

## The Guam Public Information Program “Community Outreach”

### I. Background

A Community Outreach program has been identified as the preferred process to provide necessary information to the people of Guam while ensuring current, accurate information is reaching the intended audience. Communication with the people of Guam and stakeholders of the Military Expansion and Integration effort is an important aspect of the Governor’s approach to ensuring Guam benefits greatly from this opportunity.

### II. Purpose

Community Outreach is intended to establish a continuous (open) communication forum for the people of Guam and the various stakeholders in the military expansion effort. This program’s goal will be to provide timely and accurate communications regarding the plans, objectives, and status of the US Military Expansion and Integration activities and clearly define the policies, goals and objectives of the Government of Guam. The intended benefit is to address the questions, interests, and concerns of the people of Guam.

*A Community Outreach solution should be the “eyes and ears” for the people of Guam vested in the successful integration of the military expansion and the achievement of the intended benefits for Guam.*

Program goals:

- Foster An Understanding of Integration Activities with the Expansion Effort
- Build Community Involvement and Acceptance
- Enhance Two–Way Communication Between The Government and The People Of Guam

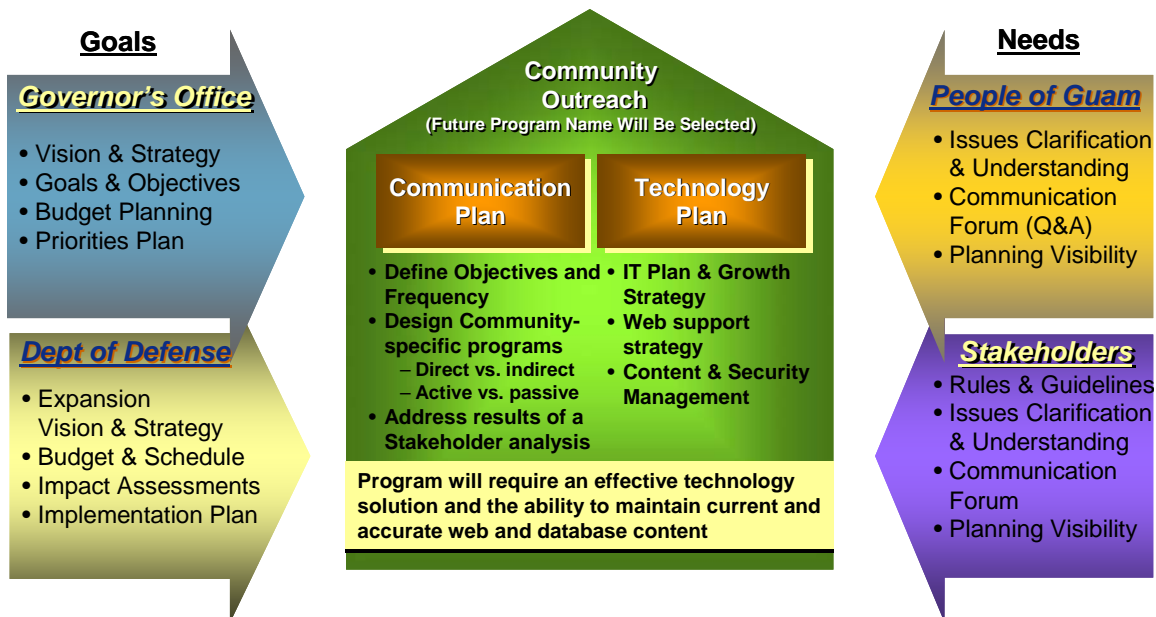
The Governor’s office will continue to develop the conceptual vision and strategy that will continue to define the Communication Program & Outreach objectives. The Office of the Governor recognizes the need to maintain an open channel of two–way communication with the people of Guam and to the many stakeholders that reside on–island as well as in other parts of the world.

### III. Approach (Community Outreach program)

The graphic below depicts the primary elements of the public information program we are referring to here as the “Community Outreach” program. It describes the elements required to create a Community Outreach solution and the largest external groups that will have a direct impact or interest.

