ACKNOWLEDGEMENT

I extend my appreciation to the Federal Executive Board (FEB) 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 Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- National Aeronautics and Space 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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Acting Director Kathleen M. McGettigan
U.S. Office of Personnel Management
# Table of Contents

**FEBs at a Glance** .................................................................................................................. 4

**Executive Summary** .............................................................................................................. 6

**Line of Business I: Emergency Preparedness, Security and Employee Safety**
Emergency Preparedness / Continuity Training and Exercises............................................... 8
All Hazard Emergency Plans and Emergency Communications.............................................. 12

**Line of Business II: Workforce Development and Support**
Leadership Development and Training Opportunities................................................................. 13
Alternative Dispute Resolution.................................................................................................... 15
Recruitment and Retention Initiatives......................................................................................... 16
Awards and Recognition.............................................................................................................. 17

**Line of Business III: Intergovernmental and Interagency Collaboration and Community Outreach**
Combined Federal Campaign..................................................................................................... 18
Assistance to Agencies and Employees...................................................................................... 18
Community Service Activities................................................................................................... 21

**FEB Leadership and Staff** ..................................................................................................... 22
Federal Executive Boards (FEB) at a Glance

History and Operations
• Established by President John F. Kennedy’s 1961 Presidential Directive
• **Purpose**: Interagency coordination and communication among Federal agencies outside of Washington, DC
• **Board**: Comprised of highest ranking local Federal officials; officers elected annually
• **Funding**: Funding provided by a host Federal department or agency and 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, 2013-2017

Nationwide Statistics
• 28 FEBs are located across the Nation
• Approximately **790,946** Federal civilian employees are served in FEB areas which represents **38%** of the Federal community
• On average, **140** Federal agency component offices are served in each FEB

Strategic Lines of Business
• Emergency Preparedness, Security and Employee Safety
• Workforce Development and Support
• Intergovernmental and Interagency Collaboration and Community Outreach

Value Added to the Federal Community
• Catalysts for national and local initiatives
• Hubs for cross-agency coordination to address local issues
• Vehicles for effective communication and timely and accurate information
• Mechanisms for cost avoidance through interagency cooperation of shared resources
• Forums for leadership development and employee recognition
FEB Coverage Areas

Atlanta
Baltimore
Boston
Buffalo
Chicago
Cincinnati
Cleveland
Colorado
Dallas-Fort Worth
Detroit
Honolulu-Pacific
Houston
Kansas City
Los Angeles

Minnesota
Newark
New Mexico
New Orleans
New York City
Oklahoma
Oregon
Philadelphia
Pittsburgh
San Antonio
San Francisco
Seattle
South Florida
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, DC. 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) 2016, the FEBs continued to advance efforts for the Federal community under three strategic lines of business. FEB-sponsored programs contributed to the following major accomplishments.

**EMERGENCY PREPAREDNESS, SECURITY AND EMPLOYEE SAFETY:**

- FEBs hosted 23 emergency preparedness exercises with over 2,600 participants, and 68 training workshops serving over 3,400 participants.

- FEBs assisted local Federal agency leaders by providing operating status information, and reported 52 operating status changes to OPM in FY 2016. Real world events included blizzards, flooding, heavy rain, power outages, shootings, sleet, snow, water outage, and winter weather.
WORKFORCE DEVELOPMENT AND SUPPORT:

- FEBs provided training opportunities to 29,700 Federal employees at an estimated cost avoidance of more than $8.9 million.

- FEB-sponsored Alternative Dispute Resolution (ADR)/Shared Neutrals programs successfully settled more than 306 cases, resulting in an estimated cost avoidance of more than $16.3 million.

INTERGOVERNMENTAL COLLABORATION AND COMMUNITY OUTREACH:

- Combined Federal Campaign (CFC) campaigns in FEB areas collectively raised over $63.8 million, representing nearly 36% of the total CFC campaign receipts.

- Across all 28 FEBs, Federal employees contributed more than 13,755 hours of community service. Additionally, FEBs coordinated the donation of over 373,128 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 2,255 units of blood.

In summary for FY 2016, 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, DC.
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 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, including a few Federal partners below, help to promote emergency preparedness in areas covered by FEBs.

