

JANUARY 04, 2021

BEST PRACTICES RESEARCH & STAKEHOLDER ENGAGEMENT

FINAL REPORT AND RECOMMENDATIONS



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INTRODUCTION



BACKGROUND

In June 2020, TIP Strategies, Inc. (TIP) was engaged by the University of Alaska Center for Economic Development (UA CED) to assist with best practices research and stakeholder outreach as part of the Alaska Defense Industry Resiliency Initiative (ADIRI). With funding from the **US Department of Defense, Office of Economic Adjustment**, UA CED is leading the ADIRI to better understand the contributions of the military and U.S. Coast Guard to Alaska's economy and to strengthen these connections.

A major goal of the ADIRI is to recommend programs and policies that can be implemented in Alaska to strengthen the businesses that serve defense markets, as well as the communities in which they are located. This requires an understanding of best practices that have been adopted in the US in the realms of economic development and defense industry resilience.

Another goal for the ADIRI is to identify the organizations and networks that can be leveraged to guide and implement defense-related initiatives at the state level in Alaska. This includes providing guidance and assistance to the UA CED team in assessing the need for and taking preliminary steps to organizing a statewide defense industry coalition.

PROJECT SCOPE OF WORK

Below are the activities and deliverables TIP was engaged by UA CED to perform and deliver.



COALITION BUILDING

Identify and engage organizations and networks that can be leveraged to guide and implement state-level defense initiatives in Alaska.

- ▶ **Stakeholder identification:** Who are the key leaders?
- ▶ **Online stakeholder survey:** What are the challenges, opportunities, and existing networks?



STRATEGIC DIRECTION

Identify relevant best practices in economic development, organizational models, and defense industry resilience that can inform the Alaska Defense Industry Resiliency Initiative.

- ▶ **Best practices:** How are other states and regions supporting their defense sectors and installations?
- ▶ **Stakeholder roundtables & interviews:** How do we build support?



COMMUNICATION

To raise awareness of the state's military and defense cluster.

- ▶ **Telling the story:** What is the story and how do we communicate it?
- ▶ **Final report & presentation:** How does it get implemented and who will lead the effort?

A large military helicopter, possibly a CH-47 Chinook, is parked on a snowy tarmac. The background features a vibrant green aurora borealis (Northern Lights) in the sky. The helicopter is shown from a low angle, highlighting its size and the complex mechanical components of its landing gear and rear boom.

