UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Federal Executive Board Network

Fiscal Year 2011 Annual Report

January 2012

a New Day for Federal Service

THE WHITE HOUSE

WASHINGTON

November 22, 2011

I send greetings to all those celebrating the 50th anniversary of the Federal Executive Boards.

Each day, men and women across America demonstrate their commitment to enriching the lives of others through public service. Performing the vital functions of government, they protect us from harm, educate our families, and keep us healthy. Their dedication and expertise are vital to our Nation, and they remind us why it is essential to draw the best and brightest to government service.

For fifty years, the Federal Executive Board network has made government more effective by strengthening interagency partnerships and connecting public servants to local communities. With individuals throughout our country working together to meet the challenges of the 21st century, we will win the future for generations to come.

As you celebrate this special milestone, I wish you all the best for continued success in the years ahead.

ACKNOWLEDGEMENT

On this 50th anniversary, I extend my appreciation to the FEB Chairs, Executive Directors, and leadership committees for your dedicated and diligent service to the FEB Nationwide Network and your Federal, State, and local communities.

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Director John Berry
U.S. Office of Personnel Management

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Executive Summary

Federal Executive Boards (FEBs) 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 and mission remain strong.

VISION

Creating partnerships for intergovernmental collaboration.

MISSION

To create value to the public by fostering communication, coordination and collaboration with Federal, State, and local government agencies.

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 each Board member. Therefore, each Board—and by extension the entire geographic area—relies heavily upon its staff members, the Executive Director and Assistant, to coordinate all Board programs, initiatives, and activities.

A significant milestone was achieved by the Boards this year – 50 years of serving their Federal communities. President Barack Obama recognized the event by sending a message to FEBs on the occasion of the Annual FEB Conference in July. The Conference was an ideal venue for all 28 FEBs to jointly celebrate the anniversary of their establishment. Celebration activities included remarks by Thomas Putnam, Director of the John F. Kennedy Presidential Library and Museum; a video sharing the contributions of FEBs over the last 50 years; and a specially-designed logo and challenge coin to commemorate the anniversary.

The U.S. Office of Personnel Management (OPM) and the FEBs work together to implement the FEB Strategic and Operational Plan (2008-2012). The Plan outlines and reinforces the values, mission, goals and priorities for the network of 28 Boards, and serves as a guiding document for FEB programs and activities. The Strategic and Operational Plan is configured along the three FEB lines of business: Emergency Preparedness, Security and Employee Safety; Human Capital Readiness; and Intergovernmental Collaboration and Community Outreach. The Plan includes consistent network expectations and desired results.

In Fiscal Year 2011, the FEB Network Performance Improvement Group was established to identify, evaluate and distribute information on processes and systems to improve the operations of FEBs and to support FEBs throughout the country by identifying and sharing best practices with all members of the FEB network.

The Emergency Preparedness, Security and Employee Safety line of business is an important area of emphasis for the Boards to improve the preparedness of local agencies for emergency events. During Fiscal Year 2011, FEBs hosted interagency emergency planning exercises, 13 exercises focusing on Cyber Security. These exercises provided an opportunity for local agencies to test their continuity plans and network with emergency officials within the Federal, State, and local communities. Participation in the exercises provides agencies the opportunity to identify action items to improve their preparedness.

Under the Human Capital Readiness line of business, FEBs continued to educate citizens about Federal career opportunities. Through partnering with various agencies, academic institutions, and community partners to host job and career fairs, FEBs provided thousands of job seekers with the opportunity to have questions about Federal employment answered and to connect with hiring managers and agency human resources representatives. In addition, with reform of government hiring processes a continuing priority, FEBs played a critical role in providing Hiring Reform training sessions to ensure local human resources professionals received accurate information and helpful tools to implement the initiative.

Intergovernmental Collaboration and Community Outreach connects Federal employees to local community initiatives, FEBs participated in various activities related to sustainable communities and charitable donation drives. These efforts blended seamlessly into government-wide programs such as the Combined Federal Campaign and the Feds Feed Families food drive. Such community service demonstrates Federal employees' willingness to help their neighbors, especially those in need.