- Department of Commerce, National Oceanic and Atmospheric Administration (NOAA), National Weather Service (NWS)
- Department of Health and Human Services (HHS), Centers for Disease Control and Prevention (CDC)
- Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA)
- DHS, Federal Protective Service (FPS)
- DHS, Interagency Security Committee (ISC)
- DHS, Transportation Security Administration (TSA)
- DHS, U.S. Coast Guard (USCG)
- DHS, U.S. Secret Service (USSS)
- Department of Justice, Federal Bureau of Investigation (FBI)
- Department of Labor, Occupational Safety and Health Administration (OSHA)
- Department of Transportation, Federal Aviation Administration (FAA)
- Environmental Protection Agency (EPA)
- General Services Administration (GSA)
- U.S. Army Corps of Engineers (USACE)
- U.S. Geological Survey (USGS)

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

Active Shooter Awareness – FEBs hosted FPS sponsored training on how to respond to an active shooter situation. With over 1,400 participants, these events took place in the following FEBs: Atlanta, Buffalo, Chicago, Cincinnati, Cleveland, Colorado, Detroit, Honolulu, Kansas City, Los Angeles, Minnesota, New Mexico, Oregon, Philadelphia, Pittsburgh, San Francisco, and South Florida.

Closed Points of Dispensing (POD) – In the event of an anthrax attack, designated Federal facilities would be established as closed PODs to provide medical countermeasures to the local Federal population and reduce the demand on local authorities. For this role, the FEBs serve as a communications link with local Federal departments and agencies, as they would do for any emergency.

The following FEBs assisted with POD activities by hosting training to staff PODs, sponsoring POD exercises, and participating in POD planning: Chicago, Cincinnati, Honolulu, Kansas City, Minnesota, Oklahoma, Oregon, Pittsburgh, San Antonio, San Francisco, and St. Louis.
The 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, to establish Federal closed PODs, and to conduct a full-scale interagency exercise.

The Kansas City FEB, in partnership with the FEMA, HHS, Kansas City Health Department and Missouri Department of Health and Senior Services, held an interagency closed Federal POD exercise to demonstrate the ability to serve the metropolitan Kansas City area’s Federal population with trained volunteers.

The Oklahoma FEB participated in the Push Partner tabletop exercise hosted by the Oklahoma City/County Health department, and the FEB Executive Director served as a speaker at an HHS and CDC medical countermeasures conference in Oklahoma City.

The San Antonio FEB participated in the San Antonio Metro Health Strategic National Stockpile annual full-scale operational POD exercise.

Information Sessions

The Boston FEB hosted six webinar briefings in the winter for stakeholders to learn more about the Boston FEB’s decision support role during emergencies.

The Chicago FEB conducted a full Board event, entitled “Leadership in a Crisis: Before, During, and After a Workplace Incident,” with an FAA panel to discuss the response and recovery efforts after the FAA Aurora Center fire in September 2014.
The Cincinnati FEB coordinated a “lunch and learn” seminar about family emergency preparedness.

The Los Angeles FEB's Continuity of Operations (COOP) Working Group hosted a meeting to discuss continuity lessons learned from the San Bernardino terrorist attack.


The Pittsburgh FEB, Boston FEB, and FEMA sponsored a webinar, “Crisis Communication,” to discuss lessons learned from the Boston Marathon, potential crisis situations, and COOP plan communications.


The South Florida FEB members were briefed at each Board meeting on the status and impact of the Zika virus on the South Florida community.

**DHS/ISC Regional Advisory Meetings** – In FY 2016, 14 FEBs hosted DHS Interagency Security Committee (ISC) Regional Advisory meetings with over 380 participants at the following FEB locations: Baltimore, Buffalo, Cleveland, Colorado, Dallas-Fort Worth, Honolulu, Houston, Kansas City, Newark, New Orleans, Oregon, Philadelphia, Pittsburgh and South Florida. Each meeting offered an overview of the ISC, ISC standards and policies, and a forum to exchange information on safeguarding Federal facilities.

