

# Outreach – What You Need to Know



THE NEED TO BE AWARE

By Jan Larkin & Amy Duffy

# Times Have Changed



The old way of doing business is not effective



# Times Have Changed (Cont'd)



## Old way:

- Bases were located “out there”
- Military represented a large economic impact on the community
- Military would “lecture” on economic impact
- Decide and Tell

## Relying on Civilian Military Advisory Committee and golf with the Mayor will not work:

- Military Advisory Committee may not interact on military issues of concern – or may not consist of opinion leaders
- Mayor can be one of many votes on council



# Today



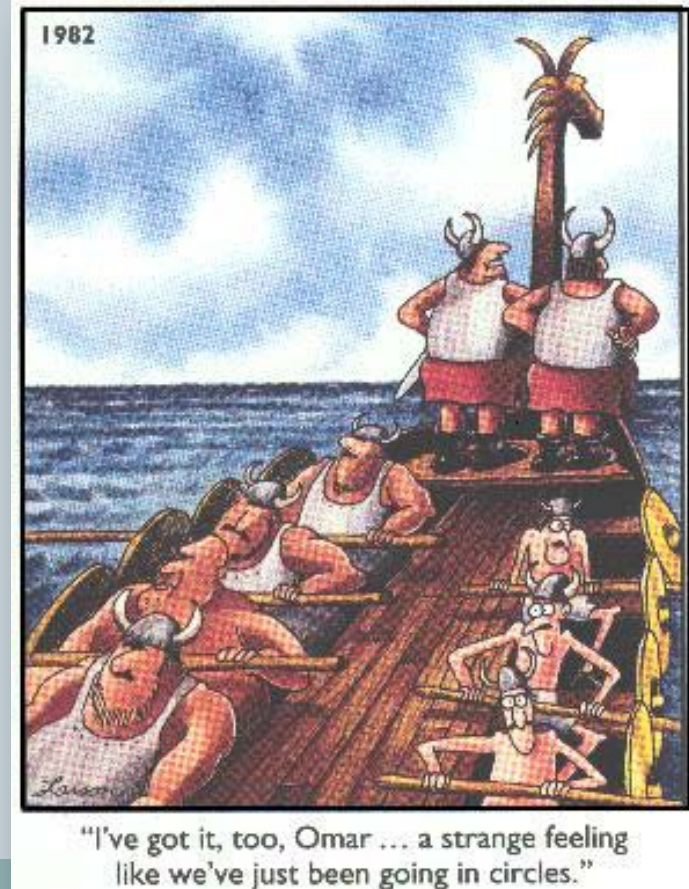
- Economic dynamics are changing
  - ✦ The military can represent as little as 5% of a community's economic impact
- Lower percentage of people have first-hand knowledge of the military
- Communities are diversifying
  - ✦ Many believe residential developments will bring mega commercial projects
  -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



# What Happened?



- Issues are More Complex
- More Competition for Resources
- The Military has not fully adapted to these changes
- Easy Access to Information



# 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)



Information Source: 2002 Census of Governments by the U.S. Census Bureau

# Competition for Resources (Cont'd)



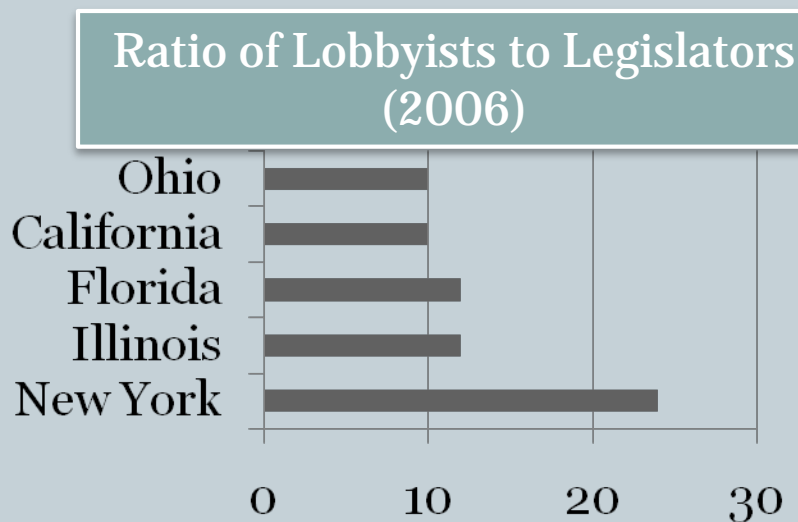
- **Others that are currently engaged are well prepared:**
  - They have dedicated resources
  - They know their issues – both long and short-term
  - They understand the processes and are involved early
  - They “formally” lobby
  - They have professional organizations that meet and share info (Situational 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

