



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND  
EUROPE REGION  
UNIT 29353, BOX 200  
APO AE 09014-0200

IMEU-PA

19 January 2012

MEMORANDUM FOR PUBLIC AFFAIRS, HEADQUARTERS, UNITED STATES ARMY  
INSTALLATION MANAGEMENT COMMAND

SUBJECT: REGION ENDORSEMENT OF USAG WIESBADEN COMMUNITY RELATIONS  
PROGRAM ENTRY TO KEITH L. WARE AWARDS COMPETITION.

1. Forwarded with the upmost enthusiasm. In accordance with published guidance on the subject, the enclosed package of information is submitted for due consideration under the DA Community Relations Award Category B: Program.

2. U.S. Army Garrison Wiesbaden experienced a huge transformation beginning with its transition from one of four U.S. Army garrisons in the German state of Hessen to the only remaining garrison with state-wide responsibility for the U.S. Army's Community Relations program. The garrison's transformation continued with the return of 3<sup>rd</sup> Corps Support Command, the 123<sup>rd</sup> Main Support Battalion and the 1<sup>st</sup> Armored Division to the United States, and USAG Wiesbaden's establishment as the home for the U.S. Army in Europe headquarters, U.S. Army V Corps, and 5<sup>th</sup> Signal Command. The garrison Public Affairs Office identified the need for a strong and proactive communication program with a strong focus on the surrounding communities to ease this challenging process of change for those affected, and to meet the exponential increase of public interest in garrison matters. Building on an already established network with local communication partners, PAO developed several public communication venues that have resulted in numerous positive media products, well informed German and American communities and an increasing number of opportunities offered by the host nation to our Soldiers, civilians and their families during one of the most challenging periods of transformation in U.S. Army Europe history.

3. The POC for this action is the undersigned at DSN 370-8101.

FOR THE DIRECTOR:

A handwritten signature in black ink, appearing to read "Ronald D. Thompson".

RONALD D. THOMPSON  
Chief of Public Affairs

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A (AEPUBS)

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*Supporting historic Wiesbaden transformation process with proactive communications program to nurture community's support for military presence*

Submission for Keith L. Ware competition, Community Relations, Category B (Program)

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# Description of the program

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**Name and context of the program**

**Research**

**Planning**

**Implementation**

**Evaluation/Results**

**Related awards**

# Keith L. Ware Award submission 2011

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Public Affairs Office, U.S. Army Garrison Wiesbaden, Germany

## Community Relations

### **Program Name: Communicating Wiesbaden Transformation**

*Supporting historic Wiesbaden transformation process with proactive communications program to nurture community's support for military presence*

### **Context**

U.S. Army Garrison Wiesbaden has seen significant changes over the last few years as it has gone from being just another garrison in the German State of Hesse, to becoming the new home of Headquarters, U.S. Army Europe. This tremendous transformation process has required an extraordinary and comprehensive communication effort, a challenge the garrison's leadership and public affairs office have readily embraced and used to leverage the quality and scope of the garrison's Community Relations Program.

Having supported a total military community of about 17,000, the "221<sup>st</sup> Base Support Battalion" became a direct reporting garrison in 2007. As a result of a far reaching "Base Realignment And Closures" process, within twelve months Wiesbaden remained the only one of four garrisons in the State of Hesse after the closure of USAG Giessen, USAG Hanau and USAG Darmstadt.

Final decisions were not made at the time, but the plans of USAREUR Commanding General B.B. Bell foreseeing a reduction of U.S. troop strength in Germany and a consolidation of headquarters functions in Wiesbaden started getting underway as the 3<sup>rd</sup> Corps Support Command returned to the United States in 2007, the 123<sup>rd</sup> Main Support Battalion in Dexheim, formerly under 1<sup>st</sup> Armored Division, inactivated in 2008 and the 66th Military Intelligence Brigade relocated to Wiesbaden Army Airfield from Darmstadt over 2008/09.

