



Arthur D. Simons Center *for Interagency Cooperation*

www.TheSimonsCenter.org

Progress Report 2012





Simons Center *for Interagency Cooperation*



Bob Ulin

Col., U.S. Army, Ret.
Chief Executive Officer
CGSC Foundation, Inc.



Edward Marks

Ambassador, Ret.
U.S. Foreign Service
Director



Ray Barrett

Maj. Gen., U.S. Army, Ret.
Deputy Director



Elizabeth Hill

Program Assistant

The Simons Center Vision

The Simons Center will be the premier center for the investigation, study and analysis of cooperation and coordination at the operational and tactical levels of interagency effort. Its programs, activities and publications will be the authoritative, nationally recognized source for information about the full range of domestic and international interagency operations.

While maintaining support for the Army's Command and General Staff College, the Simons Center will embrace the involvement and contributions of all participants in the interagency community, both civilian and military, seeking to contribute to the understanding and advancement of interagency knowledge.

Recognizing the importance of history and the value of lessons learned, we will also look to the future to see beyond current realities, to anticipate changing requirements and to prepare leaders for the next generation of interagency imperatives.

The Simons Center Mission

Building on the historical legacy of academic inquiry at Fort Leavenworth, the Simons Center seeks to facilitate broader and more effective interagency cooperation within the U.S. government at the operational and tactical levels of effort. To achieve this cooperation, the Simons Center works to create a comprehensive body of interagency knowledge through study, research, analysis, publication and outreach with the goal of promoting the development of leaders skilled in coordinating interagency operations.

Simons Center Funding

The Simons Center for Interagency Cooperation is a program of the Command and General Staff College Foundation, Inc. The Command and General Staff College Foundation was established December 28, 2005, as a tax-exempt, non-profit private corporation. It seeks to foster a strong relationship between the military and private sector, to enrich the College's academic environment, enhance the institution's research activities, maintain contact with alumni, and encourage excellence in the faculty and student body to ensure the preparation of outstanding leaders for the Armed Forces of the United States and its allies by providing resources not available from public funds. Inquiries about contributions to the Simons Center mission or its financial status should be addressed to the CGSC Foundation, Inc. (EIN: 20-4254979)



Maintaining quality, improving sustainability

Bob Ulin
Colonel, U.S. Army, Ret.

In 2012, we celebrated our third year of the five-year plan to establish the Arthur D. Simons Center as a self-sustaining first class research center focused on improving interagency cooperation within the United States government. While remarkable progress has been made in support of our core mission, much needs to be done to put the Center on a sustainable financial path.

It has been firmly established that the Simons Center is unique in its focus on the application level of interagency cooperation. While many research organizations focus on interagency policy formulation at the national level, none are focused on the application level of interaction among the various departments and agencies of government. Additionally, we are entirely self-supported through public and private funding. Relying on public support has its advantages and disadvantages. As a public entity we are free from government control and the tyranny of the budget battles where reliance on the government can be unpredictable. This freedom permits us to focus on the critical areas of interagency cooperation that we believe will have the largest impact, rather than focusing on areas of lesser impact in search of government funding. However, being a private research center has its disadvantages as well. Over the past few years many nonprofits have lost valuable support from the public and the government due to tough economic times. Additionally, government reliance can make an

organization complacent and inefficient when it comes to budgeting and program execution. We must husband our resources, focus on economies of effort and scale, and compete for private donations and grant funding to support our mission. At the same time, we must remain faithful to our mission while being held accountable to our donors.

It has been firmly established that the Simons Center is unique in its focus on the application level of interagency cooperation.

Our focus this year has been on maintaining quality and relevance while transforming the business operations of the Center in a

way that provides a more sustainable financial model.

To this end, we decided to publish *InterAgency Papers* and *Essays* online, not in print. We have also limited our involvement in seminars, conferences and symposia to those directly related to our mission and for which we have a participating role. Additionally, we have converted all but one of our advisory council meetings to teleconference meetings and increased our virtual presence on the web to extend our reach and message to our audience.

During the summer we reorganized the Simons Center to more efficiently exploit our interaction with key offices and personnel in Washington, D.C. We hired retired Ambassador Edward Marks as the new Director of the Center. He maintains an office in the district, and coordinates with various offices of the government, congressional staff, private research centers, and universities in matters of interest to the Foundation and the Simons Center. While Ambassador



On Dec. 14, 2012, the Honorable Ike Skelton, former U.S. Representative for Missouri's 4th congressional district, visited the Simons Center with Maj. Gen. Gordon Davis. While at the Simons Center, Skelton was briefed on Simons Center programs and publications. From left to right: Maj. Gen. Gordon Davis, CGSC Deputy Commandant; the Honorable Ike Skelton; Robert Ulin, CEO, CGSC Foundation.