# Get Involved...



- Nearly 56,000 interests spent a record \$1.3 Billion in 2006 and hired more than 40,000 individual lobbyists
  - This is for only 43 states (7 did not report)
- These numbers mean - on average – five lobbyists and more than \$200,000 in expenditures per state legislator



## States with the highest lobby spending in 2006

California	\$271,680,365
Florida	\$121,760,708
Texas	\$120,215,500
New York	\$151,000,000
Massachusetts	\$ 78,960,743
New Jersey	\$ 55,321,166
Pennsylvania	\$ 54,090,812
Minnesota	\$ 53,287,186
Washington	\$ 38,717,055
Connecticut	\$ 38,419,882



# Get Involved Early



- It is easier to change outcomes before significant resources are invested
  - E.g. Planning Decisions (Time, money & prestige)
- It is harder to correct the record versus create the record
- It is important to present your facts to decision makers – early & consistently
- Often decision makers may be predisposed to a particular action

# Present your case



## No one cares more for your issues than you

- If you are not involved, who will be?
- Need to know your requirements (what do you need to survive?)

✦ For example, if you say “compatible land use” what does that mean?

- Need to work with others to accomplish mutual goals.

## Legislature, military seek to strengthen ties

By Mar-Vic Cagurangan  
*Variety News Staff*  
MEMBERS of the 28th Legislature and the Commander of U.S. Naval Forces Marianas yesterday sought to further strengthen the relationship between the civilian and military communities on Guam.

Upon invitation of Rear Adm. Arthur Johnson, senators yesterday toured the Naval Base and were briefed by Navy officials about the operations of facilities inside the base in Santa

Rita.  
“The admiral wanted to simply develop a strong relationship with the Guam Legislature and he wants them to improve their understanding about what the Navy is doing here on Guam,” said Junior Officer Ben Keller, spokesman for Comnavmar.

“There is no specific significance to the timing. It’s just an opportune time to show them what the Navy is doing on Guam. It’s not tied to any specific issue

or any upcoming event. It’s just an outreach to the Legislature,” he added.

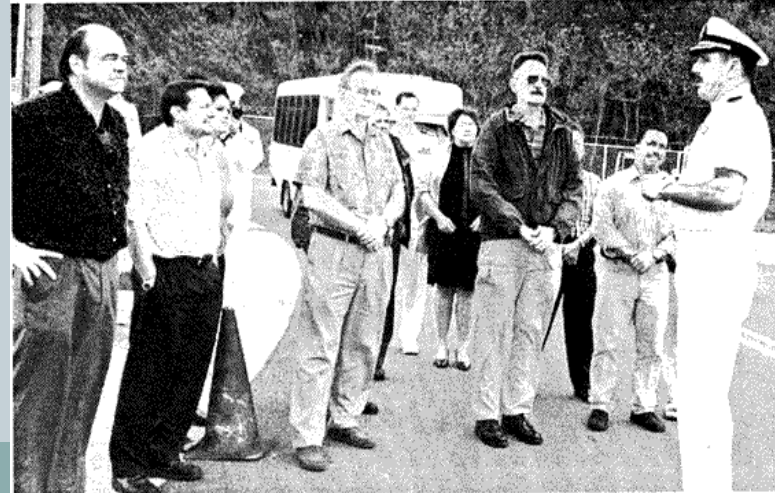
During the two-hour tour, the senators visited sites on base including Romeo/Sierra Wharf, Kilo Wharf, Fena Reservoir and the water treatment facility. Capping the tour was a luncheon at the Top O’ The Mar.

