



THE MEMPHIS DEPOT TENNESSEE

ADMINISTRATIVE RECORD COVER SHEET

AR File Number 289



DEFENSE DISTRIBUTION DEPOT MEMPHIS



Interim Community Relations Plan

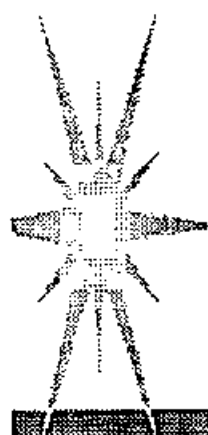
October 1, 1997 -February 28, 1998

Prespared by:

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Preventive Medicine

and

Frontline Corporate Communications Inc.



Background



As the flag was lowered at DDMT on September 30, 1997, a new era in the Depot's history began. No longer was it to be a large-scale employer and contributor in Memphis. In fact, as the active operations at the 50-year old site come to an end, the foundation of community and political support that sustained the Depot's existence in Memphis, has now fundamentally changed.

With this important change in how the Depot operates within the community, it is apparent that we must also change how we communicate with our stakeholders. In fact, while our outreach activities have been minimal over the last 2-3 years, it is apparent that a dramatic change in direction, objectives and strategies is required to once again establish a broad-base of trust and credibility with the public.

It is now the time to begin this proactive, community-based outreach program, as the Government's commitment to return the site to productive use remains at the forefront of the base realignment and closure strategy. Indeed, the work that has been going on at the site for some ten years, understanding the potential environmental impacts and developing an action-oriented environmental improvement program, is just now moving into full-swing.



Community Outreach



There has been much written about the development and implementation of community relations programs for BRAC sites. However from our perspective, we believe that a credible and effective outreach program must be built around the accepted principles of risk communications theory.

Those principles are:

- Accept and involve the public as a legitimate partner;
- Plan carefully and evaluate your efforts;
- Listen to your audience;
- Be honest, candid and open;
- Co-ordinate and collaborate with other credible sources;
- Meet the needs of the media; and,
- Speak clearly and with compassion.

Therefore, to achieve success and overcome the lack of credibility that currently exists, it is imperative that all internal DDMT team members (the eleven organizations that will be represented at the partnering session) accept and institutionalize these principles as a means of implementing a more proactive and meaningful community relations program.



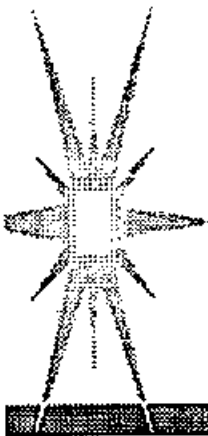
Our Observations



Over the last three months, our community relations specialists have met with DDMT staff, held discussions with DLA and DDRE/DDC and have observed many of the Depot's events -- from RAB's to Rallies. In that time, we have gained a better understanding of the challenges that the entire process is faced with, in addition to what we see as the opportunities for success.

And while no one is able to change the events of the past, nor repair all the damage that has been done to the Depot's credibility overnight, we believe that the team has been presented with a new paradigm -- one that we must take hold of in order to begin to change the perceptions within the community and once again establish trust and credibility.

To do that however, requires a commitment from all community relations participants -- from the field staff to the office staff to the headquarters staff. Each and every team member has a significant role to play in rebuilding the trust, the openness, the dedication and the credibility with our stakeholders.

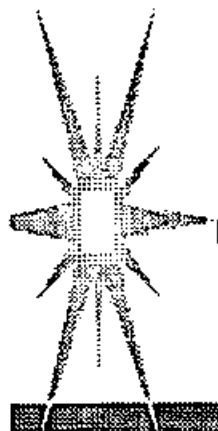


Our Objectives



As a result of our observations, we have established the following objectives for this interim community relations program:

- To commit to an open process of dialogue with our near neighbors and the surrounding communities concerning the environmental restorations programs at the Depot;
- To accept all participants as legitimate partners in our program, having the right to openly voice their concerns and opinions on the Depot's overall restoration and redevelopment plans;
- To seek the support and involvement of credible third-party sources, within the Memphis community, to review and assess our overall environmental restoration activities;
- To foster a more proactive relationship with the local media in an effort to better communicate our program plans to the general public; and finally,
- To continually evaluate our progress and take the necessary proactive measures to achieve our objectives.