Plans to consolidate U.S. Army Europe Headquarters in Wiesbaden were officially announced in June of 2010, followed by the arrival of 5<sup>th</sup> Signal Command from Mannheim. The relocation of the 1<sup>st</sup> Armored Division headquarters from Wiesbaden to Ft. Bliss, Texas in spring of 2011 prepared the way for the move of V Corps Headquarters from Heidelberg to Wiesbaden in summer of the same year.

Thus, all supporting headquarters functions for USAREUR have been moved, and USAG Wiesbaden is preparing for the move of the USAREUR headquarters itself, bringing about another 1,000 Soldiers and 2,000 civilians to the community. The garrison's supported population is expected to increase from the recent 15,000 to about 20,000 total.

The garrison leadership and PAO identified the need for a strong and proactive communication program with a strong focus on the surrounding communities to ease this challenging process of change for those

affected, and to meet the exponential increase of public interest in garrison matters. Building on an already established network with local communication partners, PAO developed a semi-annual media day and several other public communication venues that have resulted in numerous positive media products, well informed German and American communities and an increasing number of opportunities offered by the host nation to our Soldiers, civilians and their families.

## **Research:**

### **a) Research methods**

- Closely observed communication efforts in other transforming garrisons
- Throughout 2011, worked closely with USAREUR Relocation team consisting of public affairs and planning professionals to identify information needs of closing and receiving communities
- Worked closely with IMCOM-E and USAREUR counterparts to identify releasable information on upcoming changes
- Used network of already established PAO partnerships, most effectively at semi-annual, garrison-hosted PAO conferences to conduct thorough brainstorming sessions and solicit feedback and advice from various host nation counterparts on how best to communicate with host nation audiences, points of greatest concern, best communication tools etc.
- Closely followed media reporting on all garrison matters to identify points of greatest interest with neighboring communities; solicited advice from IMCOM-E and USAREUR PAO and the U.S. Forces Liaison Office, which has visibility on all matters relating to the State of Hesse
- Screened citizens' comments on PAO-operated social media, as well as readers' comments on Internet-based discussion forums of local newspapers

### **b) Research findings**

- Focused communication effort requires special information space and products on transformation issues in all PAO-operated information outlets
- In addition to electronic and mass media communications, some personal forum for affected communities required to offer "human touch" and provide opportunity for question and answers
- Host nation overall positive toward Americans, but military stationing no longer taken for granted; generation of thankful post-war children is getting older and losing influence. Current generation approaches matters more from a business and cultural exchange perspective. Local community leaders are willing to work with U.S. Military as long as they receive appropriate information on matters affecting their communities. Respect for the host nation is expected to be demonstrated by inclusion in the planning and discussion process.
- In light of the changed force protection situation after 9/11 and its limiting impact on host nation relations, local media have become a crucial conduit to communicate with, and maintain the trust of the local population, in addition to close cooperation with HN officials. Interest on all garrison matters, especially new and visible construction projects, unit moves, effects on local housing market etc. is very high.
- Frequent and consistent communication with the local population through officials and the media = transparency = trust = stationing and quality of life support from the local population

- Number of individual media requests will quickly overwhelm garrison staff; requirement to find an efficient way to combine similar media opportunities

### **c) Expected challenges**

- Upcoming changes, such as unit relocations, anticipated and discussed before officially releasable information becomes available
- Challenge to maintain garrison's credibility with host nation officials and media representative while avoiding speculation on information above the garrison's authority to release
- Language barrier: All communication should be bilingual – English for internal coordination and German for release to local media

## **Planning:**

### **a) Objectives**

- **SUSTAINABILITY:** Be a responsible steward with the resource of host nation goodwill toward the U.S. Forces stationed in the USAG Wiesbaden footprint; give host nation leaders and community members the feeling they are valued and their input and concerns during transformation are taken seriously
- **TRANSPARENCY:** Reduce the perception created by installation access controls that the garrison is trying to isolate itself from the German community
- **INTEGRATION:** Prepare the way for a smooth transitioning of USAREUR headquarters and related units into the Wiesbaden community
- **ACCEPTANCE:** Facilitate acceptance of less popular changes caused by the HQ move, such as increased aviation activity
- **QUALITY OF LIFE OPPORTUNITIES:** Use the momentum created by greatly increased media attention to bring new opportunities to the Soldiers and families, contributing to their quality of life while stationed in Wiesbaden
- **COMMUNITY COHESION:** Effectively cater consistent, high-quality information to all community groups to instill confidence and mitigate any anxiety coming with change of that magnitude; prevent rumors; strengthen garrison community's cohesion
- **EFFICIENCY:** Execute the program without additional resources to the existing public affairs team

