

AMBROSE PUBLIC RELATIONS AGENCY

Rock Island Arsenal Joint Manufacturing and Technology Center: Research Brief

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Executive Summary

The contents of this document combine to create a full understanding of the Rock Island Arsenal Joint Manufacturing and Technology Center and its publics. The RIA-JMTC's main public relations issue is that its publics don't know that it is a separate entity from the Rock Island Arsenal as a whole.

From the media trend analysis conducted, APRA found the media do set the agenda for how often the RIA-JMTC is covered and the implications to its reputation that come with that coverage. Most of the articles concerning the RIA-JMTC are published locally in Iowa and Illinois. The most popular type of story for agenda setters is major news events such as new products, economic impacts and business partnerships.

Interviews conducted allowed APRA to prove the RIA-JMTC's public relations issue is in its differentiation from the RIA. The publics that didn't know the RIA-JMTC couldn't

form a perception of its reputation. Those who were aware of the RIA-JMTC still suggested the RIA-JMTC distinguish itself from the RIA.

The media consumption survey showed American adults most often consumed local news media in the form of newspapers or broadcasts, and only the younger adults made frequent use of mobile devices for news.

Based on these results, APRA recommends updating the organization's social media. Education seminars or school field trips could also help aid in the RIA-JMTC differentiation from the RIA as a whole and allow the RIA-JMTC to inexpensively distribute printed materials to its publics. APRA also suggests using the local news media in order to reach the middle-aged public as this is their primary source of media.

APRA suggests focusing public relations efforts on the general civilian public. This public can't differentiate between

the RIA and the RIA-JMTC. APRA's research advises emphasizing the patriotism, economic importance and readiness qualities of the RIA-JMTC as main copy points to help promote a positive reputation of the RIA-JMTC.

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Introduction

A single organization contributes \$1.3 billion annually to the local economy, and few people understand its importance. Interview research conducted by the Ambrose Public Relations Agency indicates the public doesn't know the Rock Island Arsenal is not one large organization, but a house for many other Army-related units. One in particular, the Rock Island Arsenal Joint Manufacturing and Technology Center, finds this to be a large problem among its publics. Primary and secondary research combined here explains why the RIA-JMTC is misunderstood by its numerous publics and offers some recommendations to gain the public's understanding of this important manufacturing center.

Problem Statement

The Rock Island Joint Manufacturing and Technology Center is the only full-service Army installation in Iowa,

Illinois and Minnesota. Despite its importance and excellent service the RIA-JMTC has room for improvement in its reputation management. The RIA-JMTC's main issue is differentiation.

The main public relations issue is that RIA-JMTC's key publics, including media outlets and the Quad Cities community do not have a complete understanding of how the RIA-JMTC differs from the RIA as a whole. This makes it difficult for RIA-JMTC to launch a cultivation campaign.

Because the public can't differentiate between the RIA and the RIA-JMTC, the public doesn't know what the RIA-JMTC does or its impact on the community.

Research Questions

With an understanding of the RIA-JMTC and its public relations problem, research questions must be investigated to find out how it can obtain the attention of its publics. In order

to develop recommendations to alleviate the client's problems, the following questions will guide APRA's research.

1. How do publics' beliefs, attitudes, and social norms form perceptions of the RIA-JMTC?
2. How does agenda-setting affect the portrayal of the RIA-JMTC in local news media?
 - a. Are the media gatekeepers telling people to think about the RIA-JMTC?
 - b. What topics do media gatekeepers choose?
 - c. Do these topics fit into the publics' beliefs about the RIA-JMTC?
3. How do the RIA-JMTC's main publics describe their beliefs and attitudes about the RIA-JMTC?
 - a. How are these beliefs formed?
4. How should the RIA-JMTC allocate its media relations to cultivate positive perceptions?

- a. Which media are the most influential to the RIA-JMTC publics' beliefs and attitudes?

Task Environment

To better understand the importance and historical significance of the RIA-JMTC, it is imperative to look at how the RIA was established and understand the importance of the RIA-JMTC today.

