

BRIDGE

***BUILDING
REGIONAL
INTEGRATION FOR
DELIVERING
GOVERNMENT
EFFECTIVELY***

***MAKING FEDERAL GOVERNMENT
RESOURCES ACCESSIBLE***

Building Regional Integration for Delivering Government Effectively (BRIDGE)

MAKING FEDERAL GOVERNMENT RESOURCES ACCESSIBLE

Mission

Make federal government resources more accessible to all communities.

Strategic Alignment with FEB Priorities

This “Last Mile Delivery” initiative is the point where government services and programs reach individuals and communities. This directly supports the Federal Executive Board (FEB)'s mission to advance cross-agency initiatives through a structured framework that promotes coordinated federal resource delivery at the regional level. The program enhances FEB's strategic objectives by creating systematic approaches for ongoing collaboration and coordinated program implementation.

Core Challenges Addressed

- *Limited Community Capacity:* Communities nationwide struggle to navigate and access federal resources designed to meet their needs.
- *Siloed Program Delivery:* Federal programs are typically administered separately, with minimal ongoing collaboration at the federal agency level. Though agencies may coordinate on specific projects, there isn't a systematic approach for ongoing collaboration at the federal level to ensure integrated last-mile service delivery for communities.
- *Integration Barriers:* State partners, who typically serve as intermediaries for federal program delivery, often lack the capacity to fully integrate and coordinate the diverse array of federal resources available to communities.
- *Regional Coordination Gaps:* While federal agencies design programs to assist communities, these programs are typically implemented independently, leading to a fragmented delivery system. Broad federal policy initiatives benefit from agency collaboration, ensuring integrated last-mile delivery requires regional-federal agency level coordination.

BRIDGE Solution Framework

1. Executive Leadership Engagement

- Establishes executive-level inter-agency coalition
- Ensures prioritization of coordinated resource delivery
- Provides strategic coordination and resource commitment

2. Governance Structure

- Executive Coordination Team with co-chairs
- Unified Action Coordination Team (U-ACT)
- Agency Subject Matter Experts

3. Operational Implementation

- Coordinated project referral process
- Integrated program delivery mechanisms
- Streamlined communication channels
- Training and capacity building

4. Resource Integration

- Single point of access for communities
- Coordinated federal resource deployment
- Enhanced inter-agency collaboration
- Maximized program impact through alignment

Expected Outcomes

- Improved accessibility to federal resources for underserved communities
- Enhanced coordination among federal agencies at regional level
- More efficient and effective program delivery
- Strengthened capacity for cross-agency collaboration
- Better alignment of federal resources with community needs

Through this structured approach, BRIDGE operationalizes the FEB's strategic priorities while creating practical solutions for improved federal resource delivery at the community level. The program represents a systematic response to the challenge of making federal government resources more accessible and effective in serving all communities.

FedREACH Case Study #1

The Power Of Coordinated Federal Response: How A Water Cooler Conversation Transformed Federal Service Delivery

What began as one agencies attempt to help a community, evolved into a remarkable demonstration of federal coordination's untapped potential. By bringing representatives from multiple federal agencies together- (EPA, FEMA, HHS, BIA, USDA, and USACE) to brainstorm potential solutions for the communities drinking water needs, a surprising discovery was made: they were all independently working with the Santee Sioux Tribal Nation on water-related issues, yet none was aware of the level of others' involvement.

This revelation highlighted a common challenge in federal service delivery - agencies often work in silos, unaware of parallel efforts by their federal colleagues, even when serving the same community. However, what could have remained a simple observation instead became the catalyst for a transformative approach to federal resource coordination.

Through FedREACH's framework, these agencies transformed their independent efforts into a synchronized federal response. Instead of the Tribal Nation having to navigate multiple federal agencies separately, FedREACH enabled the creation of a single, coordinated point of access - essentially becoming the "front door" to federal resources for the tribe.

This unified approach yielded immediate benefits:

- Resources were maximized by eliminating duplicate efforts
- Agencies pooled their expertise to develop comprehensive solutions
- The tribe gained streamlined access to federal support
- A coordinated funding strategy replaced piecemeal approaches

The collaboration revealed two critical insights:

1. Through shared information, the agencies developed a common operating picture that had been impossible to achieve when working separately. This comprehensive understanding enabled more effective decision-making and resource allocation.
2. Working together, they identified short-term, interim, and long-term solutions, mapping available federal funding sources across agencies that the Tribal Nation might be eligible for - creating a strategic rather than tactical approach to assistance.
3. A team comprised of multi-agency federal representatives met directly with the Tribal Nation to provide access to integrated federal resources and continues to coordinate with the Tribe.

What makes this story particularly powerful is how it evolved into a model for effective federal coordination. This case study proves that when federal agencies work together with a shared purpose and clear framework for collaboration, they can deliver more effective solutions to the

communities they serve. It's a perfect example of how FedREACH transforms federal assistance from a series of separate agency interactions into a coordinated, efficient response to community needs.

The Santee Sioux Tribal Nation project is a proof of concept for FedREACH's approach to federal resource coordination. It showed that breaking down agency silos improves efficiency and maximizes the federal government's capacity to serve communities effectively.

FedREACH Case Study #2

State Expansion

FedREACH's mission of integrating federal resources becomes even more powerful when aligned with state-level initiatives. The Kansas state government is showing enthusiasm for a partnership and illustrates the program's potential to create a truly comprehensive approach to community support through:

1. Multi-Level Integration
 - Breaking down silos not just between federal agencies, but across federal, state, and local governments
 - Creating synchronization between state and federal priorities
 - Leveraging both federal and state resources for maximum community impact
2. Strategic Project Alignment
 - The state's proposed projects perfectly demonstrate how FedREACH can facilitate coordinated solutions for complex challenges:
 - Infrastructure coordination (preventing redundant road work by synchronizing water and transportation projects)
 - Regional initiatives (sustainable aviation fuel development across the Midwest)
 - Rural community support (emergency infrastructure, water meter modernization)
 - Critical resource management (comprehensive water infrastructure planning)
3. Enhanced Service Delivery Model
 - By incorporating state partnership, FedREACH can:
 - Provide communities with streamlined access to both federal and state resources
 - Ensure projects benefit from both federal expertise and state-level implementation knowledge
 - Create more efficient resource deployment through coordinated planning
 - Support multi-state regional development initiatives

4. Expanded Impact Through Collaboration
 - The state partnership model enables:
 - More comprehensive solutions to community challenges
 - Better resource allocation through coordinated planning
 - Increased project sustainability through multi-level government support
 - Enhanced ability to address cross-jurisdictional challenges

FedREACH Legacy Note:

BRIDGE was first pioneered as FedREACH (Federal Regional Enterprise for Agency Coordination in the Heartland) by the Chair of the Kansas City Federal Executive Board, Andrea Spillars, FEMA Region 7 Administrator, in collaboration with the Regional Administrators of EPA, Meg McCollister, HUD Deke Clayborn, and HHS Joe Palm. This groundbreaking initiative demonstrated how coordinated federal resource delivery could transform service to underserved communities.

FedREACH's success in the Heartland region established the proof of concept for what would become the national BRIDGE framework. Today, FedREACH continues as the Heartland region's BRIDGE program, while other Federal Executive Boards can adapt and implement BRIDGE to meet their regional needs under locally relevant names, all united by the common mission of building better pathways between federal resources and the communities they serve.