“This is one of the opportunities for members of the Legislature to get together with the admiral and talk about several things such as how the local

government and the military can work together on things that are mutually beneficial in a win-win situation for both the civilian and military communities of Guam,” Speaker Mark Forbes (R-Sinajana) said.

Forbes said the senators’ visit to the Naval Base has established a venue where the military and the local community could hold a dialog about issues such as improving business opportunities and the water ser-

Continued on page 2



Commander Steve Anderjack, ordnance officer, talks with senators at the Kilo Wharf inside the Naval Base. Joining with the Navy official are from left, Speaker Mark Forbes, Sen. Eddie Calvo, Sen. Joanne Brown, Larry Kasperbauer, Bob Klitzkie and Jesse Lujan.

Photo by Mar-Vic Cagurangan

# Target Your Resources



**Find the Opinion Leaders to assist you in communicating with the decision makers.**



# 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)

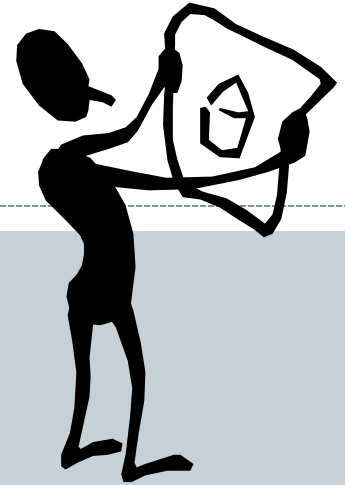


## How to find them...

- 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 with whom the installation needs to establish a long-term relationship.



# 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?

# Major Issues

# Community POC

Compatible Land Use

Decision Makers:

- 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+)

Opinion Leaders:

- Chamber of Commerce?
- Land Owners?
- Media?

State Legislation

Decision Makers:

- Legislators that represent your district
- Legislators that are members of a military legislative committee.
- Chair of Committees
- Legislative Leadership

Opinion Leaders:

- Staff of the above?
- Associations, entities and officials that may interact on similar issues?

# What grabs policymakers' attention?



- **Problems**
  - Crisis
- **Policies**
  - Accumulation of knowledge
- **Politics**
  - Swings in public opinion



**The Participants who are active in the process.**



# Policymakers' Goals



**May include:**

- Satisfy their constituents
- Enhance their reputation
- Achieve “good public policy”  
(defined by the elected official)

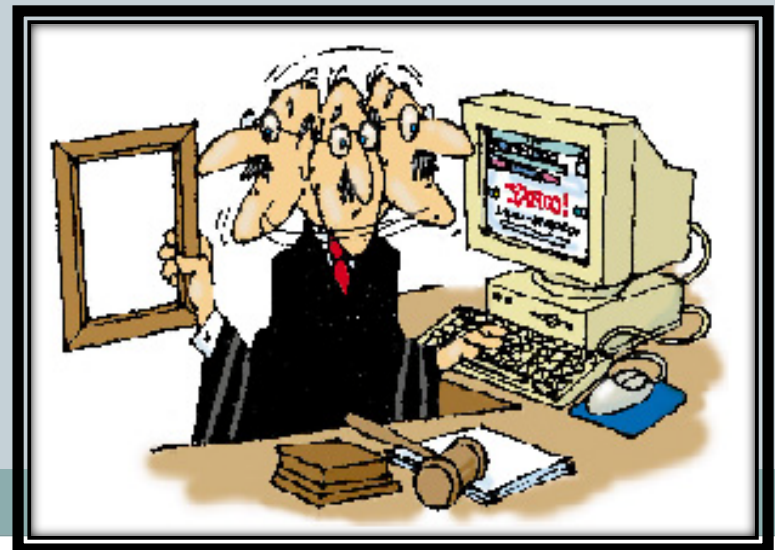


**Delicate Balancing Act**

# Frame the Issues



- Work to establish a relationship 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



# Examples of Types of Outreach

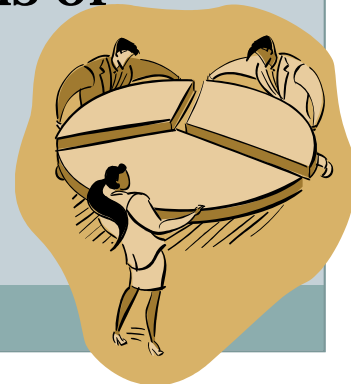
- Tours
- Meetings with the Community (both informal and formal)
  - Mission Briefings
  - Non-governmental Organizations