Background

Established in 1862, the Rock Island Arsenal is the only full-service Army installation in Iowa, Illinois and Minnesota. The arsenal supports more than 54,000 active reserves, retired military, civilian employees and family members within a 150 mile radius. More than 1.5 million square feet of the Kingsbury Complex contains the Rock Island Arsenal's Joint Manufacturing and Technology Center. Since 2004 the RIA-JMTC produced 45,000 add-on armor kits for six different

platforms including more than 15 variants of the kit to support troops on the battlefield.

The four main capabilities of the RIA-JMTC include assembly, quality management, engineering and supply chain management. The RIA-JMTC houses the Army's only recoil mechanism assembly factory that also takes care of coatings including steel, aluminum oxide and glass blasting as well as epoxies and painting. The recoil area created projects such as the M119, M45 for the 198 Howitzer and other spare parts. In the recoil area, all parts for particular weapons are constructed. Tight tolerances and specific interfacing are crucial in this process to ensure that weapons absorb energy properly.

RIA-JMTC received recognition as the 2007 Shingo Public Sector Gold Medallion Recipient for its Forward Repair System and as the 2007 Silver Medallion Recipient for its Shop Equipment Contact Maintenance value stream. Pete Geren,

secretary of the Army, designated the RIA-JMTC as a Center of Industrial and Technical Excellence for Mobile Maintenance, specifically for its work with the FRS and SECM.

RIA-JMTC reaches out to the community to offer machinist apprenticeships and other training programs to qualified applicants. In addition to these training programs, the RIA-JMTC has partnerships with the Black Hawk College welder training program, BAE Systems, Mandus Group, QC Manufacturing Lab, Sivyer Steel, and Supply Core. The RIA-JMTC alone employs 1,617 employees and operates with a \$3 million budget.

The RIA-JMTC is a proud part of the Rock Island Arsenal which strives to provide world-class manufactured products, services and logistics in support of the nation.

Historical Significance

The history of the RIA-JMTC includes more than 168 years of development and this year marks its 150th year of service. As the RIA-JMTC was not designated as such until 1984, many other factors led to the development of this program (RIA History Overview, 2011).

The Rock Island Arsenal's origins date back to 1816 (Slattery, 1990). At this time, the island had been set aside for military use. The fort served as military headquarters during the Black Hawk War of 1832. It was abandoned in 1836, but remained an ordnance depot until 1845 (U.S. IMC, 2007). After being named Fort Armstrong, the Arsenal provided weaponry for every American conflict since the Civil War (Slattery, 1990).

Fort Armstrong officially became the Rock Island Arsenal by an Act of Congress in 1862. President Abraham

Lincoln approved the act to create a space for the deposit and repair of arms and other munitions of war (RIA History Overview, 2011).

The first commanding officer, Major Charles P. Kingsbury, arrived in 1863 to take command of the island (RIA History Overview, 2011). He began developing a plan to create a full arsenal (RIA History Overview, 2011). The island was also home to the Rock Island Barracks, a Confederate prisoner of war camp. A total of 12,192 Confederate prisoners were held at the prison camp. The Confederate Cemetery is the only tangible remains of the Rock Island Prison Barracks. A total of 1,964 prisoners died. The Rock Island National Cemetery is one of 117 national cemeteries operated by the Veterans Administration throughout the United States (U.S. IMC, 2007).

In 1864, under Kingsbury's command, the cornerstone of the Clock Tower Building, the first permanent arsenal

building, was laid. This was the only building built of the three-building arsenal designed by Kingsbury (RIA History Overview, 2011).

Colonel Thomas J. Rodman took over Kingsbury's position as commanding officer in 1865. Known as the "Father of Rock Island Arsenal," Rodman created a plan to build 10 stone shops to manufacture and overhaul small arms. These shops were a precursor to the modern day RIA-JMTC (RIA History Overview, 2011). Rodman also designed living quarters for himself and his military assistants. Quarters One, an Italianate villa, was completed in 1871. It has 20,000 square feet of floor space divided into more than 50 rooms. It is considered the second largest single-family government residence next to the White House (U.S. IMC, 2007).

