

SUBASE NEW LONDON JOINT LAND USE STUDY STAKEHOLDER INVOLVEMENT STRATEGY

INTRODUCTION AND REPORT ORGANIZATION

This report outlines the strategic approach to engaging project stakeholders the communities around SUBASE New London in a meaningful way during the Joint Land Use Study (JLUS). It has four sections:

- The **Purpose**, which describes the function of the Stakeholder Involvement Strategy,
- The **Audience**, which identifies the intended audience,
- The **Engagement Methods**, which depicts the planned communication and participation tools, and
- The **Strategy**, which suggests ways of using the engagement methods to meet the goals of each phase of the project.

Lists of project committee members are attached as an Appendix to this report.

PURPOSE

The Stakeholder Involvement Strategy (Strategy) outlines the system to:

- Offer stakeholder involvement opportunities that are relevant to and inclusive of the full affected community,
- Solicit input from community participants about concerns, issues, questions, and insights,
- Receive topic-specific advice and information from key stakeholders to inform the data gathering and planning process, and
- Inform participants about the JLUS process and products in an open and transparent way.

The Strategy utilizes a variety of communication and engagement tools, discussed below, as appropriate through the four phases of the project. The suggested Strategy is meant to act as a flexible guide; the team may adjust engagement approaches if some methods prove more successful than others.

AUDIENCE

Given the large study area, it will be critical to engage those with the potential to be most affected by study outcomes. Those living and working in the study area will be invited to participate throughout the process as members of the general public; those with greater interest in the JLUS will receive additional targeted outreach from the Policy and Technical Committee Members (described under “Engagement Methods”).

General public. The engagement methods described below will be open and accessible. Their advertisement should focus on persons living or working near the SUBASE or within the six participating municipalities (Waterford, Ledyard, Groton (Town and City), New London, and Montville). Public meetings, an online survey, and the project website will be geared toward the general public.

Targeted public. Groups who have expressed an interest in the JLUS or who may be affected most by JLUS outcomes will receive targeted outreach. The Committees will help to identify stakeholders who should receive some additional outreach, and may perform some targeted outreach themselves. Groups to be targeted for special outreach may include adjacent property owners and neighborhood associations, service organizations, etc.

ENGAGEMENT METHODS

Guiding Committees

The Policy Committee and the Technical Committee will guide the JLUS development. Policy and Technical Committee Meetings will take place regularly, approximately once a quarter with some variability, throughout the process. Meeting presentations and summaries will be posted on the project website. Policy and Technical Committees members are listed in Appendix A.

Policy Committee. The Policy Committee is comprised of elected officials and executives from the military base, surrounding jurisdictions, the Southeastern Connecticut Council of Governments (SCCOG), and stakeholder organizations. Members will attend committee briefings and provide comment at each major phase of the study. The Policy Committee will guide the direction of the JLUS, help identify issues and strategy recommendations, and lead applicable implementation efforts identified in the study.

Technical Committee. The Technical Committee is made up of staff from the surrounding jurisdictions, SCCOG, and stakeholder organizations and will act as an advisory board to the Policy Committee. They will assist with data collection, outreach efforts, issue and strategy identification, and review and comment on the JLUS report.

Public Meetings

The MAKERS team will facilitate public meetings—informational and interactive events intended for the general public—at three major milestones. To encourage participation, each meeting may be conducted in a different municipality; meeting locations are to be determined later in the process. Links to coverage of meetings by local media or public access television may be posted to the project website, if applicable.

Online Survey

An online survey will be used to identify issues for consideration in the study. This will provide an opportunity for people who cannot attend the meetings in person to engage in and inform the process.

Stakeholder Interviews

Stakeholders with interest and stake in the JLUS outcomes include the local municipalities, Tribes, state and federal agencies, and SCCOG. The MAKERS team will interview up to twenty stakeholders. Policy and Technical Committee members may interview additional stakeholders to identify issues and/or discuss potential strategies.

Public Officials Briefing

MAKERS will provide the SCCOG, Policy Committee, and Technical Committee materials from Committee briefings to support status reports for elected officials throughout the project.

Review Periods and Email and Letter Commenting

Draft products will have clearly specified review periods to ensure that all comments from the Policy and Technical Committees, as well as from the general public, are addressed and incorporated. The project website's "Contact" page will encourage email via the comment portal. Likewise, the appropriate email and physical addresses will be provided at all public meetings so that people can conveniently comment.

Communication Tools

The following communication tools will provide project information, updates, and draft and final materials, and will be used to advertise the engagement methods described above.

Project website. A project website (www.subasenljlus.com) will be the hub of background material, project updates, contact information, public meeting and survey results, and draft and final documents for the duration of the project.