The descriptions below are the key elements starting in the center of the graphic titled “Community Outreach”, then moving clockwise beginning with the Department of Defense (DoD).

**Figure 1 – Graphical Depiction of the Community Outreach Key Program Elements**



#### *Develop a Communication Strategy and Plan*

A Communication Strategy is a formal plan to establish an organization and the components necessary to successfully achieve communication goals. The level of communication support will be determined through the strategy development process and budgetary constraints.

Objectives include:

- Defining the government's communication goals and objectives
- Defining the Community Outreach Modes of operation (e.g.: media utilization plans, web-based capability and services, and in-community programs)
- Defining communication points of entry and access for the people of Guam (e.g.: email, web, direct mail, telephone, media)
- Establishing performance measures to assure the achievement of desired service levels

- Developing a communication management approach for on-island and off-island requirements

### ***Develop a Technology Plan***

The Technology Plan establishes Technology Objectives & Strategies necessary to support the Community Outreach program. It will require the assessment of the complete information management architecture and capability to determine how growth in the Guam Government, as a result of the expanding user-base and the anticipated increase in demand, will impact the technology and information management solutions currently available. Appropriate agencies within Government of Guam, such as the Bureau of Information Technology, would be engaged to support this type of assessment.

It is anticipated the Community Outreach program will utilize the functionality afforded through web-based technologies and support. Working with the Bureau of Information Technology, this program will:

- Define enabling technologies necessary to meet the Communication Plan requirements
- Determine the viability of message management options and the level of access that can be managed in the current technology environment (e.g.: BLOGS, Q & A, etc.)
- Establish a technology acquisition and implementation plan (as required)
- Establish content management plans

### ***Department of Defense***

The Department of Defense (DoD) is the driving force behind the goals and objectives of the Military Expansion and Integration program. As such, the objectives and schedule will become integral data points to be communicated as appropriate. Other key data points from DoD the communication program will manage include:

- Vision and Strategy of the DoD Military Expansion and Integration program
- Expansion timing and implementation schedule
- Budget planning information
- Impact assessments (e.g.: environmental, social and culture, infrastructure, etc.)

### ***Governor's Office***

The Governor's office is the decision-making body to establish the Community Outreach program. Community Outreach will look to Government of Guam to acquire communications strategies, direction, and customer service level goals necessary to meet requirements. Additional direction for the Military Expansion and Integration effort and the Community Outreach program provided through the Governor's office may include:

- Vision and strategy
- Goals and objectives
- Budgetary planning requirements
- Priority Planning

### ***Define the Community Outreach Program Organization***

All stakeholders and interested parties need a single, focused, centralized and collaborative agency solution that provides information and communications about the Military Expansion and Integration activities. The goals of the program include:

- Keep awareness and commitment high
- Maintain a consistent message within and outside the program
- Manage expectations of the outcomes
- Facilitate effective and timely communication

A Community Outreach program is an integral component of the recommended leadership solution at the directorate level. As detailed in the Task 1 section of our report, it is stated:

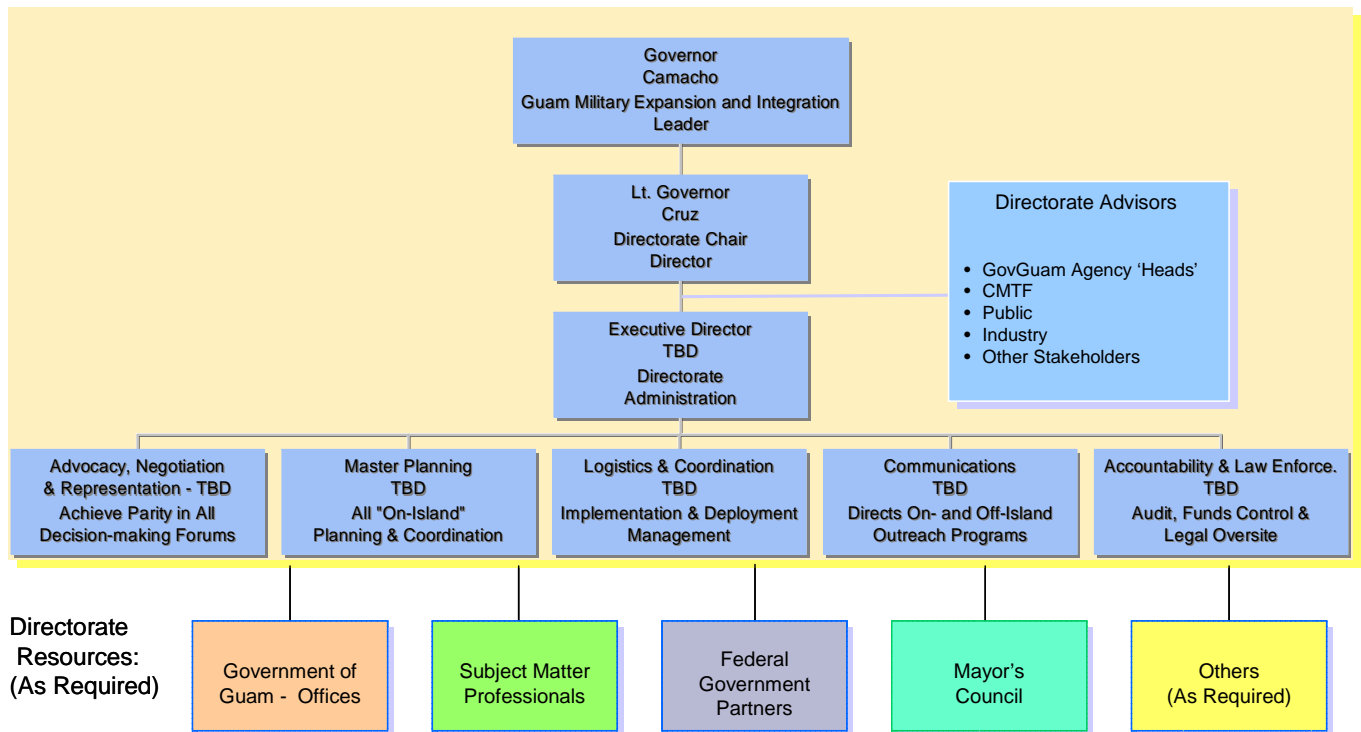
*“Common to whatever approach is taken is the belief that such a program should be solely and exclusively focused on the business and mission of Guam and the U.S. Military Expansion. Furthermore, that the leadership, management, operations and objectives reflect a single, focused, centralized, transparent, and collaborative approach.”*

The Community Outreach program is the communications segment of the leadership directorate to be defined by The Government of Guam. Figure 1, above, depicted the high level integration points we see for the communication and “Community Outreach” solution. Figure 2, below depicts the organizational structure option described in Task 1. This directorate-based organization’s purpose is shown below with the organizational depiction immediately following:

#### **Purpose**

- To be established by the Governor of Guam to enable the Government and people of Guam, together with the U.S. Military and Federal Government, to achieve mutual success through these guiding principles:
  - Respect and recognition
  - Collaborative planning and partnerships
  - Communication and dialogue
  - Investment and Accountability

**Figure 2 – The Government of Guam Directorate option for the transition of Military Expansion and Integration Activities**



***People of Guam***

The people of Guam have and will continue to have a keen interest in the decisions that will affect the island. Decisions made by the DoD and The Government of Guam obviously impact the people of Guam. The Community Outreach would become the central location for the people of Guam to obtain information regarding any aspect of the program that can be answered. Since this effort is Military Expansion and Integration centric, the Community Outreach, unless otherwise determined by the Governor, is not intended to replace other communication venues for government matters that do not pertain to the expansion. This program is focused on managing perceptions and expectations of the people of Guam and its stakeholders on the expansion effort.