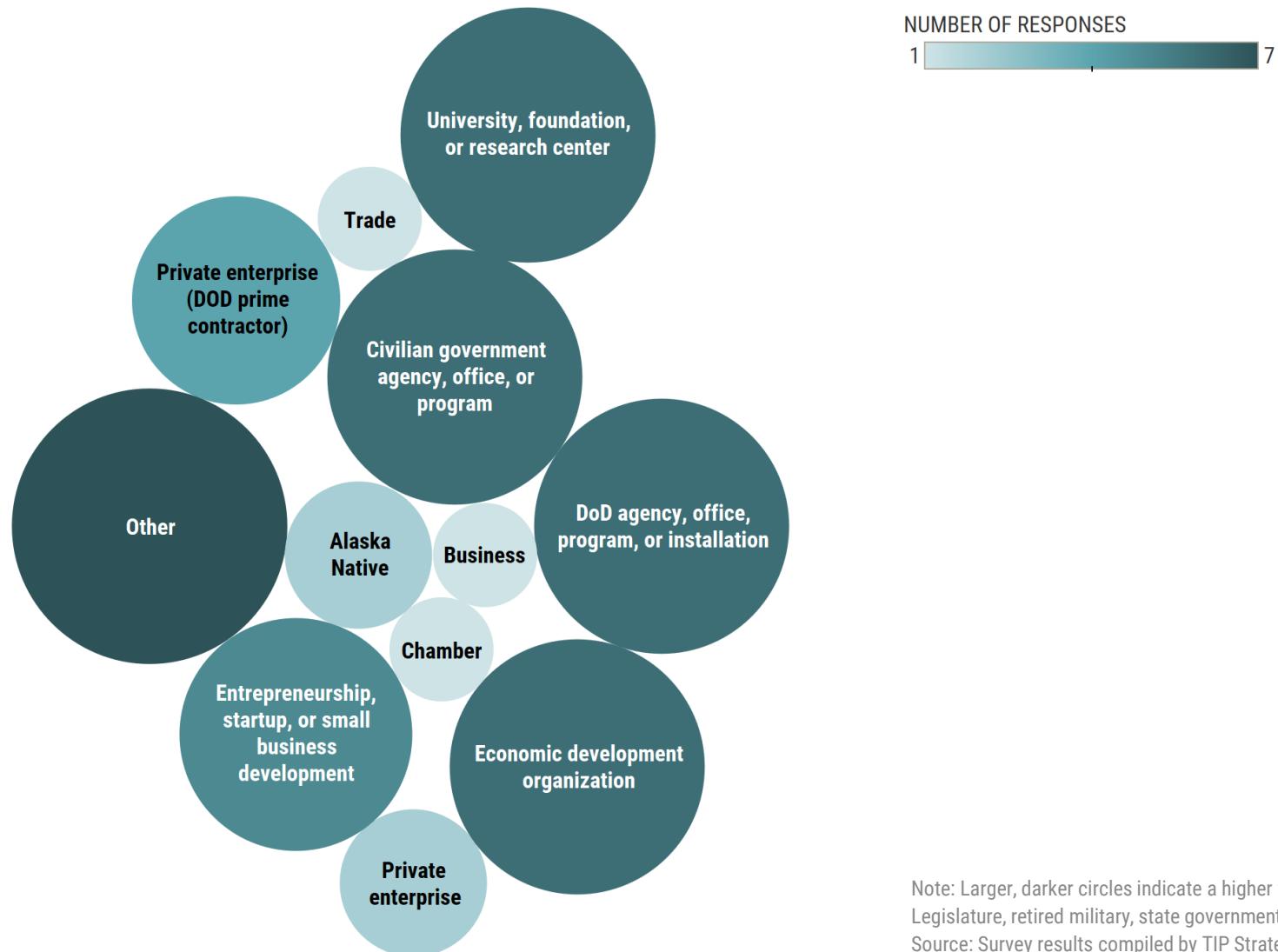
STAKEHOLDER SURVEY

SURVEY SUMMARY

- ▶ TIP conducted an online survey of key stakeholders in Alaska's military and defense sector. The objectives of this task included:
 - ▶ Gathering perceptions of the challenges and opportunities to aligning and connecting Alaska's military and defense stakeholder network;
 - ▶ Learning how state and local organizations can better work together to support the military and defense cluster; and
 - ▶ Identifying additional organizations and resources that can be leveraged to guide and implement defense-related initiatives at the state level.
- ▶ The 15-question survey was open from July 29 to August 14, and 46 responses were received.
- ▶ The following slides show a handful of graphics highlighting some of the key findings.

AFFILIATIONS

Which of the following entities best describes your organization?

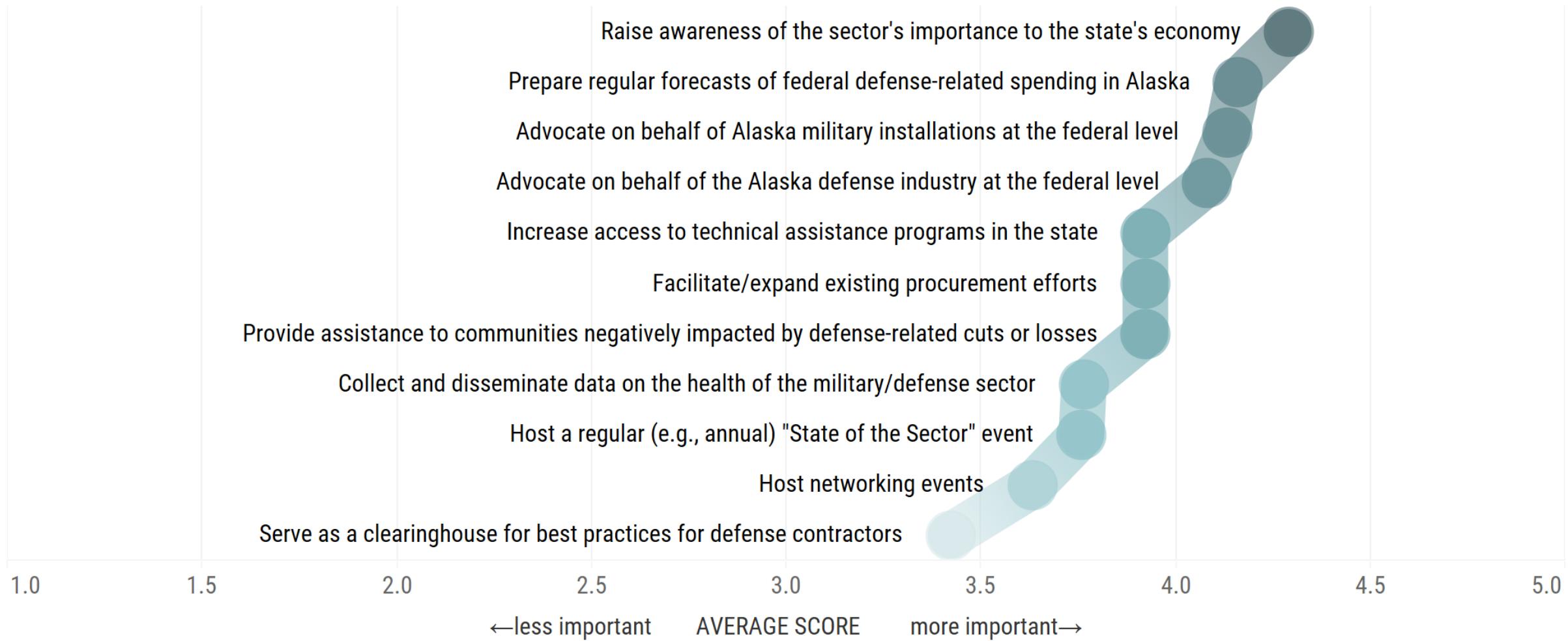


Note: Larger, darker circles indicate a higher frequency of responses. Responses for "other" included reservist, DoE FFRDC, Legislature, retired military, state government, US Senate, and independent researcher.

Source: Survey results compiled by TIP Strategies.

PRIORITIES

On a scale of 1 to 5, assess the importance of potential functions that a statewide defense coalition could provide to Alaska's defense industry sector and military installations.