Our Strategies



This interim community relations program is built on a series of short-term and long-term initiatives to gain momentum and create the foundation for success. As such, this plan is action-based -- and written to meet some very aggressive targets.

To achieve these targets, we have taken the liberty to outline the actions required, the person/organization to be accountable and the timeframe for completion.

The following strategies for the basis of this program:

1. To provide immediate RAB community relations support to the BEC team -- including involvement and attendance at the monthly RAB meetings.
2. To provide assistance to the BEC with the coordination of the Partnering session, including facilitation and reporting of the proceedings.
3. To establish a new graphic image for the Environmental Restoration program, including the potential implementation of a new Depot name.
4. To review the current repository system and to find a new location within the near neighborhood.



Our Strategies (continued)

5. To create a master community relations resource and filing system within the BEC team's offices, accessible to all team members.
6. To produce a system for regular and ongoing communication with the community.
- ~~7.~~ To meet with key stakeholders on a regular basis in order to update them on the restoration program and gain their input and assistance in implementing our overall program objectives.
8. To open a dialogue with the DDMT-CCC, to listen to their concerns and to attempt to develop a consensus on actions that could address their issues.
9. To hold 3 RAB meetings off-site, on an annual basis, in the near neighborhood, in order to provide a more accessible forum for discussion.
10. To hold one open house, held in the community, to launch our new team, reinforce our commitment and showcase our 1998 plans.
11. To conduct quantitative and qualitative research on perceptions and understandings within the local community.

Telephone surveys

1st, Corry

*September 19th
Saturday*



Strategy 1 -- Immediate RAB Support

*To provide immediate RAB community relations support to the
BEC team -- including involvement and attendance at the
monthly RAB meetings.*

TACTICS

1. To coordinate all public advertisements for the montly RAB meetings, including insertion and contact with the Commercial Appeal and the Tri-State Defender.
 - ✓ Responsibility: Frontline Corporate Communications (FCC)
 - ✓ When: Effective immediately -- October 9th
announcement has been booked and placed.
2. To review additional community newspapers as possible methods of announcing the RAB meetings.
 - ✓ Responsibility: FCC
 - ✓ When: By end of October/97. (Completed in
December with the addition of the Memphis Flyer and the Silver Star
News)
3. To provide coordination support for monthly RAB meetings including preparation of meeting room, sign-in sheets, name cards, recording of discussions and official minutes of the meeting.
 - ✓ Responsibility: FCC/CHPPM
 - ✓ When: Effective immediately -- FCC and
CHPPM staff will be in Memphis from October 14 - October 18 to provide the
necessary support.
4. To develop an annual RAB calendar for distribution to RAB members and the public.
 - ✓ Responsibility: DDMT - BEC
 - ✓ When: By October 16, 1997. (Completed -- Inserted in Environes).



Strategy 2 -- Partnering Session Support



To provide assistance to the BEC with the coordination of the Partnering session, including facilitation and reporting.

TACTICS

1. To arrange for facilitators for the three-day session.
 Responsibility: CHPPM
 ✓ When: Completed 7/10/97
2. To prepare an agenda and session outline for BEC and then to fax to participants with survey on expectations.
 Responsibility: CHPPM/Stark/Santos
 ✓ When: By 13/10/97 (Completed)
3. To provide coordination support and reporting for the entire session.
 Responsibility: CHPPM/FCC
 ✓ When: 22-24/10/97 (Completed)
4. To compile report and distribute to participants.
 Responsibility: FCC
 ✓ When: By 31/10/97 (Completed)



Strategy 3 -- Graphic Image Enhancement



To establish a new graphic image for the Environmental Restoration program, including the potential implementation of a new Depot name.