Other needs and identified requirements for the People of Guam include:

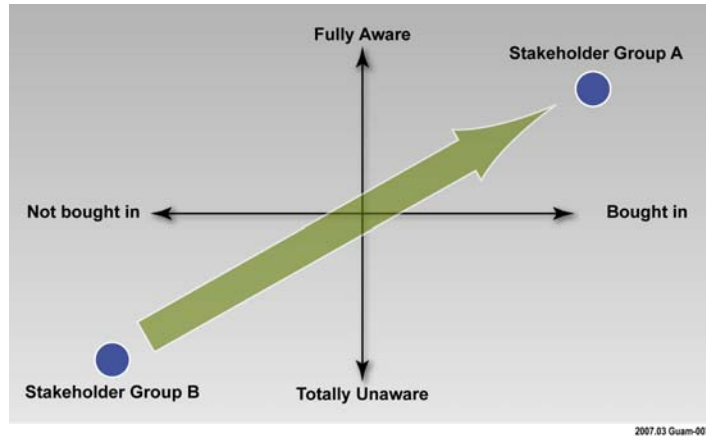
- Issues clarification and understanding
- Readily available communication forum for questions and answers
- Visibility into existing and future planning by the DoD and The Government of Guam
- Access to historical data and events planning

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**Stakeholders**

The ability to engage collaboratively with The Government of Guam, DoD, and other key stakeholders should drive more information sharing, mutual understanding, and implementation of consensus approaches. Understanding the stakeholder interests and the level of influence they have is essential for the successful participation strategy and change program, and in helping to achieve awareness and buy-in (illustrated in Figure 3).

**Figure 3 – Stakeholder Interests Analysis and Identification**



The completion of a Stakeholders Management Strategy will further identify and define the needs of the special interest groups that have an interest in the Military Expansion and Integration effort. Generally, local stakeholder groups will have many overlapping concerns with the people of Guam. International stakeholders will have many needs that should be identified specifically and managed uniquely as a result of an analysis.

#### **IV. LOGO Development Outreach Program**

The requirements for this program are about and for the people of Guam. For this reason, an exciting opportunity is being planned to establish a contest for the residents of Guam to create the name for the program and design the logo that will be the official logo of the Government of Guam Directorate for Military Expansion and Integration effort. This is a great opportunity for the people of Guam to participate in the exciting events associated with our expanding horizons.

##### ***Overview***

In the coming weeks, The Office of the Governor will announce a contest to the people of Guam to:

- A. Name The Government of Guam Directorate for Military Expansion and Integration Effort
- B. Develop and submit a design for a logo for the Government of Guam Directorate for Military Expansion and Integration Effort

##### ***Award Scenario 1:***

The prize for submitting the winning Name and/or Logo is still being considered. However, at a minimum, the winners of the Name and Logo will be featured in a selection ceremony with the Office of the Governor and new Director for Military Expansion and Integration. This will be the official kick-off of the Guam Community Outreach program. We would expect media coverage of this event that would feature the winning entries.

The personal reward will be the satisfaction and the pride of having developed and/or designed the official Name and Logo of the Government of Guam Directorate for Military Expansion and Integration Effort. Using an appropriate strategy, developed and communicated effectively, the goal would be a change of mindset to create a feeling of community and desire to do things actively for the betterment of Guam. Participation is voluntary.

##### ***Award Scenario 2:***

The prize for submitting the winning Name and/or Logo will be a [\$300.00, or a 60 MB Apple iPod or other item as may be appropriate for a "group winner"]. In addition, at a minimum, the winners of the Name and Logo will be featured in a selection ceremony with the Office of the Governor and new Director for Military Expansion and Integration. This will be the official kick-off of the Guam Community Outreach program. We would expect media coverage of this event that would feature the winning entries.