Each year, FEBs deliver a host of valuable services to their member agencies, and this year was no exception. These services included emergency planning, leadership and skills training, sharing of best practices, peer recognition, and Alternative Dispute Resolution (ADR). Specifically, in Fiscal Year 2011, FEB activities resulted in a cost avoidance of over $32 million in interagency training and ADR services. In addition, FEBs enabled agencies to reach beyond their individual agency missions and work together on common issues. Such opportunities develop relationships among agency leaders that create an environment of collaboration leading to increased efficiency benefiting the entire Federal community.

Federal Executive Board Locations

Background

In a 1961 Presidential Directive, President John F. Kennedy stated, "to increase the effectiveness and economy of Federal agencies, I want coordination of government activities outside of Washington significantly strengthened." This same Directive established the FEBs to carry out his vision to improve interagency coordination and communication among Federal Departments and Agencies outside of Washington, D.C.

The need for effective coordination and cost efficiency among Federal organizations' field activities was clear then, and is even more important in today's environment. Approximately 85 percent of all Federal employees work outside the National Capital Area and most Federal programs are implemented through the regional and local offices of Federal Departments and Agencies. Regional and local Federal officials are the Federal Government's principal representatives to the vast majority of our Nation's citizens.

Under the direction and guidance of the OPM Director, the Boards function in four general areas:

(1) coordinating local approaches to national programs and shared management needs;

(2) providing a forum for the exchange of information between Washington and the field about programs, management methods and administrative issues;

(3) communicating from Washington to the field about management initiatives and other concerns for the improvement of coordination; and

(4) raising awareness at the national level of local issues with potential far reaching impacts.

The OPM National Program Office staff supports the Director to ensure effective program operations across the FEB Network.

Today, there are 28 FEBs located in areas with significant Federal populations. The Boards are comprised of the highest-ranking local officials from each Federal Agency located in the FEB area. Board leadership and structure consist of elected officers (Chair, Vice Chair) and Committees and Councils designated to direct FEB programs. The regulatory responsibilities outlined in section 960, title 5, Code of Federal Regulations, provide the guidance from which FEBs draw their general operating instructions.

Optimally, each FEB staff office is authorized two full-time equivalent (FTE) Federal employees (Executive Director and Assistant), who manage the daily operations of the Board. Administrative funding is provided by a host department or agency, while project funding is covered by the local member agencies.

General information regarding the FEB Network, including frequently asked questions, published reports, and links to individual FEB websites, is available on the internet at www.feb.gov.

Nationwide Federal Executive Board (FEB) statistics:

- **28** FEBs are located across the nation
- Approximately **780,313** Federal civilian employees are served in FEB areas
- On average, **140** Federal agencies are served in each FEB location, depending on the size of the Federal presence in FEB area

FEB services are delivered in three categories of emphasis:

- Emergency Preparedness, Security and Employee Safety
- Human Capital Readiness
- Intergovernmental Collaboration and Community Outreach

FEBs are located in the following centers of Federal activity:

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

Line of Business I: Emergency Preparedness, Security and Employee Safety

Activity Category: Emergency Preparedness

FEBs increase emergency preparedness of Federal communities by serving as the hub for information and coordination in their locales.

The Federal Government is the Nation's largest employer and the first or second largest in many metropolitan areas. The 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 its employees during an emergency.

Cleveland FEB Outdoor Safety and Health Fair

FEBs continued to foster working relationships with the Federal Emergency Management Agency (FEMA), General Services Administration, and the National Oceanic and Atmospheric Administration's National Weather Service regional offices. FEBs hosted emergency preparedness intergovernmental working groups to coordinate planning and response to emergencies. One FEB developed a training schedule with both independent study and instructor led courses for the United Nations Security Council. Another FEB provided information technology guidance to agencies working on cyber security response. The FEBs developed and strengthened agency emergency plans, improved interagency communications, tested communications plans and served as a clearinghouse for information.

In Fiscal Year 2011, the FEBs were integrated into the U.S. Departments of Homeland Security (DHS) and Health and Human Services' *Federal Interagency Concept of Operations-Rapid Medical Countermeasures Dispensing Plan.* The Plan was developed in response to Executive Order 13527, *Establishing Federal Capability for the Timely Provision of Medical Countermeasures Following a Biological Attack.* The document states that "to prepare for and respond to an anthrax attack, the FEBs will serve as a communications link with local Federal departments and agencies within the 28 FEB geographic areas."