### **b) Techniques**

- Maximum use and further development of PAO network with host nation and U.S. communicators through semi-annual PAO conference; inclusion of media for part of the event
- Develop semi-annual media day to combine media requests and provide effective, high-quality subject matter expert information
- Use monthly USAREUR-hosted relocation meetings to coordinate actions
- Use garrison events such as groundbreakings and grand openings to invite media
- Get involved in forum discussions of online newspapers

- Maximum use of all existing PAO information venues: Garrison newspaper, AFN TV and radio, garrison-operated Command Information Channel, Website, community meetings and newcomer briefs, social media: Twitter, Facebook, Flickr
- Develop special transformation radio show
- Maintain German site on garrison website
- Offer tours to key host nation officials
- Use weekly “Things to Do” newsletter to encourage U.S. community to explore host nation and show American presence, be ambassadors of good will
- “Home game” town halls for incoming units
- Provide translation within PAO’s capabilities; solicit support from other agencies

### **c) Budget**

Transformation Communication program has been executed by a four-to-five-personnel public affairs team and occasional assistance of volunteers, with a total of about 10 hours of overtime weekly, otherwise without additional cost to the garrison.

### **d) Strategic communication messages:**

- RESPECT: Garrison respects host nation officials and communities and does its utmost to keep them informed and involved in the coordination process.
- UNDERSTANDING: Garrison understands change brings certain anxieties for surrounding communities.
- GRATITUDE: Garrison is thankful for city’s and state’s hospitality for U.S. Forces and appreciates community’s understanding for garrison mission.
- SUSTAINABILITY: Garrison understands history and value of local German-American relationship and is committed to continue it.
- TRANSPARENCY: Garrison is committed to open communication within security and release parameters.
- INTEGRATION: Garrison is committed to do its utmost for a smooth integration of USAREUR and its units in the Wiesbaden community. Garrison is committed to being a good neighbor.
- QUALITY OF LIFE OPPORTUNITIES: Garrison members appreciate the local culture and quality of life opportunities offered by surrounding communities.

## **Implementation**

### *1. Maximum use and further development of PAO conferences*

- In order to reach various audiences affected by Wiesbaden’s transformation, PAO heavily relies on a number of communicators both in the host nation and within the U.S. community.

- Thus, PAO strengthened and expanded a primary local networking forum – the garrison-host semi-annual PAO networking day, to include HN PAOs from the City of Wiesbaden, the German Army Hessian State Command, the local police, the U.S. Consulate General, as well as representatives from all major tactical units in the garrison, the U.S. Forces liaison office, AFN, IMCOM, USAREUR etc.

- Focus of networking day was shifted toward transformation topics. Each event included a topical SME briefing on recent and upcoming changes in the garrison footprint to empower HN representatives to communicate changes with their audiences, while a system of rotating hosts enabled participants to increase their awareness of each other's missions.
- Most valuable: Brainstorming sessions at each networking day to find best approaches and tools to communicate change. In one such session, the idea of a regular media day or press conference to satisfy public interest was discussed and soon thereafter implemented.
- Another addition to the program at the Nov. 2011 networking day was to invite an editor of the key local newspaper to discuss efficient media operations with participants.