Upon Rodman's death in 1871, Lieutenant Daniel W. Flagler took control of the RIA. Flagler continued to construct

the arsenal according to Rodman's plan until 1886. He advanced to the Chief of Ordnance, and played a significant role in using Rock Island Arsenal's manufacturing capabilities during the Spanish-American War (RIA History Overview, 2011).

Permission was received in 1874 from Flagler to convert Civil War surplus materiel into items needed to build the arsenal and the armory buildings. All scrap iron, including cannon balls and horseshoes, were recast as pillars, shop fixtures, stair treads and risers, handrails and fences. Flagler ordered Rock Island Arsenal to begin manufacturing infantry and cavalry equipment in 1875. Arsenal workers began cleaning and repairing rifles in early 1876. Initially, the Model 1873 rifle and carbine, known as the Trapdoor Springfield, was overhauled. Later, the arsenal overhauled the Krag rifle and Krag carbine (RIA History Overview, 2011).

By 1893, the Rodman plan for 10 stone shops was complete. The five buildings on the south side were called “arsenal row” and were designed for the manufacture and overhaul of general ordnance materiel. The five buildings on the north side were called “armory row” and were designed for the manufacture and overhaul of small arms (RIA History Overview, 2011).

On July 4, 1905, the Rock Island Arsenal Museum opened to the public. Originally established as the Ordnance Museum at Rock Island Arsenal, it is the second oldest U.S. Army museum (Slattery, 1990). Although the museum continues to display firearms that were originally exhibited, the museum’s current mission is to portray the history of Rock Island Arsenal and Arsenal Island. Interpretive exhibits focus on “People, Processes and Products.” (RIA History Overview, 2011).

A fire station and an artillery ammunition assembling plant took form in early 1918. The plant was only used for its intended purpose during the WWI where a total of 167,000 artillery shells were loaded for the war effort (RIA History Overview, 2011). Established in 1920, the Sight Department was one of only a few in the entire United States equipped to repair and adjust intricate instruments, such as binoculars, scopes, periscopes, and range finders (Slattery, 1990).

The Rock Island Arsenal received its first Army-Navy “E” award for outstanding achievement in war production in September 1942. The RIA received four subsequent awards WWII. In the 1950s Rock Island Arsenal’s most publicized contribution to the Korean War was the 3.5-inch super bazooka. The first shipment of super bazookas was air transported 13 days after US troops were ordered into battle. One week later, on July 20, 1950, seven Soviet tanks were

knocked out with the super bazooka in a decisive battle (RIA History Overview, 2011).

By 1962, the arsenal was responsible for stocking and fielding 65,000 different items, including hand tools, band saws and grinding machines. This remains an important mission for the arsenal today (RIA History Overview, 2011).

Finally, in 1984, Project REARM (Renovation of Armament Manufacturing) consolidated manufacturing operations into a single building. The newly modernized operation was renamed the Rock Island Arsenal Joint Manufacturing and Technology Center (RIA History Overview, 2011).

In 1989, Colonel David T. Morgan, Jr., Commanding Officer of the Rock Island Arsenal, participated in the dedication ceremony held to designate the historic district of

Rock Island Arsenal as a National Historic Landmark (Slatery, 1990).

Production of the Contact Maintenance Truck (Heavy) or CMTH began in 1996. A HMMWV (High-Mobility Multipurpose Wheeled Vehicle or Humvee) is converted into a mobile repair shop capable of repairing and maintaining tactical wheeled and tracked vehicles. The conversion continues to be performed today at workstations in the RIA-JMTC (RIA History Overview, 2011).

The RIA-JMTC celebrated the completion of the 1,000th Forward Repair System in 2008. Production of the FRS began in June 2000 with the first rollout ceremony in September 2000. The FRS is a mobile, self-contained repair shop for field-level repair and maintenance of major combat systems, such as the Abrams tank and Bradley Fighting Vehicle (RIA History Overview, 2011).

Most recently, Illinois-based Pendulum Resources and the U.S. government announced the signing of a Direct Sales Basic Ordering Agreement. As a result of the BOA, Pendulum was able to seek out work for the RIA-JMTC from the private sector (Pendulum Resources signs deal for RIA-JMTC, 2009).