Marks maintains our presence in Washington, D.C., our Deputy Director, retired Major General Ray Barrett, runs the day-to-day operation of the Center on Fort Leavenworth.

Early in 2012, we met with the Kansas City Division of the FBI to discuss how we might support one another in areas of mutual interest. This meeting in February led to the development of a Kansas City Cyber Security Seminar conducted in September at the Kauffman Conference Center in conjunction with the FBI KC Division and the local chapter of Business Executives for National Security (BENS). Representatives from the headquarters of the FBI, Department of Homeland Security, Army Cyber Command, and various industry representatives met for a day-long seminar to explore cyber threats and impacts on our digital infrastructure. Sponsors for this event included the Ewing Marion Kauffman Foundation, Lockheed Martin, Sprint Nextel, UMB Bank and a host of local Kansas City companies.

In October 2012, the Foundation and Simons

Center staff participated in the annual meeting of the Association of the United States Army (AUSA). This was the first time we participated in a trade show event and the results were well worth the effort.

Our booth at AUSA showcased the work done by the Foundation and Simons Center, announced the forthcoming sale of the Five-Star General Commemorative Coins authorized by the U.S. Congress and produced by the United States Mint for the benefit of the Foundation, and the book, *Generals of the Army*, published by the University Press of Kentucky. We distributed Simons Center literature, including recent copies of the *InterAgency Journal* and responded to several questions from business, government, and congressional personnel.

We were very pleased by the interest generated by our presence, the ability to interface with key leaders in the Washington, D.C., area and the opportunity to meet with other agencies and organizations that share our interest in interagency cooperation.

Visitors

Each year since its doors opened, the Simons Center has entertained a number of visitors interested in its operations. In 2012, visitors included former members of Congress, current and former government officials, current and former military leaders and professors from the academic community.

- Brig.Gen. (Ret.) Gideon Avidor, Director of the Zvi Meitar Institute for Land Warfare Studies, Tel Aviv, Israel
- Ambassador Robert Loftis, State Department Coordinator for Reconstruction and Stability
- Mr. Garry Reid, Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism
- Jim Lussiere, Ph.D., Chief, Army Research Institute (ARI), Fort Leavenworth; Kim Metcalf, Ph.D., Senior Research Psychologist, ARI; Angela Karrasch, Ph.D., Team Leader, ARI
- Ambassador (Ret.) Peter Romero, DACOR Visiting Professor of Foreign Policy
- Steve Aude, Ph.D., Vice President, ICF International
- Col. (Ret.) John Mark Mattox, Ph.D., Senior Research Fellow, Center for the Study of Weapons of Mass Destruction, National Defense University
- Mr. Robert Naething, Deputy to the Commanding General, Combined Armed Center
- Mr. Craig Beardsley, Program Administrator with the National Agricultural Biosecurity Center at Kansas State University
- Col. Michael Denning (USMC-Ret), Director, Graduate Military Programs, University of Kansas
- Maj.Gen. (Ret.) Sid Shachnow, former Commander of the U.S. Army Special Warfare Center
- Col. Frank McClary and Lt. Col. Tony Cruz, Army Concept Integration Center (ARCIC), Fort Eustis, Va.
- Brig. Gen. Arnold N. Gordon-Bray, Deputy Director for Operations, United States Africa Command (USAFRICOM)
- Lt. Col. Patrick J. Wempe, Director of Intelligence, Joint Interagency Task Force, National Capital Region, Washington, D.C.
- Dr. Robert Laurine, National Geospatial Intelligence Center
- Mr. Jon Robinson, Program Officer, Ewing Marion Kauffman Foundation
- Ambassador (Ret.) Ron Neumann, President, American Academy of Diplomacy
- Mr. Fred Polk, United Nations consultant for nongovernmental organizations
- Maj. Gen. Gordon “Skip” Davis, Deputy Commandant, U.S. Army CGSC
- Dean Vakas, Ph.D. and Jerry Jorgenson, Ph.D., Park University
- Gen. (Ret.) William “Scott” Wallace, former Commander, U.S. Army Training and Doctrine Command (TRADOC)
- Ambassador Charles Ray, former U.S. Ambassador to Zimbabwe
- Col. Jerome Hawkins, Director, Department of Joint Interagency Multinational Operations (DJIMO), U.S. Army Command and General Staff College
- Hon. Ike Skelton, former Chairman of the House Armed Services Committee, currently partner, Husch Blackwell law firm

