

RANGE SUSTAINABILITY TOUR LESSONS LEARNED / PITFALLS



July 2004

Range Sustainability Tour Lessons Learned/Pitfalls

Tour Execution

1. Meet with the potential tour invitees several times prior to planning the tour schedule, in order to determine the main questions/interests/concerns of the invitees, so that those items can be specifically addressed during the actual tour.
2. Pre-brief the installations and military personnel to help the military better understand the interests/concerns represented in the invitee group. This will help eliminate any preconceived ideas the military has about the invitees and will allow the installations to develop a presentation tailored to the tour invitees interests.
3. Briefings should be kept to a minimum and the focus should be on site visits. Too much briefing takes away from the essence of the tour.
4. The engagement of senior leadership at the installations adds dramatically to the tour and the overall experience of the invitees.
5. The tour invitees should be the staff level policy and opinion makers within their organizations (which is not necessarily senior people in the organization). Do not shy away from inviting young staff as they can be very powerful and influential members of their organizations. For example, within one month of the San Diego Tour, one of the youngest invitees accepted a position as the top environmental advisor to a Congressman of great importance to the range sustainment effort.
6. Schedule continued follow-on meetings with the tour attendees (i.e. informal brown bag lunches held on a 6-week basis).

Tour Logistics

1. If working with a contractor, ensure early in the planning process that the authority to pay for non-governmental employee travel exists within the contract. The use of invitational travel is also an option, however, this needs to be determined up front and funds need to be available.
2. Make hotel/BOQ reservations for attendees, but provide up-front reimbursement and have tour invitees pay for their room. This will prevent any questions about paying for extra room charges (i.e. phone calls, room service, etc.).

3. Simplify the logistics of paying for meals by providing per diem for all tour days and meals so that invitees pay for their own meals vs. the tour planner paying for invitee meals.
4. Establish a method for providing all tour attendees with base clearance and ensure that security arrangements are clearly understood by the installation gate security forces, so that NO ONE is turned away. All attendees should have some form of pass or ID that will allow them on base during the scheduled tour dates.
5. Establish a cut off date for invitee additions/replacements (military, government, and civilian) to minimize last minute logistical changes. However, anticipate the possibility that a few last minute changes will come up in spite of a cut off date.
6. Coordinate and communicate with military/DoD regional POCs and possible attendees throughout the planning process to ensure a good head count.
7. Have a complete list of all attendees (DoD, regional, civilian, etc.) in advance, so nametags, contact lists, etc. can be provided.
8. Coordinate with the installation to develop one set of read-ahead materials that can be supplemented on-site as necessary.