

A 'One Community' Agenda

Pursuing Partnership and Innovation in Today's Defense Community

Secretary of Defense Lloyd Austin has said that the cornerstone of the new National Defense Strategy will be integrated deterrence, of which two key concepts will be innovation and partnership. As DOD embraces this new strategy it is essential that we strengthen the foundation of our military – the places where our military trains, deploys from and calls home – our installations and defense communities. It is here that we must begin to institutionalize the concepts of innovation and partnership. When communities and the military are working as one, we make a difference, we find new solutions and we strengthen networks, and we build great places for our servicemembers and their families to call home. While this is not a new idea, there is a tremendous opportunity to shift collaborative efforts to a new level of impact. The Association of Defense Communities believes a “One Community” approach will foster a new level of military-community collaboration to tackle the major issues facing our nation and national defense.



Drive Installation-Community Innovation at the Local Level

The future of our national security depends upon developing innovative solutions to key challenges, and that begins at the local level. We can incentivize new initiatives designed to break down barriers between the military, communities, and the private sector by:

- » Continuing to invest in DOD innovation programs like AFWERX, NSIN and DIU, and ensuring that these initiatives fully integrate communities into their plans and efforts.
- » Encourage the development of installation-community innovation hubs that bring together

local leaders from the military, community, academia and private sector.

- » Capturing best practices in joint community-military pandemic response and recovery; including highlighting the important role of the National Guard



Institutionalize the One Community Concept

When tackling the big issues facing our military, service members and their families, the fence line does not matter.

- » Institutionalize the concept of “one community” by training and incentivizing installation leaders to continuously look beyond the fence line.
- » Strengthen installation-community partnership authorities including the Intergovernmental Support Agreement (IGSA) & the Enhanced Use Lease (EUL) programs.
- » Promote forums and professional development opportunities where installation leaders can learn alongside their community counterparts about new installation management and partnership best practices and ideas.



Invest in the People who Make our Military Work

The people who power our nation's defense are more important than ever. From the cyber expert and ship builder to the military spouse, we need to support and invest in our defense workforce by:

- » Develop clear and viable benchmarks for community and state spousal employment



One **Community.**
One **Mission.**

support and military child education standards, and provide resources and partnership opportunities that can assist communities in achieving them.

- » Supporting community-led initiatives that enhance military spouse employment
- » Working collaboratively at the local and national level to understand and plan for the evolving expectations and capabilities of the defense sector workforce
- » Promoting joint military-community efforts to ensure military families have access to high quality schools, childcare, spousal employment, and special needs programs
- » Investing in defense workforce development initiatives that ensures we have a skilled workforce for the future (e.g. the Defense Manufacturing Communities Support Program)



Invest in Infrastructure that Supports Missions and Families

Our military and our families rely on a complex network of roads, buildings, facilities, utilities, and land - both on and off base - to support critical training, power-projection platforms, and the everyday needs of our families. We need to prioritize investment in our nation's defense infrastructure by:

- » Expanding the Defense Community Infrastructure Program (DCIP) to support both traditional community infrastructure and facilities that enhance quality of life
- » Promoting sustained investment in our installations through a stable, robust military construction program that replenishes any redirected funds
- » Enhancing the value of public-public (P4) and public-private partnerships (P3) to maximize a full range of tools that leverage resources to improve the efficiency and resilience of defense infrastructure
- » Strengthening the ongoing collaboration between military and community by supporting and

enhancing the role of the DoD Office of Local Defense Community Cooperation (OLDCC)



Promote Climate Resilience for Installations and Communities

Sea level rise, extreme weather events and other climate related issues are having real impacts on our installations, defense communities, and national security. Responding to this threat must be coordinated across the fence line, regionally and nationally by:

- » Creating a coordinating point within OSD to connect DoD and communities on climate change issues, ideally through the OLDCC
- » Continuing funding and support for the Military Installation Sustainability (MIS) program
- » Embracing programs, including DCIP, which support joint installation-community climate resilience planning and infrastructure projects
- » Developing program benchmarks that are clear, quantifiable, objective, and provide a baseline measurement of DCIP and MIS program performance



Address Racism & Inequality in the Communities our Military Calls Home

Today's military is more diverse than ever, yet many defense communities are some of the least diverse places in the country. This means service members are still asked to live in some communities where they may not feel completely welcomed. DoD and defense communities must work together to address racial inequality at the local level by:

- » Listening to those who have experienced the impact of racism and inequality to ground DoD and community efforts in their experiences
- » Jointly raising awareness of the issue and a common approach to addressing racial inequality
- » Developing information and resources that can be adapted to the different circumstances of each defense community