Staff Visits

Simons Center leadership helps bring visibility to the role and function of the Simons Center by visiting a number of organizations, federal agencies, academic institutions and senior officials throughout the year. Key visits in 2012 included:

- Dr. Louis Goodman, Dean Emeritus, School of International Service, American University, Washington, D.C.
- FEMA Region VII sponsored workshop in Kansas City on the National Disaster Response Framework
- Stability Operations Training and Education Workshop, George Mason University, Arlington, Va.
- Conference on “Mission Creep: Is U.S. Foreign Policy being Militarized?,” American University, Washington, D.C.
- FBI’s Kansas City Field Office
- FEMA Region VII Regional Interagency Steering Committee, Kansas City, Mo.
- CGSC Foundation and Simons Center staffs visited the Eisenhower Presidential Library and Museum in Abilene, Kan., to explore future collaboration
- Political-Military Bureau POLAD Conference, Department of State
- Mr. Benno Schmidt, Interim President/CEO, Ewing Marion Kauffman Foundation
- Paul. P. Posner, Ph.D., Director, Public Administration program, George Mason University
- Mr. Rick Drake, Associate Director of Development, George C. Marshall Foundation
- Ms. Susan Johnson, President, American Foreign Service Association
- Senator Pat Roberts, Senior Senator State of Kansas
- Ambassador David Greenlee, Bureau of Conflict and Stabilization Operations, Department of State
- Mr. Randy Fleitman, Director, Office of African Affairs, Bureau of Democracy, Human Rights, and Labor, Department of State
- Allison Frendak-Blume, Ph.D., David Davis and Ambassador John Jones, Program on Peacekeeping Policy, George Mason University
- Mr. Alistair Millar, Global Coalition on Counterterrorism Cooperation
- Combatant Command J9/Interagency Director Workshop, National Defense University
- Joint Forces Staff College, Norfolk, Va.
- Ambassadors Ronald Neumann and David Greenlee, American Academy of Diplomacy
- Rear Adm. (Ret.) Gerald L. Talbot, OPM, National Security Professional Development Integration Office
- Mr. Ross Perot, Sr., Plano, Texas, to discuss Simons Center Progress
- Dr. Damian Leader, Director, Policy Leadership Division, and Ms. Michelle Gidaspova, Director of the National Security Executive Leadership Seminar, Foreign Service Institute
- Joint Interagency Task Force, National Capitol Region
- Ambassador David Greenlee to coordinate 2013 POLAD seminar in Washington, D.C.
- Maj. Gen. Gordon “Skip” Davis to coordinate J-9 conference to be conducted at Fort Leavenworth in 2013

Conferences



Deputy Director of the Simons Center, Maj. Gen. (Ret.) Raymond D. Barrett, Jr., moderates a question and answer session during the Greater Kansas City Cyber Security Seminar conducted in November 2012.

Greater Kansas City Cyber Security Seminar

The Simons Center, in cooperation with the FBI Kansas City Division and Business Executives for National Security, hosted a day-long seminar on the nature of cyber threats and how to secure electronic information systems at both the national and local levels. Approximately 140 participants from Kansas and Missouri attended the seminar held on Nov. 15, 2012, at the Kauffman Foundation Conference Center. The seminar featured two keynote speakers: Joseph Demarest, Assistant Director of the FBI Cyber Division, and William Hagestad, author of *21st Century Chinese Cyberwarfare*. Two panels were conducted. The first panel highlighting cyber threats and security programs from the national perspective, and included presenters from Department of Homeland Security, Army Cyber Command, the FBI and a financial cyber security consultant. The second panel presented a similar view from the local/regional perspective and included representatives from the FBI Kansas City Cyber Crime Task Force, UMB Bank, Sprint, Kansas City Power and Light company and the BATS Equity Stock Exchange. Each panel was followed by a vigorous question and answer period. The significant response and success of this seminar caused the Simons Center and its sponsors to consider hosting a similar, but more focused, CEO Roundtable discussion on the executive management responsibilities concerning cyber security.

Stability Operations Training and Education Workshop

The Simons Center teamed with the Naval Postgraduate School to facilitate a two-day work group discussion on how we can teach government professionals to think and consider national objectives, incorporate other agencies' philosophies and mandates and to formulate common goals. This effort was part of the Stability Operations Training and Education Workshop sponsored by the Peacekeeping and Stability Operations Institute, Feb. 7-9, 2012, in Arlington, Va. Stakeholders in this conference included the Simons Center, U.S. Institute for Peace, J-7 Joint Chiefs of Staff, George Mason University, and the Foreign Service Institute. Through our facilitator role we were able to showcase the Center's expertise, knowledge of issues and depth of study. We also highlighted our website as a resource to the network of interagency trainers and educators in and out of government. We were also able to offer instructional models and methodologies for enhancing the study of interagency collaboration.