The personal reward will be the satisfaction and the pride of having developed and/or designed the official Name and Logo of the Government of Guam Directorate for Military Expansion and Integration Effort. Using an appropriate strategy, developed and communicated effectively, the goal would be a change of mindset to create a feeling of community and desire to do things actively for the betterment of Guam. Participation is voluntary.

For each submission of a program name (A, above):

- The responding group that is submitting their choice – should submit their choice for the name and a description of why they believe the name is the appropriate title for this new era in Guam growth. (See “Contest Rules” below, length of description to be determined)

For each submission of a program logo (B, above):

- The responding group, class, institution, individual, or other – should submit their choice for the design of a logo and a description of why they believe the graphic is the appropriate depiction that communicates the wonders of the island and the vision for the future. (See “Contest Rules” below, size of logo and other submission requirements will be issued prior to the launch of the contest.)

## Participation

Participation is open to all the people of Guam. It is anticipated that groups, clubs, business concerns, the school system – particularly young people in individual grades and classes, as well as programs within the academic community and Universities and others will be interested in participation. We would like to see everyone participate!

## ***Contest Rules***

Any person or group that wishes to enter this challenge should contact (Name and Contact Information will go here) to acquire a “Name the Directorate” and/or “Design the Directorate Logo” Contest Entry Form.

(Note: Additional Contest Rules to be determined.)

## ***Selection Process***

A selection process will be developed that will enable the people of Guam to make the final selection of the Name and Logo that best represents this program and the vision for the future. (e.g.: Web-based voting process)

### ***Draft Logo Designs for Guam Military Expansion and Integration Effort***

We have developed seven logo options for the Government of Guam to consider and to perhaps use as examples during the logo development contest. The purpose of the logo is to give the public a uniform, meaningful, and appealing face for the effort. A logo functions as the gateway to a new relationship of communication, vision, and beauty. It provides the first impression to many that will learn of the efforts taking place on Guam, and first impressions are critical. We have worked to create options that are unique, memorable, and appealing.



#### ***Logo 1: Guam Military Expansion and Integration***

This mark uses an adaptation of the bordered, pointed, vertical ellipse used on the Guam flag to form the letter "G." The horizontal stroke of the "G" and the stylized coconut tree represent the island. The flowing ocean waters and waves lead the viewer's eye to the island. The foundation palette color is teal blue. A primary lighter blue represents the flowing ocean. A primary green is used for the tree trunk, and a bright magenta balances the palms of the coconut tree with the bold "GUAM" typography.

#### ***Logo 2: Guam Patch***

A military patch or seal was the inspiration for this mark. The primary colors of deep blue and yellow form the foundation palette. The bright green shape of the island advances toward the viewer off the blue ocean. The star represents the US Military presence on the island. [See note on separate sheet.]





**Logo 3:** *Guam Military Expansion and Integration Expanding Horizons*

This mark uses a palette of the four colors, coral, lime, cyan and plum. The coral colored border, pointed, vertical ellipse from the Guam flag forms a background frame out of which the lime green island advances to the viewer. The water surrounding the island is represented by the bright cyan color. The palms of the stylized coconut tree bisect the island and the tree trunk forms a swoosh of movement that leads the eye from the island to the typography.

**Logo 4:** *Guam Military Expansion and Integration*



The focal point of this mark is the shape of the "latte stone". The completion of the circle forms a subliminal keyhole through which the viewer sees the ocean, sky, and island represented by the stylized coconut tree.



**Logo 5:** *GoGuam*

This logo features a stylized G that points upward, symbolizing progress and movement. There is an allusion to the military and the U.S. government in the form of the small star within the G, demonstrating that those institutions are a vital part of this effort.

**Logo 6: Guam Central Commission**

This logo uses iconic imagery and bold type to present a unique entity to the public. The palm tree references the island of Guam, and the star references the U.S. the military presence on the Island.

**Logo 7: Guam 2020**

This logo uses the shape of the island of Guam to define the relocation effort. The inclusion of the year 2020 communicates both the forward-looking, clear focus, and the long-term nature of the effort.