**Interagency Training Events** – FEBs sponsored a number of FEMA continuity training courses in FY 2016 including COOP Manager’s Train the Trainer Course, Continuity Exercise Design, Continuity Planner’s Train the Trainer Workshop, Devolution Planning Workshop, Guardian Accord/Terrorism-Based Planning Workshop, Instructional Presentation and Evaluation Skills, Reconstitution Planning Workshop, and Resilient Accord/Cyber Security Planning Workshop.

**Tabletop 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 (Honolulu; Oklahoma); aviation disaster (New Orleans); chemical, biological, radiological or nuclear incident (Cincinnati; Colorado; Newark); earthquake (Los Angeles; Seattle); flood (San Antonio); national political conventions (Cleveland; Philadelphia); pandemic influenza (Detroit; South Florida); reconstitution (Chicago); terrorism (Buffalo; Minnesota; Pittsburgh); and tornado (Kansas City; St. Louis).

19 FEBs hosted exercises in FY 2016, most with support from FEMA:

- **Buffalo FEB** – Gotham Wind Tabletop Exercise (TTX) with FEMA Region II.

- **Chicago FEB** – Reconstitution TTX with FEMA Region V.

- **Cincinnati FEB** – Full-Scale Interagency Devolution Exercise with FEMA Region V.
Cleveland FEB – Republican National Convention TTX with FEMA Region V.

Colorado FEB – Mile High DICE, an intergovernmental TTX with FEMA Region VIII.

Detroit FEB – Pandemic Devolution Full-Scale Exercise 2016 with FEMA Region V.

Honolulu FEB – Aloha Storm TTX with FEMA Pacific Area Office.

Kansas City FEB and St. Louis FEB – 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.

Los Angeles FEB – Resilient Angel TTX with FEMA Region IX.

Minnesota FEB – Eminent Threat Full-Scale Devolution Exercise with FEMA Region V.

Newark FEB – Gotham Wind Continuity TTX with FEMA Region II.

New Orleans FEB – Aviation Disaster TTX with DHS.

Oklahoma FEB – Interagency Intergovernmental TTX with FEMA Region VI.


Pittsburgh FEB – Steel Resolve TTX with FEMA Region III.

San Antonio FEB – Flood Contingency TTX with the San Antonio Office of Emergency Management.

Seattle FEB – Cascadia Rising TTX with FEMA Region X and USGS.

South Florida FEB – Virtual Pandemic TTX with FEMA Region IV and CDC.

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 2016, FEBs hosted 23 exercises with over 2,600 participants and 68 training events serving over 3,400 participants.
All Hazard Emergency Plans and Emergency Communications

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

FEBs use a Nationwide web-based emergency notification system (Communicator! NXT) to provide up-to-date, accurate, and consistent information to their Federal agency leaders to assist in making workforce status decisions for their employees. Communicator! NXT provides FEBs the ability to rapidly communicate vital information to key members via voice and email messages delivered to various devices during local emergencies. The FEB Executive Director serves as the administrator for each FEB’s Communicator! NXT system.

For weather-related or unusual situations affecting an FEB geographic area, the FEBs provide 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, 19 of the 28 FEBs would provide an operating status recommendation (delayed arrival; early departure; closure; open with unscheduled leave/unscheduled telework) for local Federal agency leaders.

In FY 2016, 13 FEBs provided operating status recommendations to local Federal agency leaders: **Atlanta, Baltimore, Boston, Buffalo, Colorado, Dallas-Fort Worth, Detroit, Kansas City, Minnesota, New Orleans, Newark, Philadelphia, and San Antonio.**

- **Baltimore FEB** collaborated with DHS, Baltimore City Police, Maryland Transit Authority Police and Maryland State Police in response to the riots in 2015 and 2016 resulting from the Freddie Gray trials.
- **Cleveland FEB** Preparedness Committee, in cooperation with the Cleveland FEB Security Committee and FPS, conducted daily conference calls with FEB agency leaders during the Republican National Convention in July 2016.
- **Dallas-Fort Worth FEB** assisted the DHS/FPS with timely and accurate dissemination of vital information to Federal agencies regarding agency operating status and employees safety during the July 2016 shootings of police officers in Dallas.
- **Oklahoma FEB** sent numerous situational reports and updates throughout the year to Federal leaders. An agency director shared, “Thank you for always keeping us up to date with weather info and the operating status of Federal agencies. This is vital information!”
- **San Antonio FEB** launched Communicator! NXT on April 8, 2016, for a real world active shooter incident at Lackland Air Force Base where two men were killed. According to one agency director, “This information was critical in diverting personnel travelling toward that location for an on-site meeting.”