Note: The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible.

Source: Survey results compiled by TIP Strategies.

WHERE TO LOOK FOR BEST PRACTICES

Are you aware of military/defense-related organizations outside of Alaska that might offer "best practices" for this project to consider in the preparation of our recommendations?

Anduril Industries

PTAC in Washington State NC Defense Alliance

State Maritime Academies

Air Mobility Command (Scott AFB, Illinois)

Association of the United States Army (AUSA)

AFWERX

US TRANSCOM (Scott AFB, Illinois) **State-level military support organizations**

Association of Defense Communities (ADC)

International City/County Management Association (ICMA)

Society of American Military Engineers (SAME)

Wilson Center Polar Institute

Missile Defense Advocacy Alliance (MDAA)

Veterans in Procurement

Defense Forum network

INFORMATION & TECHNICAL ASSISTANCE

List the organizations you most rely on for information and technical assistance about the military/defense sector in the state.

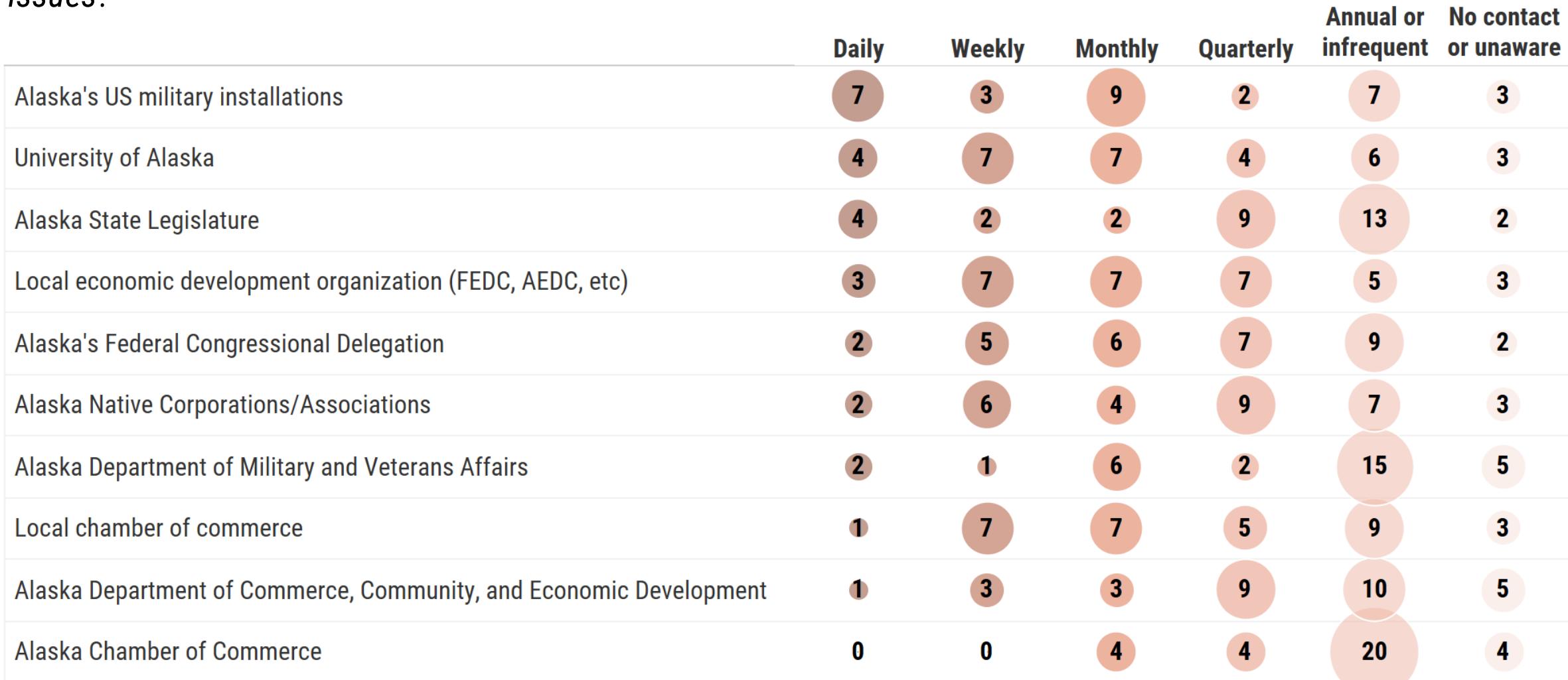


Note: Larger font sizes indicate a higher frequency of responses.
Source: Survey results compiled by TIP Strategies.

■ Information
■ Technical assistance

CLOSE ENCOUNTERS

How frequently do you interact with each organization/delegation listed below on military- or defense-related issues?