Publications

The Simons Center increased the number of its publications during the year while improving the quality of articles, papers, essays and other manuscripts aimed at informing the public and building a body of knowledge on interagency cooperation. We were able to accomplish this by expanding our interagency writing competitions to include student monographs at the Command and General Staff College's School of Advanced Military Studies, sponsoring an international writing competition open to the public and deciding to limit publication of our series of *InterAgency Essays* and *InterAgency Papers* to electronic format only. The Center also published its first *InterAgency Study*, a new series of lengthy, in-depth scholarly studies on particular areas, aspects or issues concerning interagency cooperation, coordination and collaboration.

Major publications in 2012 included four editions of the *InterAgency Journal*, six papers in the *InterAgency Paper* series, three essays in the *InterAgency Essay* series and for the first time, one *InterAgency Study*.



InterAgency Journal

Volume 3, Issue 1, Spring 2012

Volume 3, Issue 2, Special Edition – “Prevention of Mass Atrocities”

Volume 3, Issue 3, Fall 2012

Volume 3, Issue 4, Special Edition – “Southwest Border Security”



InterAgency Paper Series

No. 6W – “Active Inaction – Egypt”

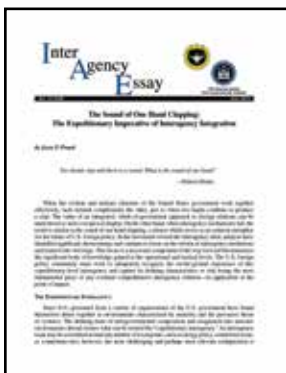
No. 7W – “Genie in the Bottle”

No. 8W – “Embassy in the Lead: Greece 1947-1949”

No. 9W – “Rethinking Interagency in Preventing Conflict”

No. 10W – “Domestic Security Cooperation on the Southwest Border”

IAP Special Issue – “2012 Interagency Writing Competition Winners”



InterAgency Essay Series

No. 12-01W – “Multilateralism in Economic Development”

No. 12-02W – “Interagency Village Stability Operations”

No. 12-03W – “The Sound of One Hand Clapping”



InterAgency Study

No. 001 – “U.S. Southwest Border Security: An Operational Approach”

The Simons Center staff also wrote pieces for publication in external media.

- Bob Ulin, “Tight Budgets Could Bring Era of Interagency Cooperation,” *Federal Times*, op. ed., June 2012.
- Jeffrey LaMoe, Ted Strickler, “The Army’s Approach to Leader Development,” *Foreign Service Journal*, July-August 2012.
- Raymond Barrett, “Dynamics of Interagency Teams,” *Military Review*, coming in the March-April 2013 edition.

The various Simons Center publications and articles contributed by its staff to other publications is not only building a body of knowledge, but impacting and influencing the discussion, understanding and education of interagency cooperation issues. The Center’s *InterAgency Handbook on Transitions*, published by the CGSC Foundation Press in 2011, is now required reading by students attending the Air Command and General Staff College, who purchased the rights to 5,000 copies. Also, Bob Ulin’s *InterAgency Essay*, “About the Interagency,” is required reading for the National Security Professionals seminar run by the National Defense University’s Center for Applied Strategic Learning. Finally, all printed Simons Center publications are distributed to members of Congress and their principle staff members and have influenced interagency legislation.

Further evidence of the Center’s impact is reflected by comments we receive from readers, many of whom are not on our distribution mailing list.

I have been extremely impressed by the material your center puts out on interagency collaboration, and would be interested in building a stronger relationship with your organization in the future.

**Director, National Security Executive Leadership Seminar
The Foreign Service Institute**

I thoroughly enjoyed reading the special edition of your InterAgency Journal on prevention of mass atrocities and genocide.

United Nations High Commissioner for Refugees (UNHCR)

The Simons Center website is an excellent and extremely useful tool for me.