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

**Result:** Modeling the OPM Washington, DC, Area Dismissal and Closure Procedures, FEBs assisted local Federal agency leaders by providing operating status information, and reported 52 operating status changes to OPM in FY 2016. Real world events included: blizzards, flooding, heavy rain, power outages, shootings, sleet, snow, water outage, and winter weather.
**LINE OF BUSINESS II:**
Workforce Development and Support

Leadership Development and Training Opportunities

**FEBs develop the Federal workforce by providing critical training opportunities and learning experiences.**

FEBs identify and provide a variety of quality training opportunities, at low or no cost, to their Federal communities, such as: retirement, administrative training, effective communication, professional development, and resiliency. In addition, OPM partnered with the U.S. Securities Exchange Commission, Federal Retirement Thrift Investment Board, and Social Security Administration to host free sessions, entitled “What's in your Retirement Wallet?,” in select FEB locations which provided employees comprehensive information directly from the experts on the three elements of their Federal retirement. These offerings and other learning experiences assisted agencies to supplement agency training programs.

**Leadership Development** – Each FEB customizes training to meet local needs, and a common theme is leadership development. Accordingly, the following FEBs sponsored leadership programs to expand the Federal Government's cadre of leaders: Atlanta, Cleveland, Dallas-Fort Worth, Honolulu, Los Angeles, Minnesota, Oklahoma, Oregon, San Antonio, San Francisco, Seattle, and South Florida. Those Boards without formal leadership programs host forums or other leadership training courses.

- Fellows of Pacific Leadership Academy (Honolulu FEB)
- Graduates of 2016 Leadership Development Program (San Francisco FEB)
- Graduates of 2016 Cleveland Federal Community Leadership Institute (Cleveland FEB)

- The Los Angeles FEB’s Leadership Associates Program is an 11-month program for GS 9 – GS 12 employees. The program graduated its first class in 1997 with five participants. As the class size has steadily grown, especially during the past three years, demand now exceeds capacity and the FEB maintains a waitlist for each subsequent year. The program has an alumni network of 528 which represents 87 different Federal agencies; several of the graduates have obtained official leadership roles and are now sending their employees through the program. This year, 42 participants graduated in the Class of 2016.
The Oregon FEB launched its Associates Program in January 2016 for GS 11 – GS 13 employees. This 1-year cohort offered aspiring Federal leaders in Oregon and Southwest Washington a unique opportunity for professional development. The program assessed participants’ current effectiveness as leaders and developed core competencies and professional skills essential for the most successful Federal leaders. The program partnered with the Portland Community College’s respected CLIMB Center for Advancement to deliver a rigorous program of training aligned with OPM’s core competencies for Federal executives. In addition to core competency training, the program also offered executive shadow experiences, speaker panels, and a collaborative team project.

The Seattle FEB Associates Program is designed for high potential GS 9 – GS 12 employees. This 2-year program provided the opportunity to participate in FEB activities and interact with Federal executives. Associates assisted the FEB on various committees, participated in job shadow assignments with Federal and community executives, developed peer meetings, and formed mentoring relationships.

What I enjoyed most of my Leadership FEB experience:

Getting a broader perspective of other Government activities and lessons learned from their varied experiences.

Scott White  
Director, Quality Systems & Business Resources Staff  
Mike Monroney Aeronautical Center  
Federal Aviation Administration  
Department of Transportation  
Oklahoma FEB

President’s Management Council (PMC) Rotation Program – The PMC Rotation Program matches high-potential GS 13 – GS 15 level employees with 6-month interagency rotational assignments that enable emerging leaders to develop and/or enhance specific leadership competencies, broaden organizational experience, and foster networks they can leverage in the future. In FY 2016, the Atlanta, Chicago, Cleveland, Colorado, Kansas City, Los Angeles, and Minnesota FEBs partnered with the Office of Management and Budget (OMB) and Office of Personnel Management (OPM) to offer the PMC Interagency Rotation program in the local Federal community.