\*\*\* See Supporting materials: 1-PAO conferences

## *2. Semi-annual media days*

- In cooperation with HN communicators, PAO then developed a plan for semi-annual media days to satisfy the rapidly increasing media interest in all aspects of garrison transformation.
- The intent was to capitalize on the momentum of public interest, and at the same time be efficient with available resources and bundle a host of media requests for on-site photo opportunities and SME briefs into one consolidated event that allowed PAO to provide high-quality information to a large number of multipliers at the same time.
- Whenever possible, PAO combined the media day with a newsworthy garrison event to get reporters maximum material for the time spent on garrison grounds, such as the "Topping off" ceremony of the new Mission Command Center to be occupied by USAREUR, in March of 2011.
- Each media day included a tour of facilities of interest offering ample photo opportunities, such as the new housing construction site south of Wiesbaden Army Airfield, or the construction of a hotel, entertainment center and a new shopping complex on the Hainerberg installation; as well as an appropriately detailed briefing on the status of Wiesbaden transformation and construction by the Wiesbaden transformation chief, complemented by interviews with the garrison commander or USAREUR representatives.
- Fact sheets were provided, tailor-cut to frequently asked questions and concerns as identified by PAO research, assisting media in understanding complex transformation processes and their effects on local communities.
- Media days were also heavily attended by HN and US PAOs who found the information and tours provided very useful.

\*\*\* See Supporting materials: 2-Media Days

## *3. Use garrison events as media opportunities*

- Providing the media access and interview opportunities has been an integral part of planning for garrison events.
- Event opportunities were maximized by PAO to get command messages out. Examples include the opening of the state-of-the-art Wiesbaden Lodge, or the 1<sup>st</sup> Armored Division farewell ceremony before return to U.S. (message: thanks for HN support.)
- Bilingual PAO personnel ensured smooth communication.

\*\*\* See examples of positive coverage in 3-Garrison events = media opportunities

#### *4. Getting involved in forum discussions of online newspapers*

- As newspapers started providing more online content and offering discussion forums following specific articles, PAO quickly seized the opportunity to get involved in conversations affecting the garrison.
- Through quick reaction to misperceptions or erroneous information propagated by readers in comments section, PAO was able to provide balanced view and put issues in context, thus ensuring garrison transformation messages are presented whenever the articles are accessed on the internet.

\*\*\* See example in 4-Newspaper forum discussion

#### *5. Maximum use of all existing PAO information venues*

- PAO leveraged effectiveness of transformation info and messages through increased use of all available information venues, linking social media such as Facebook and Twitter back to more in-depth information on website and newspaper, or pointing newspaper readers to Flickr site for host of community photos.
- A special transformation page was created on the garrison website, linked to the losing community's website. Transformation stories in the newspaper were labeled with a special transformation icon.
- In close cooperation with the Transformation Stationing Office, PAO developed an AFN radio show recorded monthly and aired several times a week, as well as numerous TV spots, providing the community with valuable updates on unit moves, construction progress, safety messages etc. See <http://hessen.afneurope.net/>.
- Transformation-focused information products for the above outlets were also developed with the awareness that they are used by a large part of the HN population.
- The German-language site under the German flag on the garrison website [www.wiesbaden.army.mil](http://www.wiesbaden.army.mil) – unique in Europe - was further developed as a priceless tool to provide valuable information for an increasing number of queries from local citizens, companies, organizations and media representatives, in an efficient manner. The site has been updated with garrison statistics, transformation photos and stories, air traffic information, FAQs etc.

\*\*\* See screen shots of GE website, HU articles, social media, AFN campaigns link in 5-Existing PAO venues

## *6. Host Nation tours and councils*

- As an outcome of brainstorming with HN colleges at the PAO networking days, PAO identified high-return opportunities for personal communication through garrison tours for HN multipliers.
- Example for PAO-hosted tour: Tour for 30 members of “Wiesbaden Association – Citizens and Police” including tour of new housing area construction site, new command center, airfield operations building, airfield tower and new gym; Q&A session; group greeted and accompanied by garrison commander.
- The garrison expanded the scope of established host nation forums to personally communicate transformation developments to host nation leaders, to include the semi-annual Noise Abatement Meeting and the annual Executive Exchange Council, chaired by GRO and supported by PAO.
- Other tours were offered by the garrison’s Government Relations Officer and supported by PAO, to include tours for police and county officials, German-American associations and municipal environmental offices.

