



Outreach 101

A Guide for Commanders



The military needs access to critical resources such as land, air, sea and spectrum frequency.

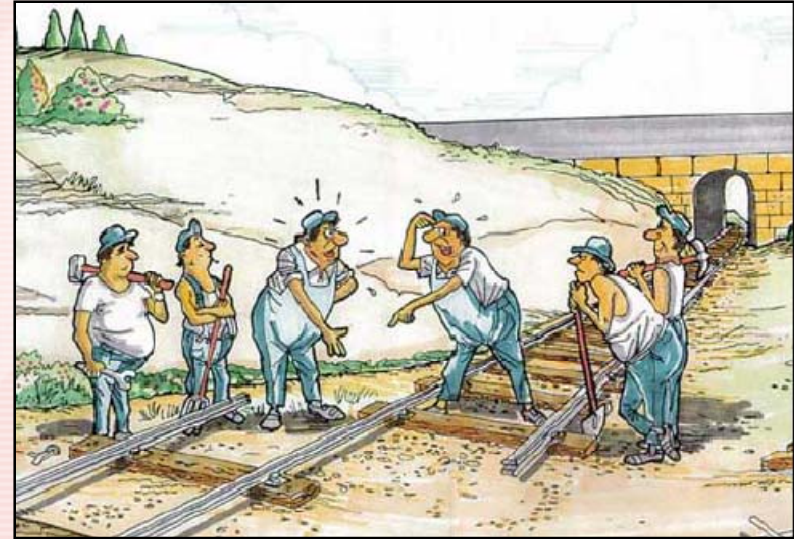
Issue:

Solution:

The military needs a more defined/sustainable approach to outreach.

The military should:

- Proactively work with stakeholders
- Build long-standing relationships
- Ensure that growth is compatible to the mission



Community Involvement is a Two-Way Street

The Issue: Encroachment

- Energy (Corridors, Off-Shore & Renewable) •
- Development (residential, urban, commercial) •
- Frequency Spectrum • Legislation •
- Development under a Military Training Route •
- Population Growth • Airports •
- Endangered Species Act • Wildlife Habitat •
- Transportation Infrastructure •
- Sale of public lands • Wilderness Designation •
- Other Federal Agencies •

Encroachment leads to Mission impact.....

- Delays
- Workarounds
- Increased Costs
- Cancellations
- Restructuring (Change airspace, move target, limiting your ability to shoot, etc.)
- Rescheduling
- Self imposed restrictions
- Inability to test and train like we fight

A New Era

- The military can represent as little as 5% of a community's economic impact
- Lower percentage of people have first-hand knowledge of the military
- Communities are diversifying
 - Many believe residential developments will bring mega commercial projects
 - Communities want to be economically vibrant and “on the map”
- Availability of Resources are even more scarce



Working with State & Local Governments to Combat Encroachment

- Dated August 23, 2004
- Memorandum from Phillip Grone, (Principal Assistant Deputy Under Secretary of Defense)

"I recommend you direct more active involvement at the installation and Regional Environmental Coordinator level in all aspects of state and local planning that could impact readiness."



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3000

AUG 23 2004

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY
(INSTALLATIONS AND ENVIRONMENT)
ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT AND LOGISTICS)

SUBJECT: Working with State and Local Governments to Combat Encroachment

As each of you is keenly aware, the Department of Defense (DoD) faces the challenge of encroachment on military readiness activities. Encroachment occurs when the supply of resources needed to perform the mission (attributes of land, water and air—restricted by market) based regulations or unavailable due to competing needs in the surrounding community. As part of our effort to prevent encroachment, we have actively pursued clarifications to existing federal law to assure our ability to train as we fight. However, legislative action at the national level is just one element of our encroachment strategy. In addition, we must focus at the regional, state and installations level to educate and advise local/state governments and communities on the safety and operational impact of decisions affecting resource use on and around installations and test and training areas.

Component staff has inquired whether active participation in local planning by the United States is... DoD General... the issue dispel this... ly in the context of local... y for a taking where a... rsuade local... llation mission needs.

have a number of... l governments in making... installations. For... Use Zones (AICUZ) (32 CFR, Part 256), and similar instructions for ranges and ground installations, establish an approach for installations to analyze land use compatibility issues in the vicinity of military operations and propose potential solutions to local governing bodies and planning officials.