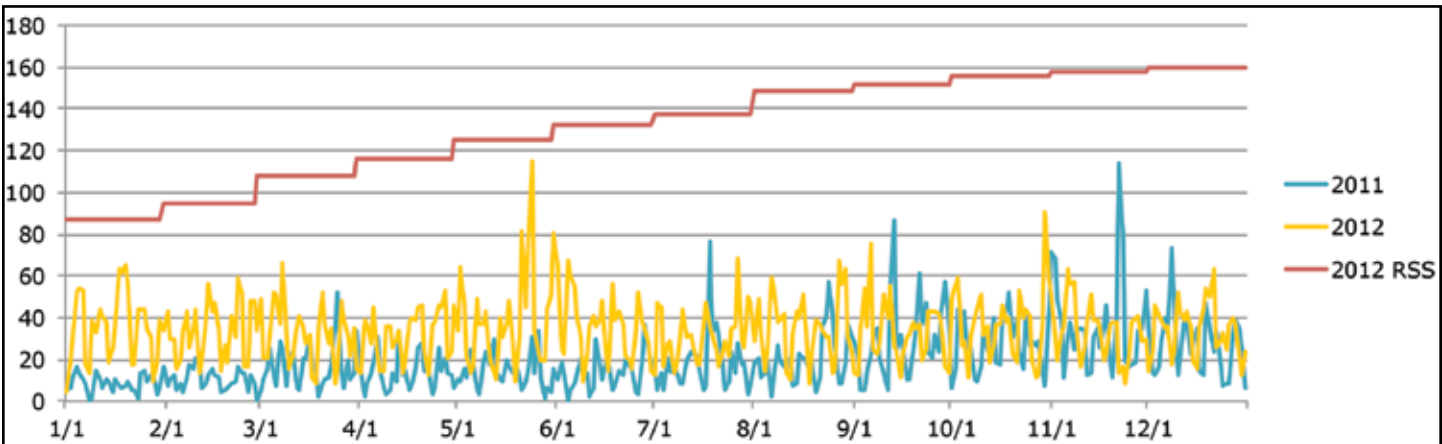
**Director of Intelligence, Joint Interagency Task Force
National Capital Region**

Finally, a comment made on the *Small Wars Journal* blog site makes note that “I recently came across some great work being done at the Simons Center on interagency reform.” All these and many more, indicate the Center is beginning to have an impact on interagency practitioners.

Capitalizing on this success, the Simons Center is seeking grant funding from the Lynde and Harry Bradley Foundation to increase the frequency of the *InterAgency Journal*, our flagship publication. After submitting a letter of inquiry to the Bradley Foundation, the Center was invited to submit a full grant proposal for review by the foundation’s board of directors. The proposal outlined precisely how we would expand our *Journal* to a

quarterly publication, double its distribution, improve the quality of articles and track its impact on the national discourse of interagency cooperation. Included in the proposal was a series of sponsored interagency writing competitions at selected major universities and a detailed budget to cover costs of the expansion. To sustain this effort we are examining alternative revenue producing ideas such as obtaining underwriters of the *Journal* and selling advertisement space. Our intent during 2013 is to develop and execute a funding model that will sustain a major portion of our publications well into the future so we can continue and build on the momentum and impact we are beginning to achieve.

Website



Comparison of visits to www.thesimonscenter.org between 2011 and 2012. Email subscription growth is shown in red.

The Simons Center’s website received 12,616 visitors in 2012. Those visitors viewed 26,941 pages, averaging 2.14 pages per visit. The total number of visitors for 2012 is significantly higher than the total number of visitors in 2011, when the site received 7,231 visitors. This is an increase of 74.5%. The average number of daily visitors to the site rose to 35 visitors per day in 2012 from 20 visitors per day in 2011. The average daily number of page views also rose to 75 pages per day in 2012 from 52 pages per day in 2011. The number of individuals subscribed to the Simons Center’s “email alerts” has also increased to 160 in December 2012 from 87 in January 2012. From January to December 2012, 99 new posts, including events, publications and news items, have been added to the Simons Center’s website.

The Simons Center’s online interagency bibliography has grown to 1,223 entries, with an estimated 350 additional entries waiting to be added. The current 1,223 entries have been annotated, making the Simons Center’s interagency bibliography more user-friendly and better suited for research purposes.



Advisory Council

The Simons Center Advisory Council was established to advise the CGSC Foundation CEO and Simons Center Director and senior leadership on matters relating to the efficacy and effectiveness of interagency processes, activities and operations at the application level (tactical and operational). Council members are selected from a broad range of disciplines based upon their interest in understanding and improving interagency cooperation. They serve as volunteers for a period of three years and normally may serve no longer than two consecutive terms.

The Simons Center Advisory Council members:



Dr. David A. Anderson is a professor of Strategic Studies and the Odom Chair of Joint, Interagency and Multinational Operations at the U.S. Army Command and General Staff College.



Lt. Gen. (Ret.) John E. Miller is currently President of Miller Analytics, and the Vice Chairman of the CGSC Foundation.



Ambassador (Ret.) John Campbell is the Ralph Bunche Senior Fellow for Africa Policy Studies at the Council on Foreign Relations.



James P. Pottorff is the General Counsel for the University of Kansas.