Hiring Excellence Initiative – FEBs hosted OPM and OMB co-sponsored training focused on recruiting highly qualified applicants through collaboration between managers and Human Resources staff. The initiative also provided Human Resources professionals and hiring managers with assessment tools to facilitate data-driven decisions. These sessions provided training to over 700 Federal Human Resources employees and hiring managers in the following FEB locations: Atlanta, Chicago, Cincinnati, Cleveland, Colorado, Dallas-Fort Worth, Detroit, Kansas City, Los Angeles, Minnesota, New Mexico, Philadelphia, Pittsburgh, San Antonio, San Francisco, Seattle, and South Florida. Feedback from participant surveys indicated 92% of participants were satisfied with the Hiring Excellence session, and 91% of participants plan to use information learned to influence the hiring process at their agency.

Benefits to Department/Agencies:
• Reduces employee development costs
• Increases training selections
• Creates cross-agency training opportunities

Result: In FY 2016, FEBs helped agencies avoid additional training expenditures of $8.9 million in training costs for 29,700 employees.
Alternative Dispute Resolution

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

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

**Just a few words to express my sincere appreciation and gratitude for the way in which you conducted my mediation session. I'll admit – I didn't expect to get a fair hearing – but that feeling was quickly dispelled when I observed you interceding on both sides' behalf to urge both sides to "respect" and "listen" to the others' position. I also appreciate the way you subtly guided both parties back to where we were supposed to be when we were beginning to lose objectivity... thank you for your help in allowing me to get my life back on track as a result of your concern and professionalism.**

*Participant feedback to a Mediator*

Anonymous Kansas City FEB

**ADR Training Services Memorandum of Understanding (MOU)**

Since 2014, OPM and the Federal Mediation and Conciliation Service (FMCS) put into effect a MOU to provide mediation training services for the FEB programs. Under the agreement, FMCS headquarters manages the administrative processes, including registration and receipt of payment for the trainings, and the FEBs assist with advertising and identifying training space. The FMCS MOU continued to benefit the FEBs in FY 2016. Over 80 mediators were trained in FEB locations, and 100% of participants indicated a level of “satisfied” or “very satisfied” with the overall quality of the course and the extent to which the course prepared them to perform current work and new tasks more effectively.

A number of the FEB ADR programs also provide the following mediation sessions:

- Mediation training sessions and refresher workshops for mediators
- Seminars on conflict resolution skills for managers and employees

94% of mediation participants indicated it was helpful to have a mediator from another Federal agency

84% 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 2016, FEB-sponsored ADR programs successfully settled 306 cases, resulting in an estimated cost avoidance of more than $16.3 million.*

Recruitment and Retention Initiatives

**FEBs conduct outreach to inspire and educate key pools of workforce talent needed by government.**

FEBs coordinate with local colleges and universities to attract talent to the Federal Government. Through these partnerships, FEBs discuss the Federal application process and connect job seekers with knowledgeable professionals.

- The *Newark FEB* organized a career fair with Rutgers University to educate students on the various Federal Government careers available to them. The event was attended by 177 students with the participation on 44 Federal organizations.

- The *Cleveland FEB* partnered with the Cleveland Area College Consortium to offer quarterly college fairs for Federal employees. The intent is to provide employees with opportunities to meet with local college representatives to assist with personal development, improve job performance, and prepare for future opportunities. In FY 2016, 11 colleges/universities attended the quarterly scheduled fairs with over 120 Federal employees receiving academic guidance.

Also, the Cleveland FEB in partnership with Cleveland State, John Carroll, Case Western Reserve, and Baldwin Wallace Universities, in addition to Hiram, Ursuline, and Notre Dame Colleges, conducted its 8th Annual Government Career Day. Over 50 government agencies (Federal, State, county, and city) participated and more than 350 students representing over 40 majors, from surrounding colleges and universities attended. The estimated cost avoidance associated with this multi-school event is over $12,000. The event included a keynote address from OPM on finding a Federal job, Pathways recruiting for students and recent graduates, and writing a Federal resumé. Additionally, workshops were held on finding jobs with the city, county and State of Ohio.