Competition for Resources

- Whether the military is engaged or not, others are (including government, industries, associations, etc.) and they are fighting for the same resources the military needs.
- There are:
 - Approximately 300 million people in the U.S.
 - Nearly 2.4 million serve in the Armed Forces
 - Over 3,000 county governments
 - Over 35,000 subcounty governments (cities & towns)



Competition for Resources (Cont'd)

- Others that are currently engaged are well prepared:
 - They have dedicated resources
 - They know their issues – both long and short-term
 - They understand the processes and are involved early
 - They “formally” lobby
 - They have professional organizations that meet and share info (Situational Awareness) and they effectively use resources (define common issues and assignment). They have one voice and can address more issues at all levels.

In sum **“they”** are more prepared than the military

Recommended Action Steps



1. Establish/Identify Internal Management
 - Including Establishment of Encroachment Team
2. External Involvement
 - Find Opinion Leaders
 - Develop Outreach Plan
 - Work with the Community
 - Work with the Legislature
 - Conduct Outreach at all Levels

Use Feedback Throughout Process to Refine and Better Conduct Outreach

Internal Management

- Command Attention
- Encroachment Team
- Encroachment/Sustainability Staff
- Regional/Multi-Service
- Record Keeping



Encroachment Team

- Formal Charter and Operating Instructions
- Senior Leadership Chair
- Participation as needed by:
 - Senior Level Ops, Environmental, Legal, PA, Airspace, Frequency, Safety, Planning Office(s), Technical Experts, etc.
- Meet frequently and regularly
- Review all outside agency proposals for impact on installation resources
- Provide Commander with measurable impacts to the mission from encroachment

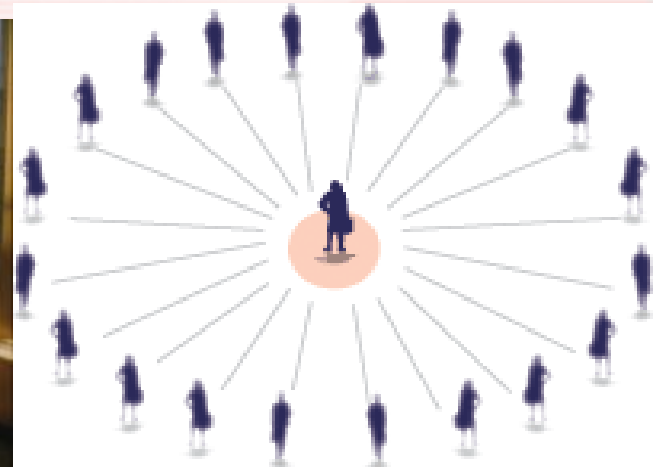
Target Your Resources: Find Opinion Leaders

- Communicate to the decision makers and have an impact on their actions.
 - They provide reliable and timely information.
 - Decision makers do not have the time to read full reports, bills, and back-up information to agendas.
 - Decision makers need to be aware of swings in public opinion and aware of latest problems.

In Sum: Having people speak positively on your behalf is very powerful.

Opinion Leaders (Cont'd)

- How to find them...
 - Ask others in community leadership positions who they depend on for reliable information.
 - You will find that the same names are mentioned again and again.
 - These are the people that the installation needs to establish a long-term relationship with.



Outreach Plan



Develop a Matrix with:

- Major issues identified
 - What do you need for current and future military mission viability?
- Community Points of Contacts for each issue
 - Who are the decision makers?
 - Who are the opinion leaders?

Note: Identify issues not just near the base – but in all critical operating areas – which may be 50, 150 miles from the base.

Major Issues

Community POC

<p>Compatible Land Use</p>	<p>Decision Makers:</p> <ul style="list-style-type: none">- City Council and County Supervisors within Military Operating Areas including AICUZ. May include areas such as land under MTRs (which may be one mile from the base to 200+) <p>Opinion Leaders:</p> <ul style="list-style-type: none">- Chamber of Commerce?- Land Owners?- Media?
<p>State Legislation</p>	<p>Decision Makers:</p> <ul style="list-style-type: none">- Legislators that represent your district- Legislators that are members of a military legislative committee.- Chair of Committees- Legislative Leadership <p>Opinion Leaders:</p> <ul style="list-style-type: none">- Staff of the above?- Associations, entities and officials that may interact on similar issues?