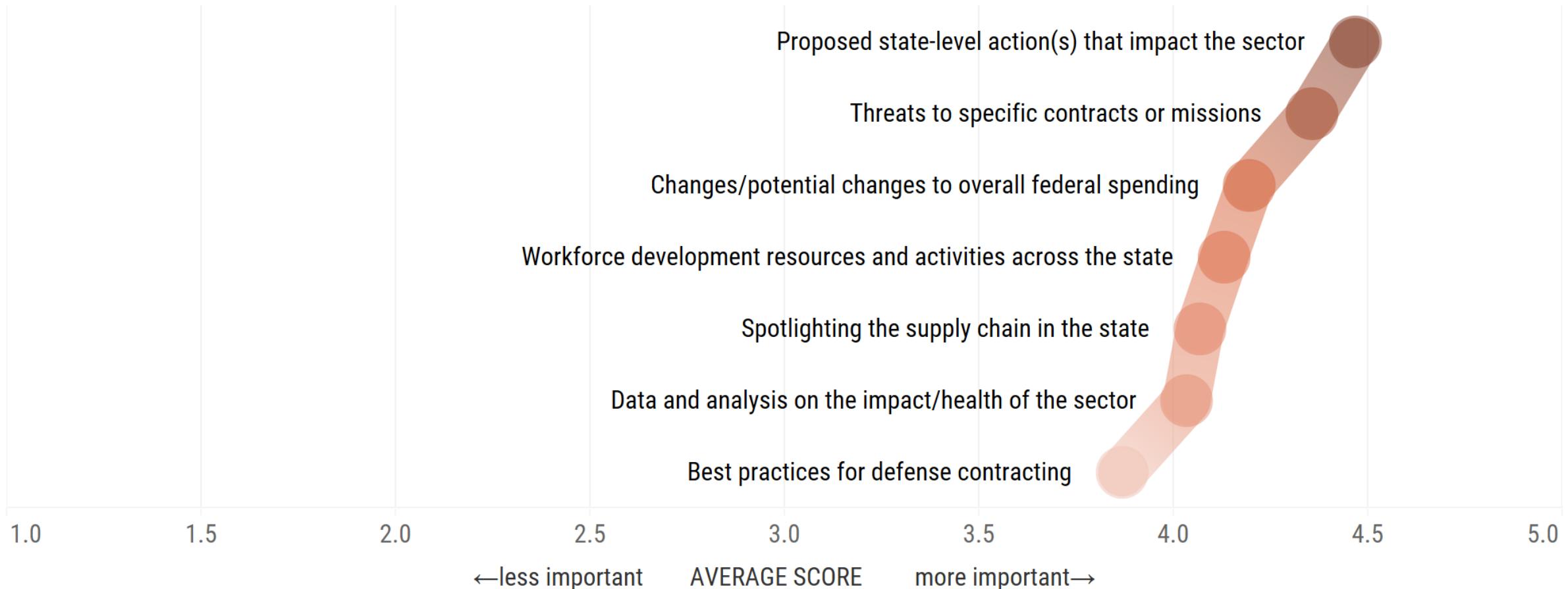


Note: Darker colors indicate a higher frequency of communication.

Source: Survey results compiled by TIP Strategies.

WHAT DOES IT MEAN TO YOU?

On a scale of 1 to 5, how important would it be for a statewide defense coalition to communicate with you about each of the following areas related to the military/defense sector in the state?