# 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



# State Support of the Military



## State Military Committees

– Created via statute or Executive Order

**Enhanced Planning & Notification**

**Enhanced Disclosure**

**Zoning Restrictions**

**Funding Allocations/Appropriations**

# 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



# Scarce Resources/Feasible Agenda



- Thousands of bills are introduced every year in state legislatures throughout the U.S.
  - A small percentage of these bills are “heard” but a much smaller amount will become law
- Local government has a limit on the number of issues it can effectively address at one time
- In sum: entities can not consider all the millions of policy alternatives, therefore, the number of proposals must be reduced to a manageable number

# Agenda



- Make sure you know how to access agendas and when meetings take place
- Agenda analysis
  - If your issue is not on the agenda, you have already lost
    - ✦ There is a limit on the number of issues that can effectively be addressed by decision makers at a time (finite resources)





# Think Regional....



- Many issues of concern are regional and can best be addressed within regional forums
  - Western Governors Association
  - Western Regional Partnership
  - Southeast Regional Partnership for Planning and Sustainability (SERPPAS)

**“Western Governors believe that much action has been taken to preserve the military mission viability in the West; however there need to be more effective models to address such issues on a regional level.”**

## Western Governors' Association Policy Resolution 08-11



### *Achieving Sustainable Military Installations and Ranges*

SPONSORS: Governors Gibbons and Otter

#### A. BACKGROUND

1. The mission of the United States Department of Defense (DoD) is to "provide the military forces needed to deter war and to protect the security of our country." For the military to conduct realistic testing and training, it must have access to scarce resources such as land, sea, air and broadcast frequency spectrum.
2. Many military operations are regional and not confined to a single installation or range and can extend into multiple states.
3. An abundance of military testing and training activity takes place within the western region. Installations and ranges are no longer located in remote areas. Many installations in the West, once isolated near sparsely populated communities or agricultural or undeveloped open spaces, are now sparsely populated by urban population centers. The 2003 GAO report on military training informed that urban growth near 80 percent of military installations exceeded the national average.
4. Past Base Realignment and Closure (BRAC) actions have had significant adverse consequence for the Western states and encroachment will be a consideration for future BRAC actions.
5. Issues identified (commonly referred to as "encroachment") that can impact the military mission include: restrictions caused by endangered species habitat on military installations; competition for airspace; and urban growth around military installations. Since each military installation and range has unique operations, many of the Western Governors have established military councils to provide recommendations on executive and legislative actions necessary to support their state's military missions.
6. It is estimated that nationally over 300 federally listed species are on lands managed by the Department of Defense. An unintended consequence of growth adjacent to and around installations and ranges is the lack of open space essential to support species habitats. This lack of open space off of the bases and ranges raises the importance and criticality of these habitats on DoD property. Accordingly, this can increase the restrictions and limitations to military training that can be conducted on these bases and ranges.
7. Development of renewable energy resources and new transmission corridors is essential to the burgeoning Western states. DoD is a key stakeholder as a major consumer of energy, and is under a mandate to increase reliance on renewable energy sources.

# WRP Committees/Focus Areas



## **Border Committee**

Subcommittees: Airspace, Frequency, GIS & protection of crucial habitat and key landscapes along the border. Working to host meeting with other border groups to share information and collaborate.



## **Wildlife Corridors, Critical Habitat, & Threatened & Endangered Species Committee**

Continue efforts with WGA; and three pilot projects:

- WRP as convener of stakeholders (Southeastern AZ to New Mexico)
- WRP to support efforts (Pausaugunt mule deer safe crossing of US 89)
- Mojave Desert Region (GIS Initiative & identification of initiatives)



## **Land Use Committee**

Information gathering and exchanging; working on “manual” of state and federal programs; identifying planning project overlaps

# WRP Committees/Focus Areas



## **Disaster Preparedness Committee**

Sharing of Information and identifying entities' disaster preparedness roles



## **Energy Committee**

Compiling state and federal agency energy-related planning processes; Serving as database/clearinghouse for information; and Collaboratively working together