Working with the Community

- Understand Legal Parameters
- No AMV (acronyms/military verbiage)
- Ensure military positions are consistent
- Document your responses – helps with consistency
- Learn languages and hot buttons
- Know your governments' form of government, meeting schedules and processes
- Know that there are different reasons for “supporting” the military and that there are different definitions of “support”
- Do not piecemeal information (share big picture)
- Honesty equals credibility



Working with the Legislature

- Work within the legislature's framework and timelines
 - Review full text – not just sound bites
 - Review history – what did the statute say before?
 - Know your position and be specific
 - Build coalitions – think outside the box – “mutual goals”
 - Consistently monitor
 - Provide follow up



Frame the Issues

- Work to establish an image with the community – before something happens
- Always tell your own bad news
- Keep opinion leaders informed
- If you know both sides you can best “frame” your position
 - Find out who supports and does not support you and why



The Goal

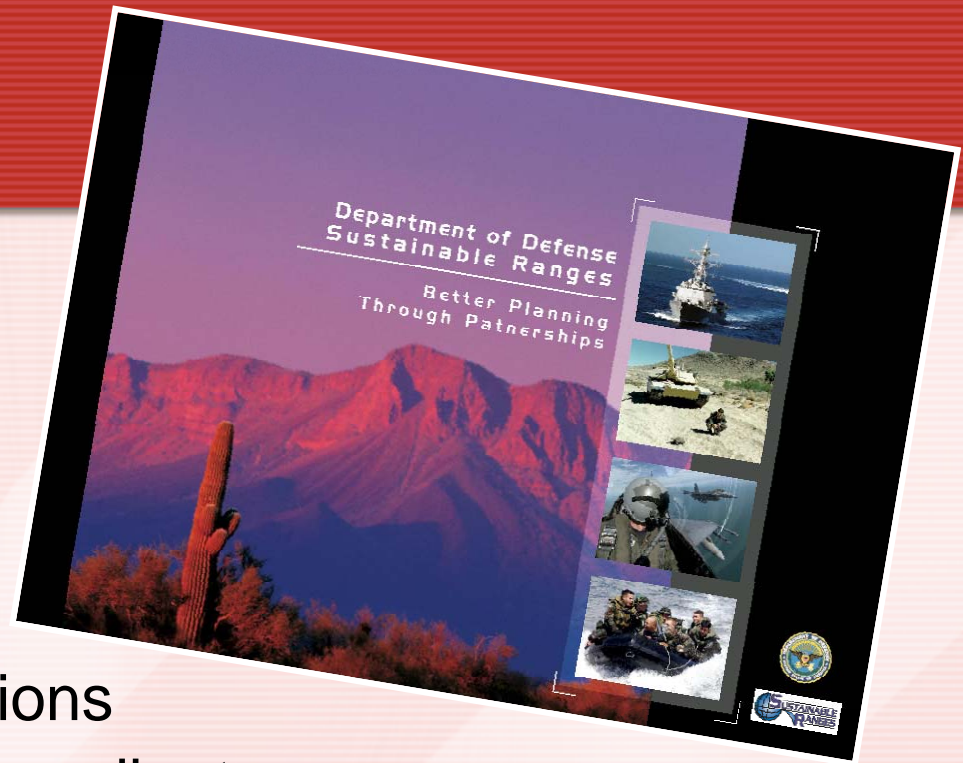
- Establish and maintain long-term relationships at all levels (military planner with city planner, etc.)
- It is an on-going process (not just one event)
- Need to think regionally - - work with other military that may be impacted
- Be informed
 - Participate in local organizations
- Be involved
 - Early engagement
 - Stay involved through implementation
- If you have a problem – have a solution



In Sum: Be part of the community.

Outreach Tools

- Commander
- Encroachment Team
- Tours
- Public Affairs Office
- Military Support Organizations
- Regional Environmental Coordinators
- Information on DENIX
(www.denix.osd.mil/SustainableRanges)
 - Primers, Policy, State Actions in Support of the military
- Range Commanders Council Sustainability Group
 - Commander's Guides



Example of Successful Outreach

Department of Defense Range Tours

“Range Tours allow the two communities to see the same ground through the lens of the other, **engage in dialogue** at the facility, and explore new visions for protecting wildlife and native plant habitat while balancing the training demands of our nation's military. The Range Tours facilitate a forum for **talking to each other and working towards mutual goals.**”

- *Sierra Club's Senior
Washington DC Lands Director*



Today and into the Future....

- The military needs to be proactively engaged at all levels
 - (city, county, town, state, non-governmental organizations, Chamber-of-Commerce, opinion leaders, decision leaders, other military entities, etc.)
- A partnership occurs when both sides are comfortable sharing information and perceive mutual benefit.
- Successful outreach is not a single event.

Partnering in Decision-making

Questions?