This 2009 agreement was a part of an effort to utilize the manufacturing service capabilities at the RIA-JMTC, which will reduce operational costs for the Army and also preserve skills and equipment at the facility through private contracts (Pendulum Resources signs deal for RIA-JMTC, 2009).

Industry Environment

Understanding the competitive environment as well as the RIA-JMTC's impact on warfare and the community also leads APRA to more concrete solutions for the RIA-JMTC's public relations problems.

Competition

Several Army arsenals around the United States possess similar qualities to the RIA-JMTC, but each one is unique in its mission, community involvement and purpose. One of these arsenals includes the Redstone Arsenal. Located in northern Alabama, the Redstone Arsenal serves 157,223 soldiers and 27,620 civilians. It is 37,910 acres and 11.7 million square feet of building space. For more than 40 years, Redstone has been the center for the Army's rocket and missile programs. Today, Redstone is home to the U.S. Army Aviation and Missile Command the Space and Missile Defense Command, numerous Program Executive Offices, and major components of the Defense Intelligence Agency and the Missile Defense Agency (Redstone PAO Office and Directorate of Information Management, 2007).

The Redstone Arsenal's mission is to perform basic and advanced weapons system research and development. Other goals are to place the right missile and aviation systems with the troops, keeping them ready to fight, providing weapon systems, services and supplies to allies, manage weapon systems such as the Cobra and PATRIOT, and to support project managers within the program executive office structure (Redstone PAO Office and Directorate of Information Management, 2007). Much like the RIA-JMTC, one of the Redstone's goals is to ensure installation operational readiness (Facilities and Base Ops Services, Infrastructure). However, the Redstone Arsenal is not as involved with the community. The Redstone Arsenal only has a victim's advocacy program while the RIA-JMTC is involved in numerous school and business outreach programs.

Picatinny Arsenal is similar to the RIA-JMTC in that its main goal is to provide soldiers with state-of-the-art

equipment. Located in northern New Jersey, Picatinny Arsenal is the Joint Center of Excellence for Armaments and Munitions, providing products and services to all branches of the U.S. military. Picatinny Arsenal is a pre-eminent national and international leader in the research, development, engineering and production support for advanced weapons systems. Large numbers of new weapons, munitions and auxiliary equipment have been produced and fielded by the engineers and scientists of Picatinny, providing U.S. forces with state-of-the-art capabilities for increased effectiveness on the battlefield (Picatinny Arsenal, 2012).

Picatinny Arsenal specializes in research, development, acquisition and lifecycle management of advanced conventional weapon systems and advanced ammunition (Picatinny Arsenal, 2012). Picatinny Arsenal is responsible for nearly 90% of the Army's lethality and conventional ammunition for joint war fighters (Picatinny Arsenal, 2012). Its

mission is to support the Army's transformation goals. Picatinny Arsenal has more than 800 buildings, including 64 laboratories, situated on 6,500 acres. It is also involved with 10 army-related organizations such as ARDEC and PEO AMMO, and ten community-related organizations such as the Fire Department and Math and Science Programs.

The Watervliet Arsenal was founded in 1813 to support the "Second War for Independence," the War of 1812. The arsenal has been and continues to be a valuable resource for world class defense manufacturing (RIA-JMTC Watervliet Arsenal, 2011). In 1887, the arsenal became America's, "Cannon Factory." Today, the facility remains as America's sole manufacturing source for large caliber cannons in production volume.

Located along the Hudson River, Watervliet Arsenal is relied upon to produce today's most advanced, high-tech, high-

powered weaponry for cannons, howitzers and mortars. The Watervliet Arsenal maintains a long heritage of being recognized as the premier manufacturer of the finest artillery in the world. The co-location with the Army's elite design agency, Benét Laboratories, creates the choice destination for your design, development and production needs (RIA-JMTC Watervliet Arsenal, 2011).