## **GIS/Maps**

Formally standing up GIS Committee; Serving as GIS resource to other WRP Committees; Collecting data layers; Web mapping application

# SERPPAS Projects

For more info: <http://www.serppas.org/>



## SERPPAS Focus Areas

Sharing of GIS maps and identification of potential land uses (i.e., Strategic Lands Inventory, see project focus page), and development of partnership activities to leverage resources and promote mutual and multiple benefits to SERPPAS partners



## Marine Coastal Initiative

The only cross-state effort to coordinate coastal and marine resources and management approaches in the Southeast.



## Strategic Lands Inventory (SLI)

SLI uses a rule-based, expert-opinion approach to developing to criteria used in a land suitability analyses.



## Red-cockaded woodpecker Translocation (RCW)

2-year pilot project will hire 2-3 additional translocation biologists to monitor and identify surplus RCWs for translocation efforts



## Longleaf Pine Conservation

Outcomes for project include implementing place-based demonstration projects, and the development of a range-wide conservation plan for longleaf pine.



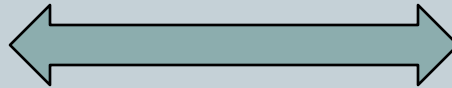
## Gopher Tortoise

Protect gopher tortoise habitat and current populations, and prevent the need for USFWS listing of the species under the ESA

# New Mexico



## New Mexico Governor



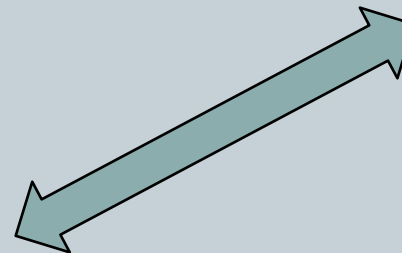
Strategic Focus: Supporting all of NM's military installations & building upon successes at local level

## New Mexico Military Base Planning Commission

- Chaired by the Lieutenant Governor
- 15 community leaders from across New Mexico
  - Leaders of Local Military Support Groups (Clovis Committee of 50, Kirtland Partnership Committee, etc.)
  - Appointed to Commission by Governor
- Advises Governor on measures to ensure the continued presence of NM's military bases

## Office of Military Base Planning & Support

- Keeps Governor informed
- Supports Commission
- Serves as a liaison
  - Community support organizations
  - Other state offices & agencies
  - State's Congressional delegation
  - State Legislature
  - Other federal agencies
  - Military



# State Framework Key Attributes



*GOAL: Proactively coordinating among state's military and entities such as the state Legislature, Governor, appropriate federal agencies, state and local leaders to proactively address military issues of sustainment in a collaborative fashion (recognizing & bridging gaps in communication & operations)*

- **Governor's Military Liaison**
  - Has access to Governor and resources (including time)
  - Knowledge of military, local, regional & state (both community & governmental)
  - Willing to support military mission (willing to take calculated risks)
- **Governor's Military Advisory Council**
  - Meets regularly
  - "Right" representation (credibility & focus on military mission)
  - Focuses on multitude of sustainment issues (air & land encroachment, environmental issues)
- **Military Forum**
  - Military Commanders meeting to develop one-voice on issues of importance

# Military Forum Key Components



- Includes representatives of all military installations and activities (by Commanding Officers) in the state
- Meets regularly (twice a year)
- Includes Governor's advisor(s) at meetings (Military liaison/State Commission Chair)
- Recognizes and addresses common issues of concern
  - E.g. Encroachment, Environmental, Community Relations, Quality of Life
- Facilitates information sharing (mission briefs, mission impacts including emerging trends)
  - Assists in the development of "one voice" on mutual issues when speaking to state & local jurisdictions
  - Assists in addressing issues that impact the military mission
  - Receives State legislative & Executive Branch updates for possible action/input
  - Assists Commanders to better understand other military missions & possibilities to work together (joint use)
  - Provides contacts for installation and activity staff (to work issues of mutual concern)

# 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 participation
  - Stay involved through implementation
- If you have a problem – have a solution



In Sum: Be part of the community.



# 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**

# Questions?