Email updates. The project team will maintain a Committee email list and provide email updates at key points in the process. People can subscribe to the email list through the project website. Email updates may be forwarded to project stakeholders and other organizations email lists as desired.

Media announcements. MAKERS will provide press releases to SCCOG and the SUBASE for their approval at key points in the process. SCCOG will supply these press releases to the appropriate media channels. Press releases are to be provided to the Navy Public Affairs Officer (PAO) for review one week in advance of scheduled publication.

Informational materials. The project team will disseminate informational material to educate community members, the media, and elected officials about the JLUS through the project website and at in-person events.

"Meeting-in-a-box". Coordinated with each Public Meeting, the project team will provide the Technical Committee with a package of public meeting collateral to support the Committee's outreach efforts. This will include materials prepared for each public meeting as well as facilitation guidance and prompts, including sample questions.

STRATEGY

Phase 1: Introduce Project and Identify Issues

Goals

1. Communicate the project's purpose and need to a broad audience.
2. Advertise methods for continually keeping the public informed.
3. Communicate existing conditions findings.
4. Gather feedback regarding the initial list of project issues and concerns to be addressed in later phases.

Tasks

1. **Develop the project website.** Design and initiate a project website with background information, project purpose, anticipated stakeholder involvement schedule, and method to join the project's email list. (December – January 2017)
2. **Develop and maintain an email contact list.** Provide an easy method to join the email list on the project website, ask Policy and Technical Committee members to provide contact information for interested parties, and provide the opportunity for meeting and survey participants to subscribe to the email list. (Ongoing throughout project)
3. **Hold Policy and Technical Committee meetings.** Kick-off the project, tour the military installations, tour relevant portions of participating municipalities, identify stakeholders, and gather relevant project information. (December – March 2017)
4. **Interview stakeholders.** It is anticipated that MAKERS will conduct approximately twenty interviews, and Technical and Policy Committee members may conduct additional interviews. (January – March 2017)
5. **Develop Project Information Handout.** Create a flyer summarizing project information for dissemination to the public and other interested parties. (March 2017)
6. **Advertise events and survey.** Provide press releases to assist SCCOG in advertising the first Public Meeting and Online Survey. Point the audience to the website for continued updates and to join the email distribution list. (February – March 2017)
7. **Conduct Public Meeting 1.** Include a presentation that introduces the JLUS project, process, and goals; educates about the military installation; and reports on the existing conditions inventory, community plans, emerging trends, and issues driving the area's future. Ask meeting participants to identify potential JLUS issues through interactive exercises. (March 2017)
8. **Provide "Meeting-in-a-box" to Technical Committee.** Provide Technical Committee with materials drawn from Public Meeting 1 for local ongoing meetings. (April 2017)
9. **Conduct Online Survey.** Supplement the public meeting with an online survey (to be announced on the project website and advertised through the media outlets) to gauge the importance of various issues to community members. Post the survey online the day of or just prior to the public meeting. (March – April 2017). Compile the public meeting, survey, and comment results and post on the project website. (April 2017)

Phase 2: Refine Issues and Suggest Strategies

Goals

1. Refine and prioritize the issues from Phase 1 outreach.
2. Develop draft conflict resolution strategies.

Tasks

1. **Hold Policy and Technical Committee meetings.** Review Phase 1 stakeholder involvement results, refine issues, develop understanding of conflicts, and suggest policies and regulations for the team to explore for the Conflict Resolution Strategies. (April – June 2017)
2. **Advertise Public Meeting 2.** Send email updates to the project distribution list, post event information on the website, and disseminate press releases through the local media outlets. (April – May 2017)
3. **Conduct Public Meeting 2.** Present the preliminary Conflict and Compatibility Analysis based on Public Meeting 1 and the Online Survey results, the Policy and Technical Committees' input, stakeholder interviews, and the existing conditions summary. Ask participants to add their concerns and observations and offer suggestions on potential policies and regulations for the team to explore for inclusion in the Conflict Resolution Strategies. (May 2017)
4. **Provide “Meeting-in-a-box” to Technical Committee.** Provide Technical Committee with materials drawn from Public Meeting 2 for local ongoing meetings. (June 2017)
5. **Post results.** Compile Phase 2 engagement results and post on the project website. (June 2017)

Phase 3: Refine and Prioritize Strategies; Draft JLUS Report

Goals

1. Collaboratively confirm the Conflict Resolution Strategies (Strategies) for the JLUS report.
2. Communicate how public input has been used and represented in the report.
3. Disseminate the draft JLUS report.
4. Gather and respond to comments.