FEBs continued to provide information to the Federal, State, and local communities on closed Points of Dispensing (PODs). Closed PODs are sites, set up to dispense medication to Federal employees in the event of a health emergency. Each Federal closed POD requires a memorandum of agreement (MOA)/memorandum of understanding (MOU) with its local jurisdiction's public

health authority to ensure integration into the existing POD network for the dispensing of medical countermeasures. To date, several FEBs have facilitated the signing of the MOAs/MOUs within their geographic areas to identify and establish closed PODs within Federal buildings and in addition, hosted closed POD exercises.

A number of FEBs partnered with the Centers for Disease Control and Prevention (CDC), non-profit CDC Foundation, Robert Wood Johnson Foundation and Harvard School of Public Health to offer a Meta-Leadership Summit for Preparedness in their local area. The two-day event helped prepare high-level decision makers from business, government and non-profit communities to network with other leaders with whom they share information and resources during a public health or safety emergency and better respond to crises.

The Meta-Leadership Summit for Preparedness is a model approach for bringing communities together to respond to crises, and we are extremely grateful to the Federal Executive Boards in Los Angeles and Cleveland for helping to host and sponsor Summits in their local communities…Throughout the country, thanks to generous hosts and sponsors like FEBs, the Meta-Leadership Summit for Preparedness has facilitated the exchange of new ideas and resources to enhance leaders' readiness for public health threats that requires ongoing vigilance and attention.

Charles Stokes
President and CEO
CDC Foundation

Activity Category: Continuity of Operations

FEBs improve continuity of government operations by facilitating planning and coordination among Federal agencies.

Agencies continue to face the need for guidance in developing a unified response to emergency events. FEBs are increasingly recognized for their role in preparing their local communities for emergency situations. FEBs continued to establish interagency Continuity of Operations (COOP) Working Groups in partnership with FEMA regional offices and delivered meaningful Federal emergency response and multi-agency COOP exercises. FEBs promoted emergency preparedness procedures and protocols to support an interconnected Federal community.
In Fiscal Year 2011, the FEBs facilitated training for agency heads and emergency coordinators on how to develop and strengthen COOP plans to ensure continuity of government services and safety of employees. Training was offered on topics including: COOP Managers Training; COOP Planners Workshop; COOP Devolution Planning; Reconstitution Planning; and National Incident Management System.

It is really important for all of us to get together as we did to network, share information, and to learn new and better ways to fight terrorism and protect our national security.

Carmen Ortiz
United States Attorney, District of Massachusetts
U. S. Department of Justice
Boston, MA

This year, many FEBs hosted interagency emergency preparedness exercises with support from their local FEMA region. The exercises allowed participants to increase agency understanding of the COOP process, test agency continuity plans, network with Federal, State, and local community leaders, and capture lessons learned. Several exercises hosted by FEBs focused upon communications between government bodies and community partners, and as such included representatives from various non-government organizations including schools and business, in addition to State, local and tribal governments. **During Fiscal Year 2011, the FEBs hosted 37 interagency emergency exercises that tested continuity capabilities under scenarios such as a pandemic, anthrax attacks, hurricane, earthquake, fire, floods, and cyber threats.**

DHS reports that cyber security continues to be a vulnerability to the economic well-being of the country as well as government operations. Several FEBs partnered with FEMA to host the Resilient Accord cyber security tabletop exercise. The purpose of the exercise is to increase Federal department and agencies, State, territorial, tribal and local jurisdictional, and private sector continuity of operations readiness for a regional cyber attack. The FEB National Network continues to work with FEMA to provide training to Federal communities across the Nation.

Activity Category: Emergency Communications

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

FEBs maintained communications networks to inform local Federal organizations of emergencies or impending threats. FEBs maintained contact information for senior officials in the FEB geographic area using the United States Private Public Partnership (USP3) communications system. USP3 is a national collaboration with various Federal, State, and local partners, providing a common network and repository for members to share information and emergency notifications. The USP3 system allows for rapid notification of an emergency or threat to all members.

FEBs continued to implement and test the USP3 system for government-wide use to include a backup system for the FEB National Network. Within this system,

each FEB is assigned as a primary and secondary backup for another FEB in the National Network. The communications and backup systems were tested during the interagency continuity exercise Eagle Horizon 2011 to ensure that the FEB Executive Directors are fully prepared to act as operational backups to assure continued operations in event of a local systems failure.