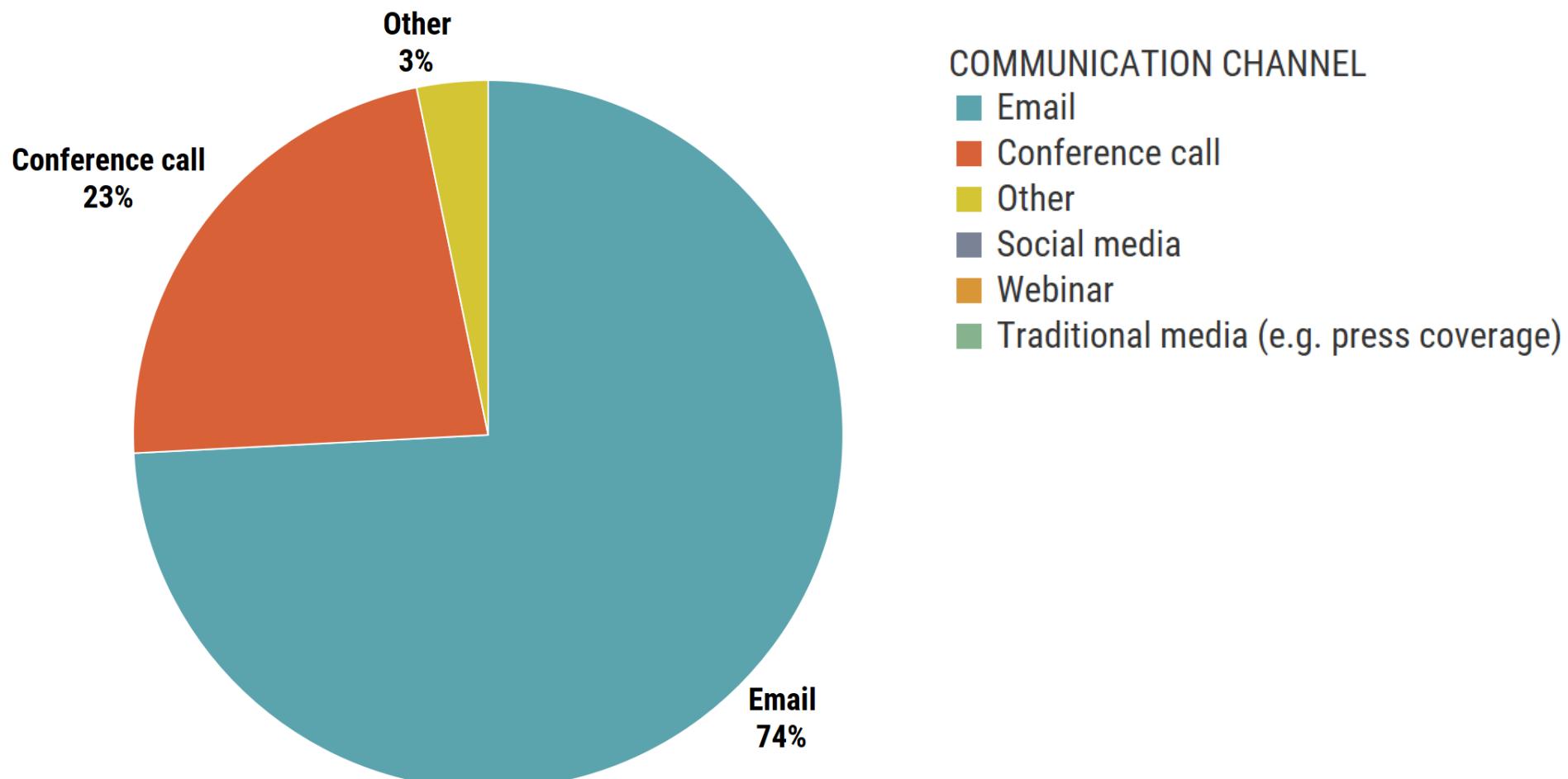


Note: The scale indicates the average score, with 5 being the *highest possible* and 1 being the *lowest possible*.

Source: Survey results compiled by TIP Strategies.

BREAKING NEWS

For information about the state's military and defense sector that is time-sensitive, which of the following is your preferred channel of communication?



Note: No respondents selected social media, webinar, or traditional media. One respondent selected "other" and indicated a preference for a text message or voicemail message.

Source: Survey results compiled by TIP Strategies.



BEST PRACTICES

APPROACH

- ▶ TIP conducted research to compile best practices in other states for leveraging the military and defense sector for greater economic development and growth.
- ▶ This included online research to develop profiles of various state military and defense organizations. The profiles were used to identify common models of governance, structure, leadership and staffing, budgeting, missions and key activities, and partner organizations.
- ▶ The online research was supplemented with phone interviews with leaders of selected organizations. These organizations represent differing approaches to statewide support for military installations and defense industries.
- ▶ The interviews yielded first-hand best practices and insight that helped to inform the recommendations for organizing a statewide defense coalition in Alaska.

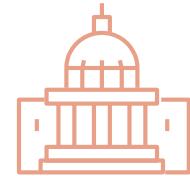
STATE PROFILES

PROFILE OF STATE MILITARY AFFAIRS ORGANIZATIONS

According to the Associate of Defense Communities (2017 Survey)



35 states have military affairs organizations



47%

of organizations are housed **within a state agency**, with one an independent office within state government



2

Average number of full-time employees working on base retention per state



Half of state organizations' annual budgets



50%

of organizations are governed or advised by a board, council, or equivalent entity

23%

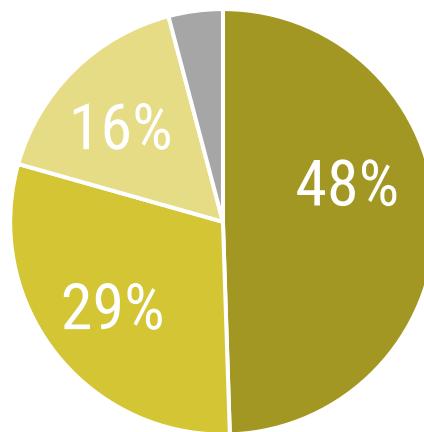
of state organizations were created in the last **3 years**

45%

were created in the last **6 years**

30%

operate out of the **governor's office**



- Formed by legislation
- Formed by governor
- Formed in concert
- Other

STATE ORGANIZATIONS THAT WERE RESEARCHED

- ▶ Connecticut Office of Military Affairs
- ▶ Maryland Military Installation Council
- ▶ North Carolina Military Affairs Commission
- ▶ Georgia Governor's Defense Initiative
- ▶ Missouri Military Preparedness and Enhancement Commission
- ▶ Utah Defense Alliance
- ▶ Texas Military Preparedness Commission
- ▶ Kansas Governor's Military Council

CONNECTICUT OFFICE OF MILITARY AFFAIRS

Governance/ Structure	State Government – reports directly to the Office of the Governor; administratively housed within the Department of Economic and Community Development (DECD)
Funding	State
Year Established	2007
Staff/ Leadership	<ul style="list-style-type: none">▶ Executive Director designated as a department head in the executive branch, reporting directly to the Office of the Governor▶ Support from DECD staff members and interns
Budget	\$125,207
Mission/Key Activities	<ul style="list-style-type: none">▶ Advocate for the U.S. Naval Submarine Base New London and the Submarine Industrial Base▶ Support Connecticut's military families and enhance their quality of life▶ Advocate for Connecticut's defense industry▶ Encourage the retention of established military and defense industry missions and the relocation of new ones to the state▶ Serve as liaison to the Connecticut congressional delegation on defense and military issues
Other/Partner Orgs.	Connecticut State Department of Veterans Affairs
Website	https://portal.ct.gov/OMA