\*\*\* See 6-HN tours and councils

## *7. Town halls*

- To ease transition anxiety and to efficiently answer questions of incoming units, PAO actively participated in town halls organized in the losing communities before unit moves, such as town hall for V Corps coming to Wiesbaden from Mannheim.
- In addition to providing comprehensive information on how to stay informed, PAO also facilitated participation by city representatives welcoming new units even before their arrival to Wiesbaden.

\*\*\* See HU story, PAO brief in 7-Town halls

## *8. Monthly USAREUR-hosted relocation meetings*

- ICW USAREUR PAO, alternated in hosting non-public USAREUR-initiated relocation meetings including PAOs of all transformation-affected communities and groups, such as losing and gaining garrisons, affected units etc., adding new participants as topics required.
- Over a working luncheon, forum convened on a monthly basis and discussed coordination of messages, hot media topics, upcoming events, sharing of resources, linking of information outlets and more.
- Forum has proven key in synchronizing PAO efforts, planning approaches and identifying priorities.

## *9. Translation of key products*

- PAO provided translation at all media events as required to ensure clarity of message. Additional PAO escort personnel was obtained from other units, thanks to well developed PAO network.
- Provided German translations of most releases and messages to ensure clear communication of command's intent.
- Provided English translation of all garrison-related media products to provide valuable HN community feedback to garrison and HQ planners and leaders.
- Solicited and obtained valuable translation assistance from GRO and other agencies.

### **Evaluation/Results:**

- SUSTAINABILITY 1: The deployment of a far-reaching, comprehensive transformation communications plan by the USAG Wiesbaden PAO and supporting agencies has not only maintained, but deepened the outstanding relationship with surrounding host nation communities. This office seized the massive challenge of mitigating unwelcome transformation effects and turned it into an ever increasing opportunity to get Army and garrison messages out to a growing audience by effective interaction with host nation leaders and media, directing the resulting massive HN interest in garrison matters toward supporting the military community's quality of life.
- SUSTAINABILITY 2: The semi-annual German-American PAO conference served as a key forum for brainstorming and coordination. It was attended by 30-40 key communicators throughout 2011. Valuable ideas were voiced and developed there, such as the media day and tours for police and citizens groups. Working closely with host nation and unit partners representing all communicators in the garrison AOR further strengthened the PAO network ensuring success in the overall PAO mission, such as during the March 2011 Frankfurt Airport shooting incident, where two Airmen were killed and effective communication ICW HN officials was crucial. \*\*\*See BW feedback in 1-PAO conferences.
- TRANSPARENCY & ACCEPTANCE: The proactive approach on interacting with media and host nation officials through invitations to garrison events, media days and German-American forums has ensured a constant information flow out to the host nation community that kept up with the operational speed of the transformation process. On countless occasions, the garrison has been praised for its cooperation and openness to the HN, making it easier for HN constituents to not just accept the changes, but proactively seek out new opportunities to further German-American friendship and help in shaping this relationship for years to come. The CHALLENGE of the tension between limited releasable information and garrison credibility with highly interested HN audiences was mastered by constant and close personal communication and coordination with major commands and host nation officials.

\*\*\* See references by HN media editors in 2-Media Days.

- TRANSPARENCY & MEDIA VOLUME: The many media opportunities, especially the media days throughout 2011 generated a wealth of primarily factual to positive stories. The proactive engagement of leaders, including the garrison commander and the TSMO director, and the resulting high-quality

media products created a snowball effect of new interest by additional media representing wider audiences and further leveraging garrison messages. \*\*\* See examples in 3-Media Opportunities.

- TRANSPARENCY & LARGE MEDIA PROJECTS: Primary example of the snowball effect: Acknowledging the garrison's increasing significance and "transparency", the Wiesbaden City planners conducted an eight-part story campaign in cooperation with the number-one local newspaper and PAO to feature how the American military presence has shaped the architectural face of the city from World War II until today. PAO provided numerous site tours, SME briefings, human interest interview partners, archive data etc, gaining positive awareness with local readers and a set of historic features for further garrison use. \*\*\* See 3a-Architectural Series.