- The *New Mexico FEB* hosted its inaugural Diversity Day of Training that featured multiple sessions on diversity, discrimination laws, sexual harassment, Government ethics, and the Rehabilitation Act.

- The *San Antonio FEB* hosted its 16th Annual “Partners in Equality” (PIE) Training Conference with 130 employees in attendance with the theme “Expanding Insights on Diversity.” The PIE Training Conference offered attendees a look at current issues in today’s work environment, a briefing on Four Generations in the Workplace, and a True Colors self-evaluation to help with understanding one’s self and others based on personality temperaments.

FEBs support a more diverse Federal Government with targeted outreach to veterans and individuals with disabilities, and organizing diversity councils which sponsor training events to foster awareness within their communities. Also, many FEBs support special interest groups which promote leadership communities for public servants through professional development, networking, seminars, and strategic Federal partnerships.

- The *New Mexico FEB* hosted its inaugural Diversity Day of Training that featured multiple sessions on diversity, discrimination laws, sexual harassment, Government ethics, and the Rehabilitation Act.

- The *San Antonio FEB* hosted its 16th Annual “Partners in Equality” (PIE) Training Conference with 130 employees in attendance with the theme “Expanding Insights on Diversity.” The PIE Training Conference offered attendees a look at current issues in today’s work environment, a briefing on Four Generations in the Workplace, and a True Colors self-evaluation to help with understanding one’s self and others based on personality temperaments.
The Philadelphia FEB hosted its 19th Annual EEO/Diversity Day of Training event with over 200 attendees and 12 concurrent workshops on topics related to leadership and diversity. Such topics included: a Senior Executive Service panel on employee engagement, improving unacceptable performance, Hiring Excellence, the ABCs of EEO, sexual harassment, hiring people with disabilities, veterans in the workplace, Merit System Protection Board case law, and resolving conflict in the workplace. This year’s evaluations indicated that 97.8% would recommend the training.

Mentoring – Several FEBs augment training, recruitment, and retention efforts with mentoring events and many of the FEB Leadership Development programs include an interagency mentoring component.

The Atlanta, Chicago, and San Antonio FEBs hosted the OPM Executive Women in Motion (EWIM): Pathways to the Senior Executive Service (SES) event. These sessions provided leadership tools and mentoring to increase the number of women employed in SES careers. The EWIM events have provided over 440 Federal employees with a no-cost leadership development opportunity which offset agency training costs and resulted in a cost avoidance of over $176,000 in training dollars. Survey feedback showed that 87% of participants indicated the session increased their interest in the SES, and 99% stated they would recommend future events to others.

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 attracting skilled talent and retain high-performing employees.

Awards and Recognition

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

All FEBs highlight high-performing Federal employees in their respective communities and/or reward innovative efforts that advance the mission of their Federal agency either through place-based recognition, a ceremony during Public Service Recognition Week, or a partnership with State and local government.

The Kansas City FEB’s Federal Innovation Connection Showcase hosted the second Annual Innovation Connection Showcase at the Harry S. Truman Library. The showcase highlighted the most inventive Federal ideas and process improvements in the Kansas City area. Other Federal offices implemented some of the ideas, such as digital media use, social media planning, development of quality assurance databases, and techniques to increase employee recognition.

Benefits to Department/Agencies:
• Receive recognition from the local Federal community
• Increases employee engagement and contributes to retention strategies

Result: In FY 2016, FEBs presented a total of 4,267 awards to Federal employees.
LINE OF BUSINESS III: Intergovernmental and Interagency Collaboration and Community Outreach

Combined Federal Campaign

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

FEBs provide strong leadership and support for the CFC outside of the Washington, DC, area, and serve 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 prepare local LFCCs to implement recently revised CFC regulations.
- The Boston, Cincinnati, Colorado, Houston, Kansas City, New Orleans, Oklahoma, Pittsburgh, Seattle, and South Florida FEBs supported LFCC mergers and expansions during FY 2016. These mergers and expansions increased the efficiency of the impacted LFCCs, as well as reached employees who previously did not have access to the CFC.