MARYLAND MILITARY INSTALLATION COUNCIL

Governance/ Structure	State Government – administered by the Maryland Department of Commerce
Funding	State
Year Established	2006
Staff/ Leadership	<ul style="list-style-type: none">▶ Chair plus at least 24 members constitute the Council: 5 are appointed by the Governor to 4-year terms, 3 are appointed by the Senate President, and 3 by the House Speaker. 13 serve ex-officio. Chair may appoint additional members.▶ Executive Director (also serves as Managing Director of the Office of Military Affairs)
Budget	N/A
Mission/Key Activities	<ul style="list-style-type: none">▶ Identifies the public infrastructure, potential impact on local communities, and support needed for State military installation development and expansion▶ Reviews State policies to support military installations and maximize economic benefits to local communities▶ Pursues economic diversification within the military communities▶ Partnered with the Dept. of Commerce in an OEA-sponsored JLUS
Other/Partner Orgs.	<ul style="list-style-type: none">▶ Maryland Office of Military Affairs – Maryland Department of Commerce▶ Maryland Department of Veterans Affairs
Website	https://commerce.maryland.gov/commerce/boards-and-commissions/military-installation-council

NORTH CAROLINA MILITARY AFFAIRS COMMISSION

Governance/ Structure	State Government – housed in the Department of Military and Veterans Affairs
Funding	State
Year Established	2013
Staff/ Leadership	1 Interim Chair + 23 voting members who are appointed by the Governor, the President Pro Tempore of the Senate, and the Speaker of the House of Representatives
Budget	N/A
Mission/Key Activities	<ul style="list-style-type: none">▶ Support and enhance North Carolina's existing military installations and missions▶ Increase the economic impact of the military and defense industry in North Carolina▶ Improve the quality of life for Uniformed Servicemembers, Veterans, and their families▶ Provide legislative and state agency coordination for military related issues
Other/Partner Orgs.	Department of Military and Veterans Affairs
Website	https://www.milvets.nc.gov

GEORGIA GOVERNOR'S DEFENSE INITIATIVE

Governance/ Structure	State Government – housed in the Georgia Department of Economic Development
Funding	State
Year Established	2012
Staff/ Leadership	1 FTE
Budget	N/A
Mission/Key Activities	<ul style="list-style-type: none">▶ Coordinate state-based economic development efforts and the state's Congressional delegation's work in Washington related to retaining and growing Georgia's military bases, related business community and workforce▶ Created and implemented: Governor's High Demand Career Initiative, GUARD Initiative, Operation: Workforce, The Georgia Institute of Technology's VET² program, Georgia Veteran Education Career Transition Resource Center (VECTR)▶ Signed the Military Spouses and Veterans Licensure Act and the Protecting Guardsmen's Employment Act into law
Other/Partner Orgs.	<ul style="list-style-type: none">▶ Georgia Department of Veterans Services▶ Georgia Department of Defense
Website	https://www.georgia.org/governors-defense-initiative

MISSOURI MILITARY PREPAREDNESS AND ENHANCEMENT COMMISSION

Governance/ Structure	State Government – housed in the Missouri Department of Economic Development
Funding	State
Year Established	2005
Staff/ Leadership	<ul style="list-style-type: none">11 members – consisting of 2 members of the Missouri Senate, 2 members of the Missouri House of Representatives, and 5 members appointed by the governorExecutive Director serves a 6-year term in office; nominated by the Governor and approved by Missouri Senate
Budget	\$606,071 (FY 2021)
Mission/Key Activities	<ul style="list-style-type: none">Promote economic development related to military issues in Missouri by fostering the development of defense related industriesPosition Missouri to retain its existing military installations and facilities and to acquire additional missions for our military installationsFunction as a clearinghouse by providing military installation information and recommendations to enhance the military value of Missouri defense installationsEducate Missourians and public officials on the crucial economic impact of the military installations and defense industries located in the state
Other/Partner Orgs.	The Missouri Office of Military Advocate serves as the liaison between state and federal branches of government and provides enhanced communication to Missouri government leaders and installation communities.
Website	https://military.ded.mo.gov/

UTAH DEFENSE ALLIANCE

Governance/ Structure	501(c)3 nonprofit
Funding	Public-Private
Year Established	1993
Staff/ Leadership	<ul style="list-style-type: none">▶ 11 officers + 15 board members + 7 advisors▶ 4 employees
Budget	\$632,157 (2018)
Mission/Key Activities	<ul style="list-style-type: none">▶ Data gathering, evaluation, and analysis to provide technical information necessary for maximizing the economic potential of Utah defense installations▶ Presentation of technical information to decision makers related to economic impact of Utah defense installations▶ Providing information from contracted studies and other sources to insure public understanding of potential & actual DOD installation realignments & resultant impact opportunities for communities and the state
Other/Partner Orgs.	Utah Department of Veterans and Military Affairs
Website	https://utahdefensealliance.com/