During Fiscal Year 2011, USP3 served as a vital tool for FEBs to disseminate information quickly on a wide variety of events such as tropical storms, hurricanes, floods, ice, snow, tornadoes, tsunami warnings, wildfires, the Northeast earthquake, suspicious packages, and traffic conditions affecting FEB locations. Given the numerous weather related events in Fiscal Year 2011, the FEBs were a valuable resource in sharing information on the local Federal operating status and promoting telework to its member agencies. One FEB contacted local Federal agencies to ensure all Federal employees were accounted for after a devastating tornado. This same FEB received approval from the OPM Director to conduct a special Combined Federal Campaign solicitation for tornado victims and disseminated the information to FEB members.

Effects of tornadoes in Joplin, MO, and severe flooding in St. Paul, MN

Line of Business II: Human Capital Readiness

Activity Category: Recruitment and Retention Initiatives

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

FEBs coordinate with local educational institutions to host numerous job and career fairs. Through these partnerships, FEBs successfully connect interested applicants with agency hiring managers and human resources representatives. FEBs thereby provide job seekers with the opportunity to discuss the Federal application process with knowledgeable professionals. Overall, FEBs provided critical support to reach thousands of potential Federal employees and helped provide useful information about Federal employment to participating citizens.

Philadelphia FEB Annual EEO/Diversity Day recognizes nominees for outstanding contributions to agency diversity programs

Additionally, FEBs continued to support a diverse Federal Government, including targeted outreach to veterans and individuals with disabilities. Many FEBs sponsor diversity councils which identify and promote training related to diversity initiatives. Specifically, ten FEBs hosted day-long training sessions dedicated toward educating employees on current laws and regulations as well as fostering dialogue on key diversity issues in the workplace. During Fiscal Year 2011, several FEBs sponsored job fairs and employment presentations directed toward disabled veterans. One FEB maintained relationships with disabled veteran outreach programs in its area to communicate job vacancies and share Administration priorities related to veterans. Another FEB promoted participation in the Southwest Conference on Disability. FEBs also delivered information regarding special hiring flexibilities for both veterans and persons with disabilities to their local agencies.

To recruit new talent for the Federal workforce, FEBs collaborated with local colleges, universities, and high schools to provide internships, job fairs, and educational seminars. Through events such as Federal Career Days, FEBs shared potential career opportunities and tips on navigating the Federal job application process. Furthermore, several FEBs engaged students through internships within their FEB offices. FEB interns benefit from unique exposure to dozens of local agencies and their missions, gaining practical experience and spurring interest to seek permanent Federal careers.

Diane has been a great success story for the FEB intern program. Her flawless execution was recognized at the national level and she has demonstrated consistent remarkable performance for six years at TSA in Minnesota.

Thomas Conners
Federal Security Director for Minnesota
Department of Homeland Security/Transportation Security Administration
Minneapolis-St. Paul, MN

Activity Category: Alternative Dispute Resolution Program

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

To efficiently resolve workplace disputes and formal claims, FEBs provide low or no cost, high-quality mediation services to Federal agencies through Alternative Dispute Resolution (ADR)/Shared Neutrals Programs. ADR/Shared Neutrals Programs are cooperative arrangements between participating Federal agencies using reciprocal agreements to provide ADR services and share resources. These ADR consortiums and Shared Neutrals Programs help avoid costly formal procedures and litigation.

During the past year, FEB-sponsored ADR programs successfully settled more than 514 cases, resulting in an estimated cost avoidance of more than $24.1 million. Cost avoidance measurements are based upon the study "Cost Savings Associated with the Air Force Alternative Dispute Resolution Program, 1996" and have been adjusted for inflation using the Bureau of Labor Statistics inflation calculator. Facilitation services were also offered by some FEBs. In addition, FEBs offered ADR Refresher and Basic Mediation training to current and new mediators.

Activity Category: Awards and Recognition

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

FEBs sponsored Awards and Recognition Programs across the country, honoring the exceptional service of the Federal Government's best employees. This year, FEBs presented 5,867 awards to Federal employees, acknowledging the important contributions these individuals add to their communities as public servants. With over 16,000 people attending FEB award programs in Fiscal Year 2011, these events focused upon the valuable support employees offer to advance the work of their agencies, their colleagues, and their communities. The achievements of award recipients raise the bar for all Federal employees and remind them of the positive impact they have on the public.