In addition to producing the tools that protect and support war fighters, Watervliet Arsenal is also a manufacturer of items for the non-defense industry. Recent clients include the New York State Department of Transportation and Atlas Copco Inc. For nearly 200 years, the 143-acre Watervliet Arsenal has served as a U.S. Army manufacturing facility. On site, there is a total of 72 buildings and over 2.2 million square feet of space (RIA-JMTC Watervliet Arsenal, 2011).

Today, the Arsenal Business & Technology Partnership has positioned the Arsenal as a critical hub in New York's Tech Valley. The growth of the Capital Region's nanotechnology sector is being fueled through strategic partnerships with New York State government, the College of Nanoscale Science & Engineering (CNSE) at the University at Albany, and with business groups like the Center for Economic Growth (CEG) (RIA-JMTC Watervliet Arsenal, 2011).

The RIA-JMTC, Picatinny Arsenal and Watervliet Arsenal all share similar objectives and missions, but the RIA-JMTC's competitive edge is in its community and veteran outreach programs as well as its focus on high quality munitions for the Army. Both Picatinny Arsenal and Watervliet Arsenal create munitions, but these arsenals are more focused on the technology and chemistry of weaponry rather than the building and structure.

Troop Attitudes and Military Drawbacks

The RIA-JMTC supports military troops and their families. The main goal is to provide world class manufactured products, services and logistics to soldiers to help ensure their safe return to the United States. Since the start of Operation Enduring Freedom and Operation Iraqi Freedom, the Armor Integrated Product Team has played a critical role in protecting soldiers. At the start of 2004, the Armor IPT increased production of HMMWV armor doors by leveraging businesses within the local community (RIA-JMTC of USAG-RIA). By outsourcing the laser workload, the RIA-JMTC was able to increase output from 100 kits a week to 225 kits a week (RIA-JMTC of USAG-RIA).

The team continues to partner with TACOM LCMC to ensure that they are making engineering advances to protect America's sons and daughters. Since 2004, the RIA-JMTC has

fielded more than 45,000 add on armor kits for six different platforms and more than 15 variants to support troops on the battlefield (RIA-JMTC of USAG-RIA).

The RIA-JMTC works with political office holders to ensure that military drawdown does not result in closing the arsenal. The bipartisan, bi-state delegation that represented the RIA made clear to General Ann Dunwoody, the Commanding General of the Army Materiel Command, that any proposal to close or relocate RIA-JMTC would be met with strong resistance in Congress (Durbin, 2011). In a meeting in Washington, Dunwoody reassured the Illinois and Iowa delegation that the Army currently has no plans to close the RIA-JMTC, but could not disclose the work of an internal task force rumored to have been considering RIA-JMTC closure as a cost-savings measure (Durbin, 2011).

According to members from the meeting, it would be difficult to find savings by closing the RIA-JMTC, as the facility is funded through the Army's Working Capital Fund. The fund derives most of its income from sales revenue on its contracts, and not through regular congressional appropriations (Durbin, 2011). The members argued the cost of moving or replicating the many unique capabilities at RIA would be extensive.

The RIA-JMTC is a one-of-a-kind U.S. Army facility that manufactures critical equipment for troops around the world. More than 1,700 highly-skilled individuals – at least half of whom are veterans – employed at RIA-JMTC specialize in manufacturing artillery, armor, small arms, and mobile maintenance kits for use on the front lines (RIA-JMTC of USAG-RIA). The RIA-JMTC, perhaps best known for howitzer production, operates the Army's only foundry and

since 2003 has produced half of all armor for army tactical wheeled vehicles (RIA-JMTC of USAG-RIA). Rock Island Arsenal, the region's largest employer with an 8,600-person workforce anchored by the RIA-JMTC, injects \$1.3 billion directly into the local economy each year.

Evaluation of Tools

The RIA-JMTC uses a vast number of tools to further cement its reputation with key publics. Companies use tools to enhance competitiveness, branding, and exposure to ensure a stable campaign method. There are a variety of tools capable of creating positive implications for the RIA-JMTC.

Company Website

Kent and Taylor (2003) describe a website as the “window through which a company is viewed” (p. 14). A website “symbolizes an organization’s competitiveness,

enhances an organization’s image, and increases the practitioner’s personal sense of professionalism” (Sweester, 2011, p. 295). Today, there are roughly 15 billion websites. The direct information available to the consumer and the high speed at which it is transferred makes this tool a great addition to the public relations field (Spiller, Tuten, & Carpenter, 2011).

