**FEBs helped agencies avoid additional training expenditures of \$8.5 million in training costs for 18,500 employees.**



Additionally, FEBs sponsored Governmentwide training and developmental programs, such as the following:

**What’s in Your Retirement Wallet?** – A partnership with representatives from OPM, U.S. Securities Exchange Commission, Federal Retirement Thrift Investment Board, Health and Human Services, and Social Security Administration, provided employees information directly from Federal experts on the elements of their retirement investments. The training was hosted in select FEB locations: *Chicago, Cincinnati, Colorado, Dallas-Ft. Worth, and New Orleans.*

**Executive Women in Motion (EWIM) – Pathways to the Senior Executive Service:** In FY2019, the *Cleveland, Colorado, Newark, San Francisco, and Seattle FEBs* offered sessions that provided leadership tools and flash mentoring to increase the number of women employed in Senior Executive Service (SES) careers. The *Kansas City, Philadelphia, and St. Louis FEBs* piloted EWIM Phase II sessions, with focused mentoring on the five Executive Core Qualifications and facilitated goal setting/mind-mapping workshops.



EWIM SES Mentors (Cleveland FEB)



EWIM SES Mentors (Colorado FEB)



EWIM SES Mentors (Newark FEB)



EWIM SES Mentors (San Francisco FEB)



EWIM SES Mentors (Seattle FEB)

**President’s Management Council (PMC) Interagency Rotation Program** – High-potential GS 13-15 employees were matched with 6-month interagency rotational assignments that enabled emerging Federal leaders to develop and enhance specific leadership competencies, broaden organizational experience, and foster professional networks. The *Boston, Colorado, Detroit, Kansas City, Los Angeles, and Philadelphia FEBs* partnered with the Office of Management and Budget and OPM to offer the PMC Interagency Rotation program in their local community.



*PMC Interagency Rotation Program Fellows Graduation (Los Angeles FEB)*



*PMC Interagency Rotation Program cohort event, “Lunch and Learn with a Leader: Matt McCann, Regional Director, Department of Homeland Security” (Boston FEB)*

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

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

**Result:** In FY 2019, FEBs helped agencies avoid additional training expenditures of \$8.5 million in training costs for 18,500 employees.

## Actively Managing the Workforce

*FEBs improve 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: *Chicago, Cincinnati, Cleveland, Colorado, Dallas-Ft. Worth, Detroit, Honolulu, Kansas City, Los Angeles, Minnesota, New Orleans, Oklahoma, Oregon, Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, South Florida, and St. Louis.* Nomination submissions are primarily judged by a panel using criteria, and include a variety of award categories, such as: Leadership, Customer Service, Community Service, Diversity and Inclusion, Distinguished Lifetime Achievement, Distinguished Military/Military Support, Extraordinary Contributions in the Accomplishment of Agency Mission, Administrative Support, and Law Enforcement. Many FEBs hosted a formal ceremony during Public Service Recognition Week, or developed place-based ceremonies located at the recipients' work sites.



PRESIDENT'S  
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AGENDA

### **FEBs LEAD THROUGH STEWARDSHIP**

**South Florida FEB** awarded its Federal Employee of the Year to the Engineering and Support Division, U.S. Coast Guard Sector Miami. The unit's mission is to provide special customer service to all operational units. The division provided pivotal services for the South Florida Coast Guard assets: completing approximately 1,741 Search and Rescue cases, saving 218+ lives, \$1,500,000.00 in property, and over 1,551 pounds of narcotics. Additionally, the unit demonstrates commitment to the community, the members have dedicated hundreds of hours to outreach and assistance programs.



*Excellence in Federal Government  
Award Recipient (Honolulu FEB)*



*Project Team: Scientific-Medical-Engineering  
Award Recipients (Cincinnati FEB)*

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

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

**Result:** In FY2019, FEBs presented a total of 2,133 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 sessions with local colleges and universities to attract and recruit talent to the Federal Government.

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

**Diversity** – FEBs supported a more diverse Federal Government with targeted outreach to Veterans and individuals with disabilities and organized diversity training events to foster awareness within their communities.

**Benefits to Department/Agencies:**

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

**Result: Federal college and interagency partnerships assist in recruiting skilled talent and retaining high performing employees.**



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### FEBs LEAD THROUGH MISSION

**The Volcker Alliance is leading 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 problems.**

**The *Kansas City FEB* established the first G2U Regional Council. The Kansas City G2U Regional Council steering committee has established three working groups: data academy, talent-to-industry exchange, and regional recruitment. The Volcker Alliance is working to create 3 to 5 Regional Councils over the next 18 months, several in partnership with FEBs.**

## Alternative Dispute Resolution

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

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

OPM and the Federal Mediation Conciliation Service (FMCS) continued to operate under a Memorandum of Understanding to provide mediation training services for the FEB programs. Under the agreement, FMCS Headquarters managed the administrative processes and provided basic and advanced mediation training at low or no cost to the attendees.