Please note: We have chosen colors to represent these ideas, but it is possible to change the color of any concept. Therefore the form and lettering of the logo should be decided upon first, followed by a finalization of the color palette.

## V. Web Technology Assessment

The military expansion has been estimated to increase the population of the island by as much as 15 – 20%. With the growth of the island, the people of Guam will place ever-increasing demands on the government and its information management capability. Within this expanded population will be a higher percentage of transient users placing greater demands on the financial management processes and the systems that support it.

### *Future Requirements of The Government of Guam IT Resources*

Equally, as the strategy of the Government of Guam evolves to prepare and capitalize on the opportunities afforded through the expansion initiative, the need increases to ensure the

*Increasingly, leadership is realizing the significant impact that information can have on the success of a program and for the enterprise.*

government's information technology (IT) sustains and extends the government's strategies and objectives.

As the requirement for IT services intensifies, the need is created for a control framework for IT governance. CobiT, Control Objectives for Information and related Technology, provides a framework that should be considered prior to making additional IT expenditures.

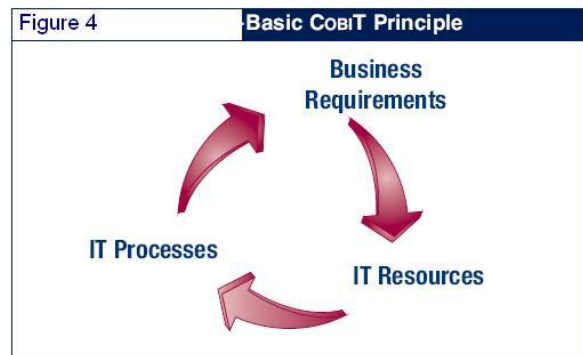
Heightened understanding of the way information technology is operated and the likelihood of it being leveraged successfully is distinguishing some agencies. To this end, a structured IT governance capability should be put in place to ensure future IT investment is:

- Likely to achieve objectives
- Flexible and resilient enough to expand as government's enterprise expands
- Judiciously managing the risks it faces
- Appropriately recognizing opportunities and acting upon them

### *Benefits to Guam*

Most structured frameworks, as indicated in Figure 4 at right, and government requirements are the driving force for all IT resource decisions.

Essentially, the framework should be based on the need to provide the information the enterprise requires to achieve its objectives. Furthermore, the enterprise needs to manage and control IT resources using a structured set of processes to deliver the required information services – while



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managing the overall resource requirements. As Guam determines its emerging strategies and expanding infrastructure, basically its "Business Requirements", the IT investment will play an important role in successfully achieving those goals.

### ***Review of Guam Web Sites & Evaluation of Alternatives***

We have been tasked with producing recommendations and a cost benefit analysis for a technology solution to support a public information program (Community Outreach). The purpose of introducing and considering a dedicated communications capability is to assure the residents of Guam and stakeholders in the military build-up--on an international scale--will have the visibility and access to information deemed suitable and appropriate by the Guam Central Commission. The goal is to create and operate a Public Information Program for centralized information and communications that is publicly accessible to the people of Guam, all stakeholders, and interested parties.

We have completed a preliminary, albeit high-level evaluation of the web-based communications capability available to the Governor's office and the Government of Guam. To achieve our objectives, we need to understand how the government addresses communication requirements and what is in place to meet the need to provide the public with access and insight to information and activities of the Guam Government.

This document summarizes our work to date, provides preliminary options, list technology observations, and document possible next steps. We have drawn the conclusions of our assessment from limited access based on observation and content visibility available generally to the public.

### ***Current Assessment***

The Government and Office of the Governor of Guam currently utilize a number of publicly available websites. We have listed some of the sites we identified below. Other sites, such as [www.bit.guam.gov](http://www.bit.guam.gov) were not accessible to us at this time.