TACTICS:

1. To initiate discussion with DDC/DDMT on the need to create a "new and improved" graphic look for the Environmental Restorations Program.
 Responsibility: FCC
 ✓ When: 8/10/97 (Completed)
2. To provide feedback on the potential for a new name for DDMT
 Responsibility: DDC
 ✓ When: 22/10/97 (Completed)
3. Should go ahead be given, to produce a series of "potential" graphic images incorporating the name and history of the Depot.
 Responsibility: FCC/CHPPM
 ✓ When: December, 1997. (Completed)



Strategy 4 -- Repository Review



To review the current repository system and to find a new location within the near neighborhood.

TACTICS:

1. To conduct a thorough review of the current DDMT repository locations(3) and file conditions, including an assessment of what materials may be missing.

Responsibility: FCC

☛ When: By end of October, 1997. (will be completed by the end of this week)

2. To propose a new system for information storage at the repository locations, including a "Background" folder which outlines the history/purpose/objectives/key contacts and listings of all available reports.

Responsibility: FCC/CHPPM

☛ When: By 7/11/97 (will be completed by 31/01/98)

3. To review and recommend repository locations in the near neighborhood.

Responsibility: FCC

☛ When: By 7/11/97 (will initiate discussions with principal of Corry Junior High this week)



Strategy 5 -- CR Resource Center



To create a master community relations resource and filing system within the BEC team's offices, accessible to all team members.

TACTICS:

1. To review contents of current CR files.
Responsibility: FCC
✓ When: October 15, 1997. (completed)
2. To establish a working area and filing system within the BEC offices for CR activities.
Responsibility: DDMT -- GK
✓ When: By October 18, 1997. (completed)
3. To produce a master CR filing system guide for all DDMT team members.
Responsibility: FCC
✓ When: By end of October, 1997. (completed -- ongoing)



Strategy 6 -- External Communication System



To produce a system for regular and ongoing communication with the community.

TACTICS:

1. To develop a bi-monthly newsletter editorial and production schedule.
 ✓ Responsibility: FCC
 ✓ When: 22 October, 1997. (completed)
2. To review and propose a new graphic identity for the community newsletter -- as part of the overall DDMT graphic review.
 ✓ Responsibility: CHPPM / FCC
 ✓ When: 15 November 1997 (completed)
3. To review and revise current newsletter mailing list.
 ✓ Responsibility: FCC/DDMT - DC
 ✓ When: October 15, 1997 (completed/ongoing)
4. To research bulk mailing and delivery system for newsletters.
 ✓ Responsibility: FCC
 ✓ When: In time for first edition. (completed)
5. To investigate other communication tools for the community including door knockers, internet homepage, etc.
 ✓ Responsibility: FCC/CHPPM
 ✓ When: By December 31, 1997. (ongoing)



Strategy 7 -- Key Stakeholders



To meet with key stakeholders on a regular basis in order to update them on the restoration program and gain their input and assistance in implementing our overall program objectives.

TACTICS:

1. To develop and prioritize a comprehensive key stakeholder list.

Responsibility: FCC/CHPPM/DDMT/DLA/DDC

When: 15 October 1997 *(incomplete)*

2. To develop a key stakeholder information binder with names, addresses, telephone numbers, faxes, e-mails and distribute to team members.

Responsibility: FCC

When: By end of October 1997. *(incomplete)*

3. To draft a letter of introduction/update to all key stakeholders.

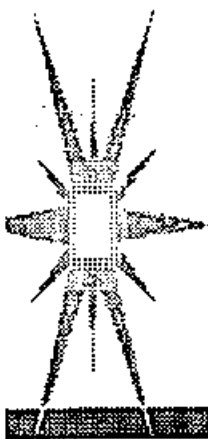
Responsibility: FCC

When: By end of October, 1997. *(incomplete)*

4. To distribute stakeholder letters.

Responsibility: FCC/DDMT

When: By 7 November, 1997. *(incomplete)*



Strategy 7 -- Key Stakeholders continued)



5. To begin scheduling key stakeholder meetings with BEC/BTC
Responsibility: FCC

When: 17 November, 1997 - February, 1998. *(incomplete)*

6. To develop a DDMT Information Kit, including an "Executive Briefing", Backgrounder, contact numbers, and other relevant material.