Dr. Ralph O. Doughty is Professor and Chair of Interagency and Multinational Studies at the Command and General Staff College.



Dr. Jim Stever is acting head, Department of Political Science, University of Cincinnati, and is on the editorial boards of the International Journal of Public Administration and the International Journal of Organizational Theory and Behavior.



Ambassador (Ret.) David F. Lambertson is a member of the University of Kansas advisory board for International Programs.



Dr. Ronald W. Trewyn is Vice President for Research at Kansas State University and Chairman of the Kansas State University Research Foundation, Board of Directors.

Student Internship Program

The Simons Center was fortunate to benefit from two new internship programs negotiated and codified in agreements with the University of Kansas at Lawrence, Kan., and Park University at Parkville, Mo.

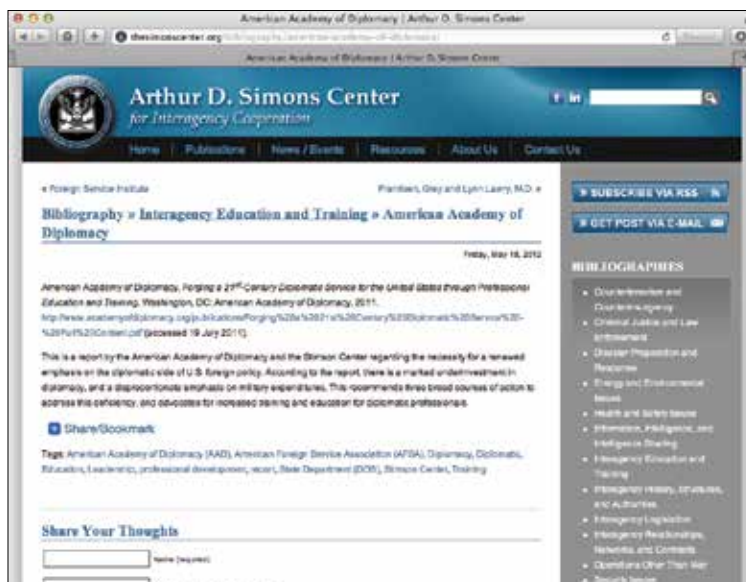


Zach O'Bea is a student at the University of Kansas majoring in Latin American Studies and Political Science. This past summer, as he was preparing for his senior year and a semester studying abroad in Sao Paulo, Brazil, Zach interned with the Simons Center annotating the online interagency bibliography that has now been incorporated in the reference section of the Simons Center website.

Working four half-days per week, Zach was able to research and prepare a short summary of nearly 800 of the more than 1,200 referenced papers, articles, studies, reports, thesis and citations in our bibliography. This effort makes finding the right references a much quicker and easier task for researchers that use the Center's website as a portal for their interagency work.

Bradley Jenkins (right, in the graduation photo) was a graduate student at Park University finishing his Masters of Art in Public Administration.

Working one half-day per week during his final semester and the summer after graduating, Bradley researched the emergency preparation, response and recovery involving the 2007 tornado that struck and devastated the city of Greensburg, Kan. His research resulted in the compilation of the most extensive documentation of this natural disaster covering actions at local, county, state and federal levels. Jenkins prepared an extensive report of his research findings that the Simons Center will publish as an *InterAgency Study* in early 2013. It is our expectation that this study will be used as a case study and the basis for emergency management professional development instruction in the coming months and years. We will be providing several copies of the study to the Command and General Staff College for use in their elective course on "Defense Support to Civil Authorities."