*Shared Neutrals Cadre (Dallas-Ft. Worth FEB)*



*Shared Neutrals Refresher Training (San Francisco FEB)*

### **DID YOU KNOW?**

**Participant surveys from FEB mediation programs indicate:**

**95% of mediation participants indicated it was helpful to have a mediator from another Federal agency.**

**83% 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
- Identifies training needs to proactively address common workplace concerns

**Result: During FY 2019, FEB-sponsored ADR programs successfully settled more than 180 cases, resulting in an estimated cost avoidance of more than \$10.5 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.

# 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, D.C., area, and 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.
- Helped LFCCs to implement CFC regulations.

FY 2019 was the second year in which the CFC allowed employees to supplement traditional monetary pledges by committing to volunteer service hours.

#### Benefits to Departments/Agencies:

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

**Result: FEB efforts contributed to meeting CFC campaign goals. The overall CFC pledges for FY 2019 totaled more than \$90.2 million, plus an additional 116,731 hours of volunteer service. Campaigns in FEB areas collectively raised \$42.4 million for charity organizations, as well as 45,380 hours of volunteer service pledges.**

#### DID YOU KNOW?

**Pledges for Combined Federal Campaigns in FEB areas represent 47% of total CFC monetary receipts, and 39% of committed volunteer service hours.**

### Supporting Administration and Agency Priorities

*FEBs improve communications among Federal agencies within each FEB, across the nationwide FEB network, and between FEBs and Federal offices in Washington, D.C.*

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.



FEBs provided support to numerous White House and Agency initiatives:

**Combating the Opioid Crisis** – The *Kansas City* and *Philadelphia* FEBs served as members of their Regional Federal Opioid Taskforces, which involved bringing together Federal partner agencies, such as the Substance Abuse and Mental Health Service Administration, Drug Enforcement Administration (DEA), Food and Nutrition Service, FEMA, National Park Service, and General Services Administration, to identify cross-agency strategies to increase public education and awareness of Federal services. The *Philadelphia* FEB hosted training by the City of Philadelphia Department of Public Health on administering naloxone to reverse an opioid overdose. The *Kansas City* FEB partnered with its local chamber of commerce to develop a city-wide educational campaign on the opioid crisis. The *Pittsburgh* FEB launched a social media campaign to support the Federal Bureau of Investigation, Heroin Outreach Prevention and Education (HOPE) Initiative. The *Chicago*, *Detroit*, *Kansas City*, *Los Angeles*, *Pittsburgh*, and *South Florida* FEBs also shared information related to the Executive Order *Establishing the President’s Commission on Combating Drug Addiction and the Opioid Crisis* and DEA’s National Prescription Drug Take Back Days with member agencies. FEB support of DEA’s Prescription Drug Take Back Days was critical to collecting and destroying unused medicine, ensuring that unused prescriptions were not improperly abused.



DEA information display at the U.S. Customs House (Philadelphia FEB)



DEA Prescription Take Back Day (South Florida FEB)



**FEBs LEAD THROUGH  
SERVICE**

**The Newark FEB held three clinics for veterans and their family members within the Federal community. These clinics provided one-on-one time with a Veteran Claims Representative, who provided information on eligible benefits and services which the veterans might have overlooked. These events were so well received that the Newark FEB is planning to sponsor the veterans clinics on a quarterly basis.**

**Ending Homelessness** – The *Seattle* FEB’s leadership development associates partnered with a low-income housing non-profit agency to construct a tiny house as a shelter for homeless persons. This project served as an opportunity to learn more about the plight of homeless persons in the Seattle area and work towards a solution to this complex problem. The *Kansas City* FEB co-hosted the Department of Veterans Affairs (VA) Veterans Stand Down event, recruiting volunteers to provide assistance to over 500 homeless veterans. The *Pittsburgh* FEB supported the VA’s annual VA2K Walk & Roll, which raised awareness for homeless veterans. The *Philadelphia* FEB sponsored a toiletry supply drive to collect items to assist previously homeless veterans as well as the chronically homeless.

**Improving Federal Security** – The *Dallas-Ft. Worth, Honolulu, Oklahoma, and South Florida FEBs* collaborated with the Transportation Security Administration (TSA), where Federal employees volunteered as decoys for canine teams at nearby airports. Over time, the canines in training recognize familiar scents, which render repeat decoys as less effective. Federal volunteers served a vital position of being unfamiliar to the canine teams and the security screeners, enabling TSA to conduct realistic tests. The canine teams detect explosives and provide a visible deterrent to terrorism to improve National security.