Activity Category: Leadership Development and Common Needs Training

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

To retain and improve the Federal workforce, FEBs coordinate their member agencies' needs and provide quality training. In order to make these training opportunities available to as many Federal employees as possible, FEBs offer sessions at either low or no cost. Leveraging the large volume available from multi-agency participants, FEBs obtain group rates and thereby realize cost avoidance for their member agencies. Providing the Federal community with local training options within the FEB coverage area further reduces costs associated with travel and lodging. **This year, FEBs provided training opportunities to 33,499 Federal employees at an estimated cost avoidance of more than $8.7 million.**

In support of President Barack Obama's priority to improve the Federal hiring process, FEBs hosted a total of 115 Hiring Reform training and briefing sessions for human resources specialists and hiring managers. These training sessions provided current techniques to hire employees efficiently and effectively to more than 2,765 participating Federal employees.

Sarah's presentation of her final project to the Board of Directors showed me just how much she has grown as a leader through the Executive Development Program.

Rich Proulx
Director, Supplemental Nutrition Programs, Western Region
Department of Agriculture/Food and Nutrition Service
San Francisco, CA

While training needs vary by location and demand, all Federal agencies require leaders capable of addressing emerging challenges. To this end, FEBs sponsored leadership forums and development programs to improve critical skills and competencies. These programs strengthen and develop the Government's current and future leaders, as well as provide the opportunity for agencies to share best practices. Further, with many Federal employees approaching retirement, FEBs sponsored financial planning seminars and pre-retirement training. Additional common needs training sessions included the following topics: Continuity of Operations, Telework, Effective Communication, Teamwork, and Diversity.

Line of Business III: Intergovernmental Collaboration and Community Outreach

Activity Category: Assistance to Agencies and Employees

FEBs improve communications among Federal agencies within each FEB, across the Nationwide FEB Network, and between FEBs and Washington, D.C.

FEBs serve their local Federal communities by providing forums for discussion and coordination to advance Administration initiatives and improve Agency's efficiencies. As examples, of partnership-based organizations they organize full-board meetings, networking opportunities between State and local government entities, and significant national events, such as the ten year remembrance ceremonies of September 11, 2001.

Federal workers honor the victims of 9-11
in a Dallas-Fort Worth FEB Remembrance Ceremony

FEBs provide a coordination point for engagement in the President's Green Government Initiative. Activities include information sharing at FEB environmental council meetings, speaking at the Green Gov Symposium sponsored by the White House and George Washington University, and establishing Green Sustainability councils. The purpose of these councils is to promote environmental sustainability and advance local and national programs through intergovernmental partnerships.

The Federal Executive Boards across the country are lifelines between Washington and the local and regional Federal offices.

Max Casas
Reporter, Federal News Radio
October 2010

Federal employees in FEB areas benefit directly from FEB sponsored Health-Wellness programs and activities. These events included supporting the "Let's Move Campaign" with the First Lady Michelle Obama attending an event at one FEB location, basic health screenings, lunch-and-learn programs on wellness and nutrition, farmers markets, and walking programs. In addition, many FEBs sponsored Federal Health Benefits Fairs to provide direct access to health care providers and informational briefings to assist agency employees in the selection of their annual coverage plans.

The use of social media in the Federal community is expanding and is supported by directives from Government leaders and public stakeholders. In Fiscal Year 2011, several of the FEBs utilized social media as an outreach tool in their respective communities. For example, one FEB used Facebook to share the Federal stories of success and contributions in the local community. In Fiscal Year 2012, FEBs plan to expand the use of social media as a communication tool in their respective locales.

Activity Category: Combined Federal Campaign

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

FEBs provide strong leadership and support for the Combined Federal Campaign (CFC) outside of the Washington, D.C. area, and serve as vital connection points between the Federal Government and local communities. The Boards provide quality assurance, oversight, and accountability as well as participation in the National CFC Advisory Committee and the annual regional workshop. Once again, FEB efforts contributed to meeting, or exceeding, campaign goals. Specifically, one FEB location received the Innovators award for a "Go Green with CFC" campaign that reduced print and production costs by two hundred thousand dollars. Additionally, six of the ten largest campaigns and three of the ten campaigns with the highest average gift were FEB efforts. The overall CFC pledges for Fall 2010 totaled more than $281 million. Campaigns in FEB areas collectively raised $84,617,809 representing 30% of the total CFC campaign receipts.