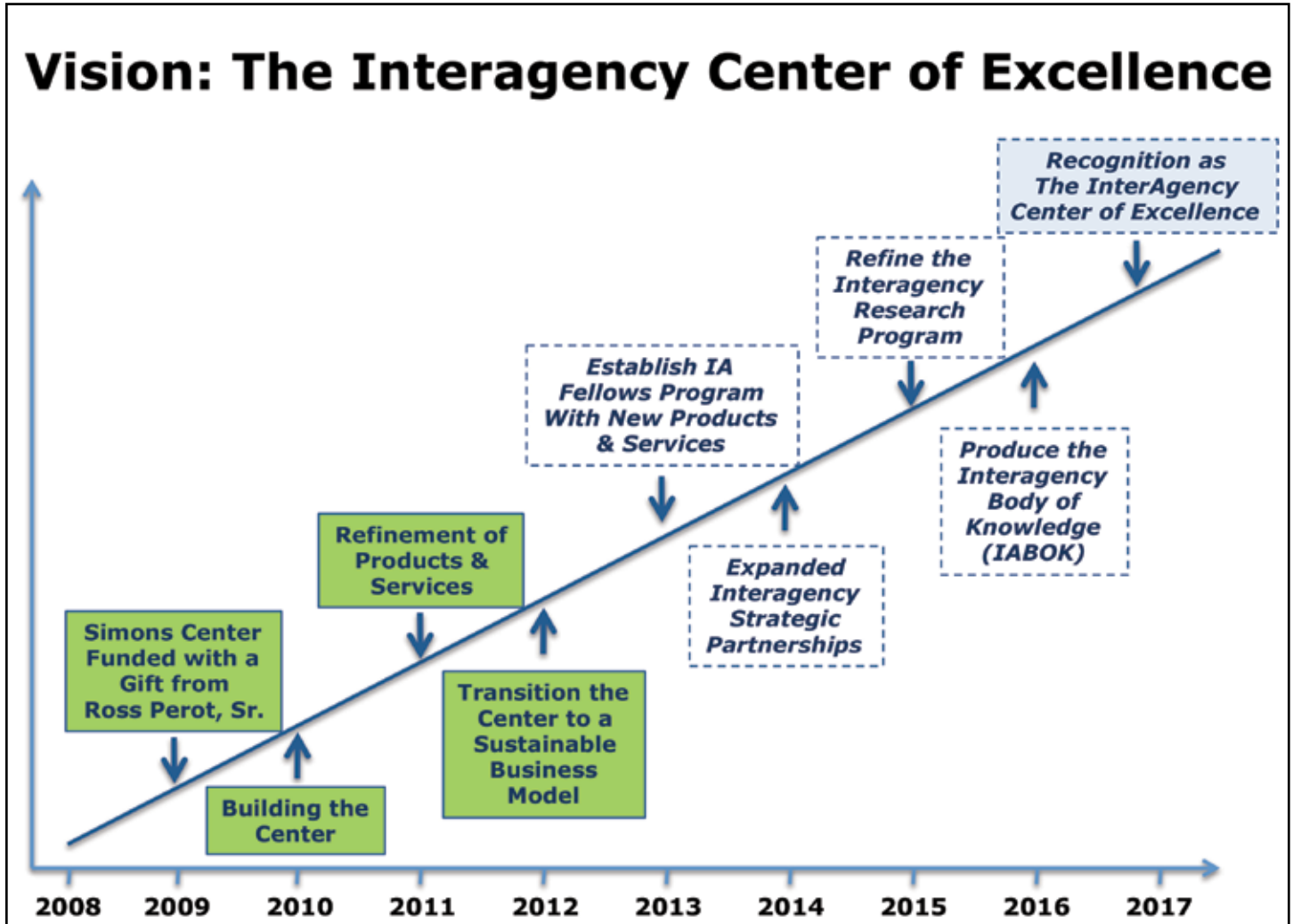


Screen capture of an entry in the "Interagency Bibliography" section of the Simons Center web site.

The Way Ahead

While 2012 was a year for reflection and transition, 2013 will be dedicated to further refining and expanding the reach of our publications and sponsorship of key interagency seminars and symposia. A major initiative is the development of an Interagency Fellows Program that will form the foundation for the future establishment of an Interagency Professional certification program.