<http://www.guam.gov>

<http://www.guamgovernor.net/>

<http://www.visitguam.org/>

<http://www.guamdol.net/>

<http://www.mayorscouncilofguam.org/>

<http://www.guamchamber.com.gu/>

<http://www.portofguam.com>

<http://www.guamltgovernor.org>

**Synopsis**

http://www.guam.gov and http://www.guamgovernor.net/ are designed as vehicles to convey information to the public and stakeholders relating to Guam. The www.guam.gov site is an encompassing portal for the Government, where the www.guamgovernor.net site is focused on the events and communication objectives of the current administration. The www.guam.gov site appears to be an e-Portal designed to provide access to all of Guam’s many government agencies.

From a high level, it appears that the Government of Guam has some of the features and technologies within their fold of websites that are desirable for a public awareness campaign. A couple of examples would be the use of RSS technologies on www.guam.gov and the use of e-Polls on www.guamgovernor.net. Other technologies such as portal technologies and content management tools/platforms may be in place, but this cannot be determined at this time. This will be discussed more in the state of technology and next steps sections below. Technology Options

In order to recommend a solution, an analysis of the existing Government of Guam websites will be required. Once that analysis is complete, the technology cataloged and requirements clearly defined a cost benefit analysis will be completed to determine whether to integrate with an existing government portal or build a stand alone solution.

The options available to the Government of Guam generally fall into three areas:

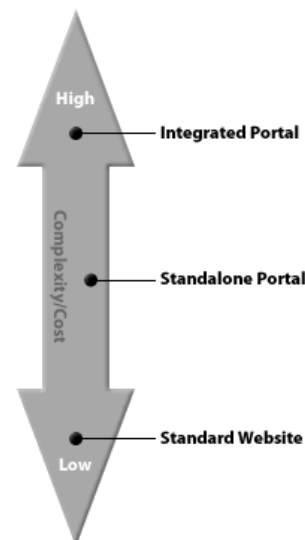
1. An integrated portal working within the framework of a Government of Guam portal.
2. An independent portal directly supporting the entity created to oversee the Guam military buildup and integration (i.e., Guam Central Commission).
3. A standard website independent from the existing Guam websites.

The solutions vary in complexity and price. The figure to the right illustrates.

An integrated portal would involve customization of the existing Guam sites as well as implementation of any new technology to support the public awareness campaign or public information program.

A standalone portal would minimize the complexity of integration with the existing Guam infrastructure and be designed solely to support the public awareness campaign or public information program.

A standard website would reduce the complexity even



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further by decreasing the amount of technology needed to support the effort. This solution would have the lowest cost.

Determination of the scope and direction for the Public Information Program may be a high priority objective for the Governor's office and the government of Guam. The solution—set for web-based and direct communications requirements will be directed by the Government and/or a designated military buildup and integration oversight entity. The objectives defined by this entity will establish the requirements to be used to further evaluation.

### *State of Technology*

While current sites employ various applicable technologies for public awareness, there are opportunities for applying additional technologies, Web 2.0 tools, and methods to promote public awareness further. Web 2.0 tools, some of which are listed below, allow websites to become very effective communication mechanisms in supporting public information and awareness campaigns.

### ***Recommendations include the following:***

#### *Portal Technologies:*

Portal technologies are commonly available for creating public facing websites and providing a platform on which additional Web 2.0 technologies can be leveraged. Portal technologies allow for creation of public websites with content management capabilities, document storage and presentation, and basic intranet capabilities. Portal technologies can range from simple frameworks that allow for basic contact management and content management and delivery to advanced content management and workflow systems. A standalone ePortal solution could be designed to accommodate much of the functionality described herein such as blogging, podcasting with the Outreach Program members, but an integrated portal is necessary to eventually enable citizens to perform on-line transactions directly with appropriate government offices.