LFCCs supported by the Dallas-Fort Worth and San Francisco FEBs were honored with CFC Innovator Awards. Agencies within the Dallas-Fort Worth Metroplex LFCC and the NorCal LFCC created new outreach approaches to engage potential donors. These innovative strategies resulted in significantly increased donations over previous years, as well as boosted employee morale.

**Benefits to Department/Agencies:**
- Provides quality assurance, oversight, and accountability for local CFC campaigns
- Increases employee engagement by supporting philanthropic causes

**Result:** FEB efforts contributed to meeting, or exceeding, CFC campaign goals. The overall CFC pledges for FY 2016 totaled more than $177 million. Campaigns in FEB areas collectively raised $63,894,826, representing nearly 36% of the total CFC campaign receipts.

**Assistance to Agencies and Employees**

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

FEBs serve their local Federal communities by providing forums for discussion and coordination to advance Agency and Administration priorities. FEBs also bring together local agency heads at regular Full Board meetings, issue monthly newsletters, and provide networking opportunities between State and local government entities, including local Congressional offices.
FEBs provided support to numerous White House and Agency initiatives:

Department of Homeland Security Unity of Effort – The Boston, Chicago, Los Angeles, and San Francisco FEBs participated in expanding the Department of Homeland Security's (DHS) Regional Efficiencies Project, connected to DHS' Unity of Effort initiative. FEBs convened DHS leaders to discuss, collaborate, and unify around departmental issues and showcase DHS components.

Detroit Federal Working Group (DFWG) – The Detroit FEB supported the Detroit Federal Working Group, which engaged Federal agencies to support Detroit's economic and community recovery. The DFWG presented projected results and future goals to the FEB members. Especially noteworthy was the City of Detroit's Summer Youth Employment Program, which the FEB promoted on behalf of the DFWG. During FY 2016, the Department of Housing and Urban Development hired two students as summer interns. The FEB also provided information sessions to students on USAJOBS and Pathways programs. The Detroit FEB will continue to promote the Summer Youth Employment Program in 2017.

Heroin Outreach Prevention and Education – The Pittsburgh FEB helped Federal efforts to battle the dangerous threat of heroin and opioid use. Partnering with the Federal Bureau of Investigation's Heroin Outreach Prevention and Education initiative, the Executive Director for the Pittsburgh FEB served as a judge for a heroin prevention public service announcement contest for five local high schools, and participated in the recognition ceremony for the winning students. Further, the Pittsburgh FEB partnered with the Drug Enforcement Agency to host Opioid/Heroin Addiction Awareness Training for Federal employees to educate them on the threat.

Strengthening the Senior Executive Service – In order to help strengthen the Senior Executive Service, the Baltimore, Boston, and Los Angeles FEBs hosted inaugural recognition events to honor the accomplishments of senior executives in their areas. Traditionally, awards recognition during Public Service Recognition Week focuses on outstanding service at the staff level. Recognizing senior executives’ contributions among their peers contributes to increased morale and retention.

Thank you to the FEBs for hosting the Senior Leader recognition events in Los Angeles, Baltimore, and Boston. It is vitally important to recognize and honor the hard work and accomplishments of the Senior Executive Service members. The FEB Senior Leader recognition events have been an excellent example of this kind of recognition.

Reginald Wells, Ph.D.
Deputy Commissioner, and
Chief Human Capital Officer
Office of Human Capital Resources
Social Security Administration

Sustainability – FEBs encouraged agencies to support the Planning for Federal Sustainability in the Next Decade initiative, which is led by the Environmental Protection Agency (EPA) and the General Services Administration. The Boston, Buffalo, Chicago, Detroit, Kansas City, Los Angeles, New Mexico, Philadelphia, Pittsburgh, San Francisco, and Seattle FEBs promoted sustainability programs within their Federal buildings. Specifically, the Kansas City FEB encouraged its agency members to reduce their carbon footprint by participating in the Energy Star program. The Los Angeles FEB engaged with Federal leaders to promote awareness related to the California Drought and provided resources for agencies to promote conservation.