FEBs also supported local priorities established by Board members:



*Chicago FEB Chair, Joseph Galvan, congratulates graduates at Naval Station Great Lakes Pizza Night (Chicago FEB)*

**Acquisition and Small Business Councils** – *Kansas City, Minnesota, and Philadelphia FEBs* sponsored councils to support the Federal acquisition community in promoting opportunities for small businesses. The acquisition councils foster networking and share information among contracting professionals. The *Minnesota FEB* hosted a Government Procurement Fair for prospective contractors interested in working with Federal agencies, while the *Kansas City FEB* facilitated meetings to educate small businesses on partnering with the Government. The *Philadelphia FEB* hosted an annual Acquisition Training Symposium which provided 200 Federal acquisition and contracting specialists with continuous learning credits.

**Congressional Briefings** – The *Detroit FEB* sponsored a Regional Congressional briefing, which included input from the FEBs located in *Chicago and Cincinnati*. Congressional staffers from Michigan, Indiana, Illinois, and Ohio met with Federal leaders to discuss collaboration opportunities for the region. Similarly, the *St. Louis FEB* hosted a Regional Congressional briefing in coordination with the *Chicago and Kansas City FEBs*, which included Congressional staffers from Illinois and Missouri. The *Minnesota, Pittsburgh, and South Florida FEBs* also participated in local Congressional briefings to provide background on FEB activities, and distributed Federal directories which included agency leadership contact information.



*Congressional briefing for Michigan districts and both Senators' offices (Detroit FEB)*



**Federal Agency Showcases** – *Atlanta FEB* hosted its 5<sup>th</sup> Annual Feds Meet Feds Expo to highlight agency missions to 300+ Federal employees. *Minnesota* and *New Orleans FEBs* hosted Federal displays within local malls to promote agencies' missions, job opportunities, and Federal success stories for a public audience. Other FEBs featured agency initiatives during regular Full Board meetings.



*Government Outreach/Recruitment at Lakeside Mall (New Orleans FEB)*



*Government on Display Expo at the Mall of America (Minnesota FEB)*

**Public Affairs/Public Information Councils** – *Kansas City, Los Angeles, Philadelphia, San Francisco, and Seattle FEBs* sponsored public affairs councils to discuss best practices, provide training opportunities, and encourage networking among Federal public affairs officers. Through engaging agencies' public affairs and information officers, these councils help improve communication with news media and the public's understanding of Federal programs.

**Employee Wellness Programs** – The *Kansas City, Los Angeles, Oklahoma, and Pittsburgh FEBs* sponsored group exercise activities and nutritional programs which provided employees with meaningful tools to reduce health risks. Moreover, FEB-sponsored health fairs hosted by the *Chicago, Cincinnati, Detroit, Kansas City, Newark, Philadelphia, Pittsburgh, Seattle* and *South Florida FEBs* provided employees the opportunity for basic health screenings and assisted employees to make informed healthcare decisions during Federal Benefits Open Season.



*Federal employees gather for a foot race (Los Angeles FEB)*

**Benefits to Departments/Agencies:**

- Provides interagency networking opportunities for senior leaders within the Federal community
- Increases communication and collaboration between agencies outside of Washington, D.C.

**Result:** Enhanced communication between agencies led to improved implementation of Government-wide initiatives outside of Washington, D.C.

## Community Outreach

*FEBs cultivate community relations by coordinating Federal participation.*

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

**Food and Community Supply Drives** – The *Cincinnati, Cleveland, Colorado, Dallas-Ft. Worth, Detroit, Honolulu, Kansas City, Philadelphia, Pittsburgh, San Antonio, Seattle, South Florida*, and *St. Louis* FEBs coordinated food drives to help feed hungry families within their communities. These food drives helped bridge the gap during the summer months when children are not in school, and also benefit distressed communities recovering from natural disasters. Similarly, the *Colorado, Dallas-Ft. Worth, Kansas City, Minnesota, Newark, Philadelphia, Pittsburgh, San Antonio, Seattle*, and *South Florida* FEBs hosted supply collections to benefit various local organizations which support communities in need, such as: luggage for children in foster care, school supplies, professional attire, household and personal hygiene items, and holiday toys.

**School Outreach** – The *Cincinnati, Colorado*, and *South Florida* FEBs engaged with local schools to promote public service and improve students' reading proficiency. The *Cincinnati FEB* recognized high school students who made contributions to public service during its annual Public Service Recognition Ceremony. The *South Florida FEB* provided presentations to educate elementary, middle, and high school students on Federal agency missions and in-demand professions. The *Colorado FEB* participated in a tutoring program which helped remedy reading challenges for students in the Denver area.

### Benefits to Departments/Agencies:

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

**Result:** Across all 28 FEBs, a total of 1,762 employees contributed more than 7,217 hours of community service. Additionally, FEBs coordinated the donation of over 271,219 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 1,268 units of blood.



*FEB Leadership Alumni volunteers hang decorative lights for an organization which houses children in crisis (San Antonio FEB)*

# FEB Leadership and Staff – Fiscal Year 2019

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**Buffalo, NY**

Vacant, Chair  
Vacant, Executive Director

**Cleveland, OH**

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Frankie Denmeade, Executive Director

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