Activity Category: Community Service Activities

FEBs cultivate community relations by coordinating Federal participation.

FEBs serve as focal points for Federal volunteer opportunities and community services. Examples include mentoring and tutoring programs with schools, blood drives, book collections, clothing drives, city and county service projects, and holiday toy drives. In addition, to annual food drives, FEBs supported the Government-wide Feds Feed Families food drive and collected over 113,810 pounds of food for local food banks. One FEB was recognized by the Chief Human Capital Officers Council for collecting the most donations in an FEB location with over 19,000 pounds.

Atlanta FEB members support a local Food Bank

It's partnerships like the one between the Atlanta Community Food Bank and the Atlanta Federal Executive Board that make a difference, so thank you for helping us in our efforts to feed people, and truly being an example of what Hunger Action Month is all about.

Bill Bolling
Founder and Executive Director
Atlanta Community Food Bank
Atlanta, GA

Value Added to Federal Communities

Through collaboration and sharing resources, FEBs added value and provided cost-savings to Federal agencies and the taxpayer.

To achieve fiscal efficiencies, FEBs organize and offer programs leveraging agency resources to produce maximum public value:

Alternative Dispute Resolution (ADR)

The Boards coordinated alternative dispute resolution programs, providing mediators to agencies at low or no cost. Agency employees volunteer to serve as mediators, and receive initial and refresher mediation training hosted by the FEB. ADR programs in Fiscal Year 2011 resulted in an estimated cost-avoidance of more than **$24.1 million** and resulted in settlement of 514 cases.

Common-Needs Training

FEBs assessed agencies' common-needs training requirements, and provided instructors and conference space to deliver group training sessions at either low or no cost. Training provided within the local FEB coverage area further reduced travel and lodging expenditures. Offerings included leadership development programs, skills trainings, and briefings on current issues and initiatives of importance to the Federal community. Delivery of common-needs training in Fiscal Year 2011 helped agencies avoid additional expenditures of more than **$8.7 million** in training costs and provided over 33,499 employees an opportunity to improve their knowledge and skills.

Combined Federal Campaign (CFC)

FEBs played a significant role in their area CFC campaigns. They helped raise more than **$84.6 million** for the CFC in the calendar year 2010 campaign, which took place in the first quarter of Fiscal Year 2011.

In summary, FEBs have demonstrated, once again, that through active membership and continued coordination by Federal Agency leaders, agencies reduced duplicative efforts and achieved increased efficiencies. FEBs continue to be a valuable resource to advance Administration and Agency initiatives outside of Washington, D.C.

FEB Leadership and Staff – Fiscal Year 2011

Atlanta, GA
Dr. Renard Murray, Chair
Gwenne Campbell, Executive Director

Baltimore, MD
George King, Chair
Richard Howell, Executive Director

Boston, MA
Kathleen Ludgate, Chair
Kimberly Ainsworth, Executive Director

Buffalo, NY
William E. Leggiero, Jr., Chair
Paul Kendzierski, Executive Director

Chicago, IL
Ruth A. Dorochoff, Chair
Jean Brown, Executive Director

Cincinnati, OH
Shenita L. Hicks, Chair
Tina Toca, Program Specialist

Cleveland, OH
Dan Cabot, Chair
Michael Goin, Executive Director

Colorado
Alan Vincent, Chair
Gay Page, Executive Director

Dallas-Ft. Worth, TX
C. Preston Huff, Chair
Gladean Butler, Executive Director

Detroit, MI
Joann M. Givens, Chair
Michelle Rhodes, Executive Director

Honolulu, HI
MG Joseph J. Chaves, Chair
Gloria Uyehara, Executive Director

Houston, TX
Jeffrey Baldwin, Chair
Michael Mason, Executive Director

Kansas City, MO
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Kathrene Hansen, Executive Director

Minnesota
Chester A. Slipek, Chair
Ray Morris, Executive Director

New Mexico
Jacqueline Myers, Chair
John Kwait, Executive Director

New Orleans, LA
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Kathy Barré, Executive Director

New York City, NY
Carmine W. Gallo, Chair
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Adele Fasano, Chair
Angela Zaccardi, Executive Director

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