Outreach for Mission Sustainability

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Purpose: Develop one in a series of Guidebooks: “Outreach for Mission Sustainability”

Intended to assist the international military community in working effectively with its stakeholders to find mutually beneficial solutions to encroachment pressures

Guidebook contents:
- What is Mission Sustainability and why is it important
- How can outreach help protect and sustain the military mission
- Step-by-step process to build an Outreach Program
- Outreach principles and tools for success
- Outcomes
What is Mission Sustainability and why is it important
Mission Sustainability – “Meeting current and future mission requirements – in the air, on land, and at sea – while concurrently safeguarding human health, quality of life, and the natural environment”
Training and Testing are More Important Than Ever

- Realistic training requires realistic training environments
- The ability to field and use advanced military technology is fundamental to warfare
- Current weapons and tactics require increasingly large battlespaces
- Readiness is perishable – Skills must be maintained through regular training
- Training requirements and frequency have increased; ready access to training is essential
- Live fire is fundamental to training

We Must Train as We Fight
Encroachment is the real or perceived conflict between the reasonable spatial requirements for mission sustainability and a host of economic, socio-political or environmental imperatives.
Encroachment Pressures Work Both Ways

**Commercial Airspace**
- Air Quality
  - Noise Generation & Abatement
- Endangered Species & Provision of Wildlife Habitat
  - Commercial Development
- Maritime Needs

**Radio Frequency**
- Light Pollution

**Alternative Energy Sources**
- Cultural Interests on Military Lands

**Cultural Interests on Military Lands**
- Wilderness Designations
  - Need for Water & Water Quality

**Military Impacts on the Community**

**Community Impacts on the Military Facility**

**Result:** Reduced Flexibility for the Military and the Community
**Encroachment Drivers and Mission Impacts**

**Land**
- Population Growth
- Residential Settlement and Urban Sprawl
- Industrial and Commercial Development
- Transportation, Energy and Transmission Infrastructure

**Sea**
- Commercial Fishing Grounds, Offshore mineral exploration and extraction in designated military maritime operations
- Merchant Shipping Lanes and navigation systems transect and expand into areas designated for military maritime operations
- Off-shore energy development

**Airspace**
- Redesign of airspace
- Obstructions
- Light Emissions
- Government Regulations
- Commercial flight corridors and navigation systems transect and expand into military special use airspace

**Spectrum**
- Increase in Commercial Bandwidth and Satellite Communications Access
- Increase in military data need requirements
- Spectrum Reallocation

**Impacts to the Mission:**
- Delays
- Workarounds
- Increased Costs
- Cancellations
- Rescheduling
- Restructuring (moving a military training route or Target, limiting your ability to shoot, etc.)
- Self imposed restrictions
- Inability to realistically test and train
How can outreach help protect and sustain the military mission
The military needs to maintain access to land outside its fencelines

Whether the military is engaged or not, others are (including government, industries, associations, NGOs, etc.) and they are fighting for the same resources the military needs.
Requires a Cultural Shift

**Issue**

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

**Solution**

- The military needs a more defined / sustainable approach to outreach
- The military should:
  - Proactively work with stakeholders
  - Build long-standing relationships / partnerships
  - Ensure that growth is compatible to the mission

**GOAL:** Have a seat at the table when decisions are made that can affect the military’s ability to execute its mission

Engagement is a Two-Way Street
Step-by-step process to build an outreach program
Process for Building an Outreach Program

Step 1: Commitment

Step 2: Initial Review
- Record-keeping
- Encroachment matrix
- Stakeholder matrix

Step 3: Planning
- Outreach program
- Step 4: Program Development

Step 5: Program Implementation

Step 6: Checking and Adjusting

Step 7: Program Review
Step 1: Commitment

- Obtain leadership commitment
- Establish an interdisciplinary team
- Determine each member’s responsibilities
- Liaison Officer (LO) heads the team
  - Requires specific skill set
  - Needs to report to the commander
  - Continuity of LO is vital: it’s all about building relationships
Step 2: Initial Review: Inventory Encroachment Pressures

- Commercial Airspace
  - Radio Frequency
  - Light Pollution
  - Alternative Energy Sources
  - Cultural Interests on Military Lands

- Air Quality
  - Noise Generation & Abatement
  - Endangered Species & Provision of Wildlife Habitat

- Wilderness Designations
- Need for Water & Water Quality

- Community Impacts on the Military Facility
- Military Impacts on the Community
Step 2: Initial Review (cont)

- Identify and Understand the Stakeholders
  
  **Who could be partners? What are their motivations? How do they function? What are the best ways to interact?...**

- Create a matrix for each encroachment issue
  
  - Encroachment threat
  - Stakeholders
  - Opinion leaders
  - Decision makers
  - Means of engagement
  - Decision timelines and milestones
  - Desired outcome and ultimate results
Step 3: Planning

- Assess national-level aspects
- Assess regional and local aspects
  - Master planning
  - Considerations inside the fenceline
  - Considerations outside the fenceline
- Keep in mind regulations and legislation
Step 4: Program Development

- Prioritize encroachment issues
  - Significance
  - Timing
- Develop and assess alternative solutions

Create and Outreach Program, to include objectives and targets
Step 5: Program Implementation

- What are the resource requirements?
  - Time
  - Staff
  - Money
- Partnerships and coalitions
- Communication
- Participation in external planning and policy processes
Step 6: Checking and Adjusting

Step 6
- Monitor and evaluate progress
- Revisit objectives, if necessary

Step 7
- Review program milestones
- Adjust implementation plan
- Reaffirm leadership support

Remember the process is circular!
Outreach principles and tools for success
Rules of Engagement

- “Decide/Announce/Defend”

- A better strategy:
  - Be proactive
  - Build trust
  - Be committed
  - Be transparent
  - Show respect

Identify the real stakeholders and the right issues
Importance of Communication

- Tools for Personal Interactions:
  - Meetings of the commander with local community groups
  - Interviews on radio and television
  - Site visits

- Tools for creating specific products:
  - Brochures
  - Press releases
  - Maps

What is your communication objective?
Who are the stakeholders and opinion leaders?
What information do you want to provide?
What information do you seek?
What is the best way to communicate?
“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
Outcomes
Results You Can Expect

- Enhanced governance
- Improved military brand image
- Compatible uses of land, air and water resources
- Saved time and money
- Win-win solutions

Sustain the Mission!
QUESTIONS??