TEXAS MILITARY PREPAREDNESS COMMISSION

Governance/ Structure	State Government – attached administratively to the Office of the Governor
Funding Model	State
Year Established	2003
Staff/ Leadership	<ul style="list-style-type: none">▶ Governor-appointed commission is composed of 13 members, typically representing an installation in their community▶ Three ex-officio members (House, Senate, and Texas Adjutant General)▶ 2 FTE – Chief executive officer and one full-time administrative staff
Budget	N/A
Mission/Key Activities	<ul style="list-style-type: none">▶ Preserve, protect, expand, and attract new military missions, and assets to Texas installations▶ Advises the Governor and the Legislature on defense and military issues, and on ways to strengthen the position of Texas military installations▶ Encourages defense-related businesses to expand or relocate in Texas▶ Administer the Defense Economic Adjustment Assistance Grant (DEAAG) in Texas▶ Administer the Texas Military Value Revolving Loan Fund (TMVRLF)▶ Host the annual Texas Military Summit
Other/Partner Orgs.	Texas Governor's Committee to Support the Military – comprised of up to 22 individuals including Texas-resident veterans, community leaders, and business leaders.
Website	https://gov.texas.gov/organization/military

KANSAS GOVERNOR'S MILITARY COUNCIL

Governance/ Structure	Chaired by the Governor of Kansas. The members of the council (currently 16) are appointed and serve at the pleasure of the Governor.
Funding	State
Year Established	2005 by executive order
Staff/ Leadership	<ul style="list-style-type: none">▶ The Executive Director is appointed by the Governor and responsible for the successful leadership and management of the Governor's Military Council▶ Housed in the Department of Commerce, plus one full-time staff
Budget	\$195,000 (current proposed budget for 2019/2020)
Mission/Key Activities	<ul style="list-style-type: none">▶ Optimize the military presence in Kansas (recruitment and retention of new missions)▶ Foster cooperation among the installations and private and public sectors▶ Enhance the quality of life for service personnel, veterans, and their families▶ Promote Kansas as a desired location for DOD retirees▶ Assist in the transfer of technology between the military and the private sector▶ Leverage military talent within the Kansas workforce▶ Analyze long-term DOD plans and develop strategies in response
Other/Partner Orgs.	<ul style="list-style-type: none">▶ Kansas Commission on Veterans' Affairs Office▶ Office of Military and Veteran's Affairs at Kansas State University
Website	https://governor.kansas.gov/serving-kansans/office-of-appointments/kansas-boards-and-commissions/governors-military-council/

STATE LEADER INTERVIEWS

STATE MILITARY ORGANIZATION REPRESENTATIVE INTERVIEWS

- ▶ Ret. Lt. Gen. Perry Wiggins
 - ▶ Executive Director, Kansas Governor's Military Council
- ▶ Lisa Swoboda and Ret. Brig. Gen. Mike Hayes
 - ▶ Executive Director, Maryland Office of Military Affairs
 - ▶ Maryland Military Installation Council
- ▶ Keith Graf
 - ▶ Chief Executive Officer, Texas Military Preparedness Commission
- ▶ Joe Driskill
 - ▶ Executive Director, Missouri Office of Military Advocate
 - ▶ Missouri Military Preparedness and Enhancement Commission
 - ▶ President, Association of Defense Communities

BEST PRACTICES AND INSIGHT

- ▶ Supporting the military and defense sector is an **economic development strategy**.
- ▶ Regularly **call on defense contractors** and business organizations.
- ▶ It must remain **apolitical**.
- ▶ A state with a significant military presence needs a **full-time presence** working on these issues.
- ▶ **Regular communication** with base commanders, military communities, state legislators, and the federal delegation is critical.
- ▶ A statewide effort should **support and enhance local organizations and initiatives** – be an extension of their work.

BEST PRACTICES AND INSIGHT (CONT.)

- ▶ Publish a **biannual report** on the economic impact of the military and defense sector.
 - ▶ Send directly to every statewide elected official and local elected leaders in military communities.
- ▶ Organize an **annual summit** that invites state elected officials, local leaders, and contractors.
- ▶ Remain an active member in the **Association of Defense Communities**.
- ▶ Establish a **forum that promotes commonality** among related sector advocates.
 - ▶ Defense contractors
 - ▶ Military families
 - ▶ Community-based organizations



STAKEHOLDER INTERVIEWS

STAKEHOLDER INTERVIEW PARTICIPANTS

- ▶ **Jason Suslavich**, National Security Advisor, US Senator Sullivan's Office
- ▶ **Jim Dodson**, President/CEO, Fairbanks Economic Development Corporation
- ▶ **Bill Popp**, President/CEO, Anchorage Economic Development Corporation
- ▶ **Gen. (ret.) Carroll "Howie" Chandler**, Retired USAF, private sector
- ▶ **Lt. Col. Tyler Moore**, Homeland Defense Planner, Alaskan Command (ALCOM)
- ▶ **Col. Adam Lange**, Deputy Commander, Fort Wainwright
- ▶ **Matt Fagnani**, State of Alaska Department of Commerce
- ▶ **Bruce Bustamante**, Anchorage Chamber of Commerce
- ▶ **Jinnel Choiniere**, Greater Fairbanks Chamber of Commerce
- ▶ **Hallie Bisset**, Alaska Native Village Corporation Association
- ▶ **Ron Perry**, National 8(a) Association
- ▶ **Wink Hinckley**, Alaska Air National Guard
- ▶ **Church Kee**, Director of the Arctic Domain Awareness Center at UAA
- ▶ **Brittany Smart**, Fairbanks North Star Borough
- ▶ **State Representative Geran Tarr**, Alaska State Legislature
- ▶ **Betty Tangeman**, Staff Representative of State Senator Josh Revak

KEY POINTS FROM STAKEHOLDER INTERVIEWS

- ▶ The **federal delegation** has historically been critical to protecting/enhancing the military & defense sector and coordinating with regional efforts.
- ▶ Alaska needs a more **organized statewide military & defense sector initiative/alliance** with an economic development focus.
- ▶ The State should more **aggressively promote** the military & defense sector (internally and externally).
- ▶ There is real potential for expanding the **economic impact** of the sector in Alaska.
- ▶ It must be funded and sustained over the long term and **endure election cycles**.
- ▶ Supporting veterans' affairs and the defense sector are **related, but separate missions**.