Responsibility: FCC/CHPPM

When: 14 November 1997 *(incomplete)*

7. To key messages and points for discussions including potential questions and answers for key stakeholder meetings.

Responsibility: FCC/CHPPM

When: 17 November 1997. *(incomplete)*

8. To conduct a key stakeholder presentation rehearsal with BEC/BTC.

Responsibility: FCC/BEC/BTC

When: By 14 November 1997. *(incomplete)*



Strategy 8 -- Dialogue with Enviromental Groups



To open a dialogue with local environmental groups, including DDMT-CCC, to listen to their concerns and to attempt to develop a consensus on actions that could address their issues.

TACTICS:

1. To conduct a thorough review of local environmental groups, including names, addresses, objectives/purpose/local involvement.

Responsibility: FCC/CHPPM

✓ When: By 31 October 1997. (completed)

2. To prioritize the groups by level of interest in DDMT.

Responsibility: FCC/CHPPM

✓ When: 14 November 1997. (completed)

3. To draft a letter of to those high-interest groups, announcing the new changes/phone numbers and points of contacts. Letter would also ask their interest in meeting to discuss the DDMT plans.

Responsibility: FCC

✓ When: By 14 November 1997. (completed)

4. Distribute letter and follow-up to arrange for meetings.

Responsibility: FCC/CHPPM

✓ When: 17 November - February 1998. (ongoing)



Strategy 9 -- Off-Site RAB Meetings



To hold 3 RAB meetings off-site, on an annual basis, in the near neighborhood, in order to provide a more accessible forum for discussion.

TACTICS:

1. To discuss with the RAB, their willingness to hold a maximum of three off-site meetings during 1998.

Responsibility: DDMT - GK

- ✓ When: October 16, 1997. (completed)

2. To conduct an assessment of potential off-site meeting areas in the near-neighborhood.

Responsibility FCC/DDMT

- ✓ When: By end of December 1997. (completed)

3. To present recommendations (location and timing) to RAB.

Responsibility: DDMT - GK

- ✓ When: January RAB meeting. (January 22, 1998)



Strategy 10 -- New Year Open House

To hold one open house, held in the community, to launch our new team, reinforce our commitment and showcase our 1998 plans.

TACTICS:

1. To present the concept of a "New Year" open house to project managers meeting.

Responsibility: FCC/CHPPM

✓ When: October 15, 1997. (completed)

2. To secure a location and date. (Target February, 1998)

Responsibility: FCC/BEC Team

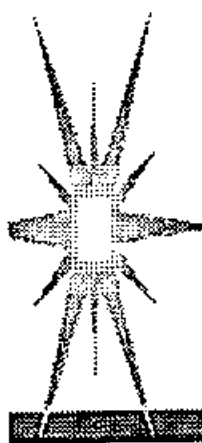
✓ When: Date -- October 15, 1997 (completed)

Location -- By end of October/97. (completed)

3. To develop an Open House Action Plan including roles, responsibilities, participants, training requirements, presentation requirements, graphics and information needs.

Responsibility: FCC/CHPPM

✓ When: By November 7, 1997. (completed)



Strategy 11 -- Baseline Research



To conduct quantitative and qualitative research on perceptions and understandings within the local community.

TACTICS:

1. To conduct a qualitative research study including interview with key stakeholders and focus groups.

Responsibility: FCC/CHPPM

✓ When: By end of November. (completed)

2. To conduct a quantitative telephone research study of the near neighborhood and the outlying community.

Responsibility: FCC/CHPPM

✎ When: By end of December 1997. (scheduled for January / February, 1998)

3. To assess the results from the research studies and incorporate findings into the 1998 Community Relations activities.

Responsibility: FCC/CHPPM

✎ When: By end of January 1998. (in progress)

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