- EFFICIENCY 1: The development of the media days strengthened the relationships with local media and enabled PAO to capitalize on the momentum of high media interest without depleting garrison resources.

- EFFICIENCY 2: Through close coordination and long-term relationship building with other unity and agency PAOs, garrison was able to get support for media tours and translation requirements, thus sharing professional development opportunities and strengthening PAO network further.

- EFFICIENCY & TRANSPARENCY: The German presence on the garrison website has saved the PAO countless hours of dealing with repetitive information requests from HN representatives and instead presents frequently asked information in a user-friendly format, also building trust by affording external audiences easy access to garrison agencies and contribution to the garrison's openness.

- QUALITY OF LIFE OPPORTUNITY 1 – German American Day: As a direct result to increased publicity about the garrison, the state-operated Wiesbaden Museum hosted the first German-American Friendship Day at the Museum on Oct. 3, 2011. While the museum staff organized the program and a large number of entertainers and service providers, PAO strongly supported by a powerful publicity campaign through all CI media, by assisting in attracting active garrison participation such as cheerleaders and boy scouts, by drafting GC's speech and coordinating protocol matters, and by sending personal invitations to garrison leaders to ensure good attendance. The event was a great success, bringing thousands +++ of U.S. and German community members out and providing them with opportunities to mingle and build friendships. What started as a one-time event is now turning into a long-term partnership with the museum. \*\*\*See 8-QoL – German-American Day

- QUALITY OF LIFE OPPORTUNITY 2 – New partnerships with surrounding towns and regional agencies: Many calls from HN agencies in 2011 started with a statement like "We have read about the tremendous changes and the increasing significance of the Wiesbaden garrison in the newspaper and would like to offer your community XXX..." New partnership opportunities and long-term programs were developed in 2011, triggered by positive media reporting.

- HOCHHEIM. The neighboring town of Hochheim invited garrison representatives for the first time to their wine fest, going to great lengths to make them feel welcome. The town's PAO

started providing PAO with valuable leisure and event information, translated to English just for our audience.

- ELTVILLE. For the first time, in fall of 2011 the town of Eltville hosted a garrison FMWR food & beverages stand for free at the state-wide children's day, specifically requesting the garrison to bring the "taste of America" to the HN community. The event was well attended, positive reporting resulted.
- RUEDESHEIM. For the first time, in Dec. of 2011 the popular tourist town of Ruedesheim hosted an FMWR stand at the Christmas market for free, facilitating interaction of the German and American communities. Tours were provided for garrison officials; several positive press articles resulted.
- WIESBADEN SOCCER CLUB. Triggered by extensive reporting on Wiesbaden's American community, the soccer club contacted the garrison and established a partnership with the CYS Youth Sports program, offering free soccer clinics and thousands of free tickets.
- CHILDREN'S PROGRAMS. State parliament reached out to U.S. school children with partnership events and shared special education know-how.
- WIESBADEN CHAMBER OF INDUSTRY AND COMMERCE. Going with increasing public interest, the Wiesbaden IHK contacted PAO, requesting the garrison to provide speakers and SMEs to brief at a large gathering of regional businesses to help them understand garrison population and operations and how they can better cater their services to the garrison community. The idea has matured and the event is scheduled for Feb. 2012.
- \*\*\*See 9-QoL – New partnerships

- QUALITY OF LIFE OPPORTUNITY 3 & INTEGRATION– Special offers and free products. Wiesbaden and other neighboring cities have provided thousands of free bi-lingual brochures on all the city has to offer for distribution to newcomers. Vintners in the area offered special packages deals of vineyard tours and other leisure opportunities; more and more stores offer English-speaking departments to cater to Americans. The local bus company increased the frequency of buses servicing Wiesbaden Army Airfield, at no cost to the garrison. These are just a few examples of host nation gestures developed to make newcomers transition to Wiesbaden feel welcome in the city and its host nation community.