KEY POINTS FROM STAKEHOLDER INTERVIEWS (CONT.)

- ▶ Alaska's vital importance to US national security is rapidly increasing due to its **strategic location and training space**. This provides an opportunity for **attracting additional military missions and investment** in the future.
- ▶ In past Base Realignment and Closure (BRAC) rounds, Alaska's installations were at risk due to the challenges of **high sustainment costs, climate, and distance from the supply chain**. These challenges remain.
- ▶ Securing **Pentagon leadership to visit/tour Alaska** leads to increased presence in the state.
- ▶ Current organizing efforts are tied closely with **elected leadership** rather than other stakeholders.
- ▶ There are well coordinated **regional military affairs initiatives** in the state.

KEY POINTS FROM STAKEHOLDER INTERVIEWS (CONT.)

- ▶ Technical assistance and support for **companies serving installations** is an economic development opportunity.
- ▶ **Alaska is a very military-friendly state** – has the highest per capita number of veteran residents among states.
- ▶ There is some question if citizens in general have an **understanding and appreciation** for the economic contributions of the military in the state.
- ▶ The State of Alaska needs to be doing more to **support military families**.
- ▶ Businesses are not actively involved with coordinated efforts in the state—their voice is carried by **business organization representatives**.



ORGANIZATIONAL RECOMMENDATIONS

THE CONSULTING TEAM'S SUGGESTIONS

Based on the input from Alaska stakeholders, best practices research and interviews, and our experience, TIP recommends the State of Alaska:



Establish a statewide military coalition/alliance through state legislation.

and



Create an Office of Military Affairs within State government.

ALASKA MILITARY COALITION/ALLIANCE

- ▶ Members of the body should be identified by statute and/or appointed by the governor.
- ▶ Members should represent military communities and associated constituencies.
- ▶ Meet regularly to discuss and act on key issues impacting Alaska's military and defense sector.
- ▶ The body's mission and key activities should include:
 - ▶ Advocating for Alaska's military installations, missions, and defense sector;
 - ▶ Identifying public infrastructure needs to support the retention and expansion of military installations, missions, and defense sector;
 - ▶ Reviewing state policies to support military installations and maximize economic benefits to local communities; and
 - ▶ Improving the quality of life for Uniformed Servicemembers, Veterans, and their families.

ALASKA OFFICE OF MILITARY AFFAIRS

- ▶ The office could be housed in the Department of Commerce, Community, and Economic Development or the Office of the Governor.
- ▶ The office should be staffed by a full-time executive director.
- ▶ The executive director should manage efforts and coordinate the meetings of the alliance/commission.
- ▶ The office's mission and key activities should include:
 - ▶ Supporting the retention and expansion of Alaska's military installations and missions;
 - ▶ Encouraging defense-related businesses to expand in or relocate to Alaska;
 - ▶ Serving as a liaison to the Alaska federal delegation on defense and military issues;
 - ▶ Educating Alaskans and public officials on the crucial economic impact of the military & defense sector; and
 - ▶ Functioning as a clearinghouse of military and defense sector information for the state.



TELLING THE STORY

COMMUNICATIONS RECOMMENDATIONS

An Office of Military Affairs should be primarily responsible for communicating with key stakeholders and promoting the sector inside and outside the state.

- ▶ Establish a statewide **contact database** of stakeholders; partner organizations; businesses; military officials; and local, state, and federal officials using a customer relationship management (CRM) platform.
- ▶ Create and disseminate a regular **email newsletter** to contacts within the database highlighting new developments, success stories, opportunities, and topics of interest.
- ▶ Develop a **dedicated website** that provides general information on both the statewide alliance and the office of military affairs, and overview of Alaska's military and defense sector, economic impact reports, and a resource library.
- ▶ Regularly **travel to communities** to meet with local officials, economic development organizations, military officials, and business groups.

COMMUNICATIONS RECOMMENDATIONS (CONT.)

- ▶ Work with public affairs staff within State government to craft **press releases** to alert the media and general public of important updates and events.
- ▶ Cultivate relationships with **key media outlets** in Alaska.
- ▶ Develop an **annual report** for internal and external audiences.
- ▶ Create an **internal messaging document** for training/educating alliance members and state and federal officials on the military and defense sector.
- ▶ Create a schedule and methods for obtaining **regular input and feedback** on communications activities from internal audiences.
- ▶ Organize an **annual Alaska military and defense summit** that invites state/federal elected officials, local leaders, military officials, and businesses.
- ▶ Create **social media** accounts for the Office of Military Affairs to disseminate information and communicate success stories.



2905 San Gabriel Street
Suite 309
Austin, TX 78705

512.343.9113

www.tipstrategies.com

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