Tasks

1. **Post draft Conflict Resolution Strategies.** Post the draft Strategies online and advertise via project email list and media outlets. (August 2017)
2. **Hold Policy and Technical Committee meetings.** Review Phase 2 stakeholder involvement results. Assess strategies for viability at a strategic level. Prioritize short-, mid-, and long-term actions. Plan Public Meeting 3. (July – September 2017)
3. **Post the draft JLUS report.** Post the draft JLUS report online and advertise via project email list and media outlets. (September 2017)
4. **Advertise Public Meeting 3.** Send email updates to the project distribution list, post event information on the website, and disseminate press release. (August – September 2017)
5. **Conduct Public Meeting 3.** Present the JLUS findings and proposed strategies. Consider starting the public meeting with an open house format where people can walk through a series of displays on the draft JLUS report, ask questions of staff and project team members, and

provide input on the material. Present how public comments have been incorporated so far, and prioritize actions. (September 2017)

6. **Provide “Meeting-in-a-box” to Technical Committee.** Provide Technical Committee with materials drawn from Public Meeting 3 for local ongoing meetings. (August 2017)
7. **Track comments.** Advertise a public comment period closing date. Note the comment’s topic in a comment tracking spreadsheet. (September – October 2017)
8. **Post results.** Compile Phase 3 engagement results and post on the project website. (October 2017)

Phase 4: Complete Final JLUS Report

Goals

1. Disseminate the final JLUS report.
2. Communicate how public input has been used and represented in the report.

Tasks

1. **Hold Policy and Technical Committee meeting.** Review Phase 3 stakeholder involvement results and finalize the JLUS, including an implementation strategy and recommended structure for continued collaboration. Following Public Meeting 3 outcomes and PC/TC draft plan review, perform final edits to the JLUS. (October – December 2017)
2. **Post final JLUS and project overview.** Post the final JLUS and project overview on the website and advertise via the project email list and media outlets. (December 2017)
3. **Transfer website to permanent home.** Discontinue use of the www.subasenljlus.com domain and transfer contents to SCCOG. (December 2017)

APPENDIX A COMMITTEE MEMBERS

The following represents the initial committees and is subject to change throughout the process. Policy Committee members may choose to send a representative or defer to the Technical Committee representation.

POLICY COMMITTEE MEMBERS

Kevin Brown, Chairman
Mohegan Tribe Tribal Council

James Butler, Executive Director
SCCOG

Rodney Butler, Chairman
Mashantucket Pequot Tribal Nation Tribal
Council

Mike Finkelstein, Mayor
Town of Ledyard

Bruce Flax, Mayor
Town of Groton

Sen. Paul Formica
CT State Senate, 20th District

Marian Galbraith, Mayor
City of Groton

Ayanti Grant, District Director for
Congressman Joe Courtney (CT-02)

Ron McDaniel, Mayor
Town of Montville

Mark Oefinger, Town Manager
Town of Groton

Sen. Cathy Osten
CT State Senate, 19th District

Michael Passero, Mayor
City of New London

Bob Ross, Executive Director
CT Office of Military Affairs

Daniel Steward, First Selectman
Town of Waterford

CAPT Paul Whitescarver, Commanding
Officer
SUBASE New London

TECHNICAL COMMITTEE MEMBERS

Susan Adams, Government Liaison
Electric Boat

Scott Bates, Chairman
CT Port Authority

Colleen Bezanson, Assistant Planner
Town of Montville

Barbara Goodrich, City Planner
City of Groton

Micheal Grzywinski, Sr Environmental Analyst
CT DEEP Land and Water Resources Division

Deborah Jones, Assistant Director of Planning
Town of Groton

Charles Karno, Planning Director
Town of Ledyard

Amanda Kennedy, Director of Special Projects
SCCOG

Evan Matthews, Executive Director
Connecticut Port Authority

Nina McDonald, Commander
U.S. Coast Guard Station New London

Tracey McKenzie, Natural Resource Manager
Naval Submarine Base New London PWD ENV DIV

Rich Madonna, VP Finance and Administration,
Connecticut College

Thomas Maziarz, Chief
CTDOT Bureau of Policy and Planning

Abby Piersall, Director of Planning
Town of Waterford

Jonathan Reiner, Director of Planning
Town of Groton

Sally Rigione, NAE Community Relations Advisor
U.S. Army Corps of Engineers

Greg Sabra, Commander
U.S. Coast Guard Academy

Mark Schultz CIV NAVFAC MIDLANT, CPLO
PWD New London

Catherine Smith, Commissioner
CT DECD

Sybil Tetteh, City Planner
City of New London

Wendi Weber, Regional Director
U.S. Fish & Wildlife Service