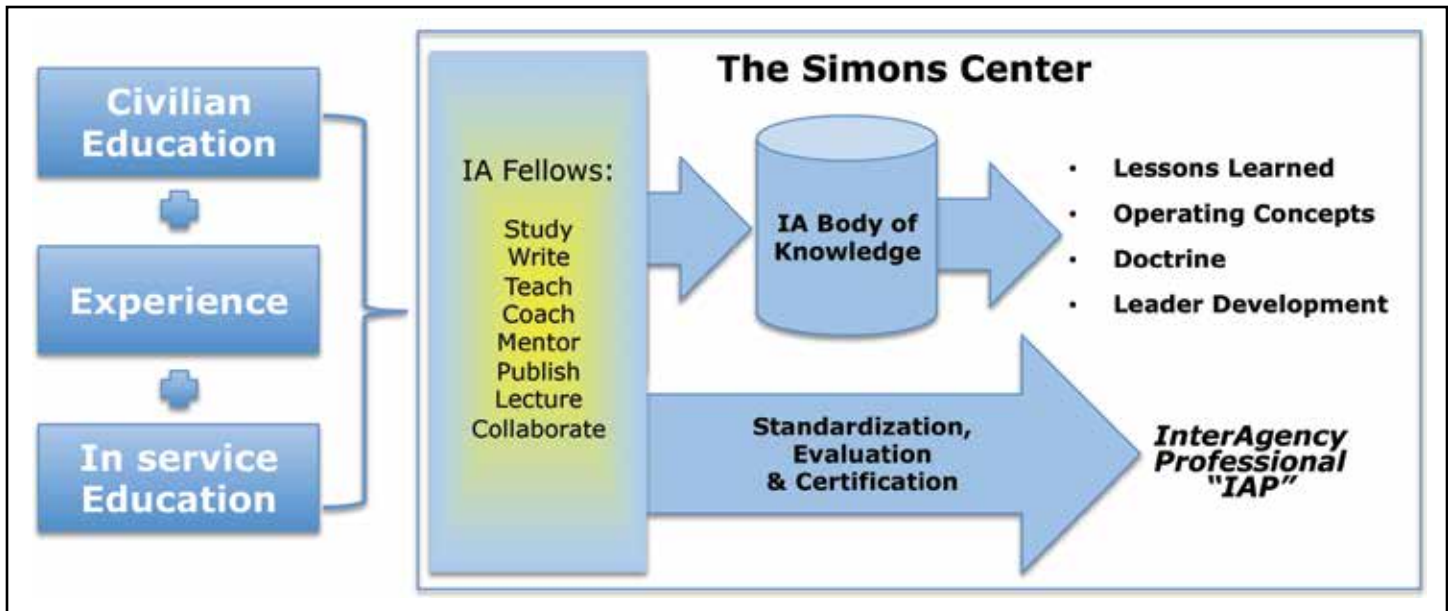
Our long term goal is to be recognized as a center of excellence in our field, to become the repository of choice for materials, curriculum, studies and analyses pertaining to interagency cooperation. Feedback we have received indicates we are well on our way towards reaching this goal.



As we begin 2013, we will continue the work we started in 2012 – maintaining quality and relevance while transforming the business operations of the Center in a way that provides a more sustainable financial model. This solid business approach will afford us the flexibility to focus on our programs and goals in 2013. The major 2013 goals include: working towards the establishment of an “InterAgency Fellows Program;” conducting a “Cyber Security CEOs Roundtable;” co-sponsoring a “POLAD Conference;” creating the “Ike Skelton InterAgency Forum;” and attending the AUSA National Meeting and Exposition. Some detail about each follows.

InterAgency Fellows Program

A near term area of interest is the development of an interagency fellows program. In Fall 2012, we researched several fellows programs to find an example of a program that best suits our objectives. We drew inspiration from the Inter-University Seminar (IUS) on Armed Forces and Society at the University of Chicago, established in 1960 by Morris Janowitz. At that time, the IUS provided a much-needed focal point for communication and criticism among those independently engaged in research on the armed forces at widely scattered universities and research centers. Today the Inter-University Seminar on Armed Forces and Society constitutes an “invisible college” for nearly 600 Fellows in over 35 countries.



The Simons Center InterAgency Fellows Program – a leadership development path for interagency professionals.

We believe that building a robust interagency fellows program is critical to building the broad-based constituency needed for the Simons Center to offer research and collaboration opportunities for scholars, students, and government personnel who share the interest in fostering efficient and effective governmental action. Eventually, we will offer curricular materials, education and certification for Interagency Professionals. We are currently pursuing grant funding to establish the Simons Center InterAgency Fellows Program in 2013. When established, academics, government professionals, students and other interested parties will come together to share ideas, concepts and experiences with the aim to appreciate, understand and improve interagency cooperation.

Cyber Security CEOs Roundtable

Based upon the overwhelming positive feedback received from the Cyber Security Seminar in November, we will conduct a follow-on CEO Roundtable in partnership with the Kansas City Division of the FBI and the Kansas City Chapter of the Business Executives for National Security.


POLAD Conference

Ambassador Marks is leading the effort to partner with the American Academy of Diplomacy in Washington, D.C., to co-sponsor a seminar to address the advantages and disadvantages of expanding the Political Advisor (POLAD) program. This conference will include speakers from the Departments of State and Defense.

Ike Skelton InterAgency Forum

Another initiative is the creation of the Ike Skelton InterAgency Forum to be conducted quarterly in Kansas City in cooperation with the Federal Executive Board (FEB). The Greater Kansas City FEB is comprised of 146 federal agencies located in Cass, Clay, Jackson, Johnson, Leavenworth, Platte, Ray and Wyandotte counties. The Federal government is Kansas City's largest employer with more than 26,800 Federal employees. The Ike Skelton Forum will address interagency issues of importance to FEB members in the performance of their duties and responsibilities.

AUSA Annual Meeting

Once again we will participate in the annual meeting and exposition of the Association of the United States Army (AUSA) conducted at the Walter E. Washington Convention Center, Washington, D.C., Oct. 21-23, to showcase our efforts to the military, industry and the federal government. 

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