- INTEGRATION: Town halls conducted at the home stations of incoming units, such as V Corps in Mannheim in 2011 have effectively reduced the anxiety of the unknown. PAO's information products and the personal participation of Wiesbaden city officials set newcomers up for success and provided quality of life information, turning anxiety into positive anticipation of the new home. \*\*\*See 7-Town halls

- COMMUNITY COHESION: Close coordination with other directorates has led to a better understanding of directorate missions and overall garrison business and furthered mutual support. Due to PAO's multi-faceted approach of integrating and inter-linking different media outlets, all community groups have been afforded tailor-cut information products for maximum awareness. PAO receives daily positive feedback from newspaper readers, radio listeners, social media and website users. Community meetings, hotlines and social media forums serve as efficient two-way communication mediums confirming high quality of garrison's communications program. Consistently high community cohesion is

also demonstrated by ICE rates at approx. 97% and by a large number of volunteers contributing to the garrison community as their home.

## Related awards

- U.S. Army Garrison Wiesbaden was named the 2011 Army Chief of Staff Army Communities of Excellence Gold Winner - a distinction that puts it at the top of a select list of outstanding garrisons across the Army. As communicated to the garrison commander by senior Army officials, the garrison's exemplary Community Relations program was a major factor in the decision to pick Wiesbaden as the Army's best place to be stationed at.



# Recommendation from project supervisor

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REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY GARRISON WIESBADEN  
UNIT 29623  
APO AE 09005-9623

IMEU-WSB-PA

19 JAN 2012

MEMORANDUM FOR PUBLIC AFFAIRS OFFICE, HEADQUARTERS, UNITED STATES  
ARMY INSTALLATION MANAGEMENT COMMAND

SUBJECT: RECOMMENDATION FROM PROJECT SUPERVISOR FOR SUBMISSION TO  
2011 KEITH L. WARE COMPETITION, COMMUNITY RELATIONS PROGRAM

1. Recommendation in support of the submission of subject award nomination by the U.S. Army Garrison Wiesbaden Public Affairs Office is provided in accordance with published guidelines for the 2011 Keith L. Ware Competition, Community Relations Awards.
2. There has been an uninterrupted and significant U.S. military presence in the City of Wiesbaden since World War II. With the announcement of the move of Headquarters, U.S. Army Europe, however, the garrison has faced overwhelming public interest as well as anxiety among the local population about the impact of future developments on their quality of life. With strong support from the garrison command, USAG Wiesbaden PAO has taken this challenge and turned it into an opportunity, taking German-American relations in the Wiesbaden region to a new level.
3. Recognizing the absolutely crucial role of open, proactive and accessible communication when it comes to ensuring continued community support for a changing military presence, PAO developed new venues to deliver quality information to local leaders and media, empowering them to educate the public on upcoming changes and garrison messages, and to maintain trust in the continued historic relationship between Germans and Americans in Wiesbaden. Grown on the fruitful soil of PAO-hosted conferences with host nation counterparts, a semi-annual media day became one of the most effective forums to maintain a positive relationship with the HN community, in addition to many established leaders meetings, community events and media opportunities.
4. Resulting from this proactive approach, the garrison not only received an unprecedented volume of factual and positive press coverage, but also saw numerous new partnerships being brought to the military community, triggered by press articles that brought the garrison to the forefront of interested agencies, reaching anywhere from local soccer programs for CYS children to unique events like the German-American Day at the Wiesbaden Museum.

IMEU-WSB-PA

SUBJECT: RECOMMENDATION FROM PROJECT SUPERVISOR FOR SUBMISSION TO  
2011 KEITH L. WARE COMPETITION, COMMUNITY RELATIONS PROGRAM

5. Host nation officials praise the relations with their counterparts at the garrison as never having been better. The concerted communications effort by this office, in close coordination with information-releasing agencies and counterparts, has further consolidated the good relations between USAG Wiesbaden, the City of Wiesbaden and the State of Hesse, and has effectively paved the way for a smooth transition of the USAREUR headquarters into the Wiesbaden Community.



ANEMONE RUEGGER  
Public Affairs Officer