White House Initiative on Asian American and Pacific Islanders (WHIAAPI) – The Atlanta, Chicago, Los Angeles, and San Francisco FEBs participated in the WHIAAPI Regional Network. The Regional Network coordinates meetings of Federal experts and community leaders to discuss strategies to better provide Government services and communicate with the Asian American and Pacific Islander community.
FEBs also supported local priorities established by Board members:

**Congressional Briefings** – The *Chicago FEB* sponsored a Regional Congressional briefing, which included participation from the FEBs located in *Detroit* and *Minnesota*. Representatives from 30 Congressional offices engaged with 22 Federal agencies to discuss potential collaboration opportunities in the greater Great Lakes area. The *San Francisco FEB* hosted its first congressional briefing, in which 15 Federal agencies presented information to 14 congressional offices. The *South Florida FEB* also hosted interagency seminars with Congressional representatives in their areas, including a two-day Congressional Conference which featured briefings from 10 Federal agencies. The *Kansas City* and *Oklahoma FEBs* created and distributed Federal directories, including agency leadership contact information, to local Congressional offices.

**Employee Wellness Programs** – The *Boston FEB* hosted its first wellness roundtable, where 28 agencies shared best practices for promoting health, wellness, and improved work/life balance among Federal employees. Similarly, *Buffalo, Cleveland, Kansas City, Los Angeles, Minnesota, Oklahoma,* and *Philadelphia FEBs* each organized worksite wellness programs to educate Federal employees on physical activity, healthy eating, and stress management. These programs provided employees with meaningful tools to reduce health risks. Moreover, FEB-sponsored health fairs across the country provided employees the opportunity for basic health screenings and assisted employees to make informed healthcare decisions during Open Season.

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

**Benefits to Departments/Agencies:**
- Provides interagency networking opportunities for senior leaders within the Federal community
- Increases communication and collaboration between agencies outside of Washington, DC

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

*FEBs cultivate community relations by coordinating Federal participation.*

FEBs coordinate volunteer opportunities and community outreach programs. Such programs include 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.

**Clothing Drives** – The Kansas City, Los Angeles, and Newark FEBs organized clothing drives. The Kansas City FEB collected gloves and hats for local foster children and the Los Angeles FEB collected blankets to benefit the homeless. The Newark FEB collected suits and professional attire for individuals working to escape poverty.

**Food Drives** – The Detroit FEB partnered with the Department of Housing and Urban Development’s (HUD) Public Housing Authority to assist the residents of Flint, Michigan, during its water crisis. Detroit FEB’s member agencies collected 500 cases of bottled water, 79 five-gallon containers and 60 one-gallon containers of water for residents of Flint’s public housing. The Atlanta, Buffalo, Cleveland, Colorado, Honolulu, Kansas City, Los Angeles, New Mexico, Newark, Philadelphia, Pittsburgh, San Antonio, Seattle, South Florida, and St. Louis FEBs also coordinated food drives to help feed hungry families within their communities.

**Grade School Outreach** – The Cleveland, Colorado, Los Angeles, New Mexico, San Antonio, and South Florida FEBs engaged with grade schools to encourage reading, tutor students, and promote Federal careers. The Los Angeles FEB recruited Federal employees to present at a local high school’s Public Service Career Day. Similarly, the South Florida FEB’s English as a Second Language (ESOL) program recruits Federal employees to share their personal experience of learning English and professional success with local high schools. The Cleveland and Colorado FEBs sponsor tutoring and reading programs for elementary and middle school students, and the New Mexico and San Antonio FEBs organized school supply drives.

**Veterans Outreach** – The South Florida FEB recruited 10 volunteers from various agencies to paint the exterior of a disabled veteran’s home. Also in support of veterans’ housing needs, the Kansas City and Philadelphia FEBs collected essential household and personal hygiene items to assist homeless and formerly homeless veterans. Further, the Kansas City FEB hosted an inaugural Veterans Career and Resource Fair.

**Benefits to Department/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 2,055 employees contributed more than 13,755 hours of community service. Additionally, FEBs coordinated the donation of over 373,128 pounds of food throughout the year. Blood drives hosted by FEBs provided local hospitals with more than 2,255 units of blood.
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