Estimated range - \$20,000 - \$100,000+

#### *Podcasting:*

Podcasts — audio recordings of information that can be listened to on the computer or downloaded to an iPod or mp3 player—are an alternative way to offer information to the public. Podcasts are created by making a digital recording that could be posted on the Guam website for users to download and review at their leisure. Podcasting is very effective in public information and awareness campaigns in allowing users to download news releases, interviews and articles in an audio format that can easily accessed across multiple devices. A good public information and awareness campaign will strategically script and design a series of podcasts that will provide timely information to the public. The solution can range from very simple to a structured platform.

Estimated range - \$3,000 - \$20,000

*Blogging:*

Blogging (short for “Web Logging”) is a Web 2.0 tool that enables subject-specific commentary and news reporting. Blogs have become a common source for media and consumer research. Like podcasting, blogging is a very effective and informative means in any public information and awareness campaign. When effectively implemented, a blog can raise overall awareness by generating more traffic to the desired campaign mediums such as a website or the blog itself. Users rate and refer this solution to each other. This topic is discussed further below in the Use of embedding links section. The solution can range from very simple to a structured platform.

Estimated range - \$2,000 - \$15,000

 *Search Engine Optimization Campaign:*

Search engine optimization would allow Guam to present specially prepared content to search engines, such as Google®, to rank high in search engine listings and draw visitors to the site. Search engine optimization (SEO), when coupled with search engine marketing (SEM), can provide enhanced traffic and exposure on the web. Press releases are optimized and strategically registered and conveyed through the proper channels for maximum impact. The website itself is broken down into optimized pieces so users will get directly to the information they desire from their search requests. The solution is not a one time proposition, but an ongoing management program.

Estimated range - \$3,000 - \$20,000

 *Keyword research:*

Keyword research would be effective in building content on subject areas internet users are looking for related to the awareness campaign. With keyword research, Guam would have the ability to query databases that have captured search engine users and what they have input into search engines such as Google®, Yahoo® and MSN®. Using this data, Guam can see what internet users are searching, and carefully craft content around interests. This leads to a more proactive approach to public awareness.

Estimated range – To Be Determined (Based on requirement)

 *RSS Feeds*

The use of RSS to publish frequently updated content such as Blogs, podcasts and news. RSS can be used to both raise campaign exposure on the web itself to coordinate efforts between Guam’s numerous government websites.

Estimated range - \$2,000 - \$15,000

*Use of embedding links:*

By continuously monitoring and placing links on social networking sites, Guam can increase the chance of exposing website content to new users.

Estimated range – Ongoing and based upon support and upkeep of website

*Email campaign and electronic newsletters:*

Permission-based email marketing campaigns are an effective way to communicate and retain attention in a public awareness campaign. Information can be conveyed in a cost effective, timely and efficient manner to mass audiences. Solutions can be integrated within the technologies of the website or through outside vendors. Proper analysis and list management increase the effectiveness of the campaign.

Estimated range - \$5,000 - \$20,000

\*Note: Prices can be solidified once requirements are understood.\*

*Next Steps*

- Work with Guam IT contacts and Government to ascertain scope and direction for the Public Information Program (“Outreach Program”). Work closely with Government of Guam representatives, BIT Chief, and others as designated, to discuss requirements for development and technology assessment.
- Perform a requirements analysis to establish the reasons for developing the website.
- Perform a technology assessment on existing Guam websites. Determine feasibility and desire to incorporate the technology solution within the existing infrastructure.
- Complete a cost / benefit analysis of desired options
- Develop and deliver recommendations based on the requirements, technology assessment and cost benefit analyses.

*Recommendation*

This potential course of action is based solely on the limited communication received to–date and any known desired requirements. It is based on our knowledge and expertise of public awareness and information programs. Recommended courses of action may change as communication and direction initiate and scope evolves.

The recommended course of action is to build a standalone e-Portal separate from the array of existing Guam Government websites. This portal would enable many of the features mentioned earlier in this document. It would allow for posting and reception of information to support the Guam military buildup and integration “Public Information Program”. This recommendation would call for design and implementation points to consider and plan for later integration with the existing Guam Government sites as appropriate and necessary.

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