Since 2007, company websites have increased and become one of the most popular media of advertising. With the advancement of the Internet in the past decade, companies have new opportunities to create stronger brand identity while maintaining brand loyalty through company websites (Agrebi, Chandon, Flores, & Muller, 2008). Company websites must be interactive, easy to use, attractive and informative. The RIA-JMTC’s website contains these necessities.

RIA-JMTC’s website appeals to viewers because of its attractive layout and navigational ease. In addition to the initial

website, emails can also be sent to consumers creating a more personal approach. Companies are able to use websites to promote events, products and/or services. The RIA-JMTC does post on its website big events at the Arsenal Island and new military productions, but could make this information more personal and convenient with email alerts to consumers.

Due to the interactive nature of websites, companies are able to convert visitors into interactive consumers by sparking interest (Agrebi, Chandon, Flores, & Muller, 2008). When visitors become interested in the company website, they are more likely to return or tell someone they know about the website. Company websites are also capable of reaching out to publics, instead of waiting for the publics to come to them. E-newsletters and emails build trust with publics because of the personalized touch added from the company into a consumer's personal email. These two tools embedded in company websites create a successful media campaign to communicate

with publics on a daily, weekly or monthly basis (Agrebi, Chandon, Flores, & Muller, 2008).

One limitation to the web site is that consumers may be used to the normal level of interactivity and want more (Voorveld, Neijens, Smit, & 2011). The RIA-JMTC website is like other websites, nothing out of the ordinary. If the RIA-JMTC wants to set its website apart from the others they must go above and beyond normal viewership. The registration factor to gain information also turns off consumers in the process of looking over the site (Voorveld, Neijens, & Smit, 2011).

Bordeau and Watson (2006) explain that websites should be aligned with corporate strategy in order to be effective. One company that is effective in its website is Minnesota Mining & Manufacturing, better known as 3M. The company's website is user friendly 40s to 60s and one can

easily specify which of 3M's regions is of interest (Bordeau & Watson, 2006). The website is well translated so it is accessible to many cultures and reaches many people. Each of these country specific websites is also tailored for local customers, a trait that websites as a tool excel at. The website is also integrated well so that anyone who enters the site gets the same 3M "look and feel" (Bordeau & Watson, 2006).

Like the companies in the Bordeau and Watson study, the RIA-JMTC doesn't quite realize the power a website can have in informing important publics. Keeping an up to date website with many interactive features makes it easier for publics to all the information they need in one place.

The RIA-JMTC website lacks the interactive component that makes this tool unique. Each page contains a large amount of information and is not organized in a way that allows publics to read it quickly. APRA recommends re-

configuring the website so the history of the RIA-JMTC is not in a 100 plus page document, but rather as something like a guided, online tour that actually engages the public. This same recommendation applies to the RIA-JMTC's capabilities and product sections within the website.

Social Media

Social media, as defined by Sweester and Lariscy (2008), are anything that is centered on a "read-write web." This term describes the act of an audience moving beyond a passive viewing of a website to actually contributing to the content in the site (Waters, Tindall, & Morton, 2008). Spiller, Tuten and Carpenter (2011) define social media as the "means of communication enhanced by the anytime, anywhere benefits of the Web and mobile technologies, built around online communities and based on interdependent relationships and cooperation" (p. 76).

Spiller, Tuten and Carpenter (2011) state these media allow advertising and public relations to reach a more personal level. Social media allow the relationship to be the most important part of the tool (Spiller, Tuten, & Carpenter, 2011). These media offer the opportunity to enhance relationships with the anytime, anywhere feature of the Web (Spiller, Tuten, & Carpenter, 2011).

Social media also allow direct responses from publics through email or web postings (Spiller, Tuten, & Carpenter, 2011). They can guide publics to retention and acquisition as well. The awareness and credibility social media accrue lead to more retention and ultimately acquisition of the idea or message (Spiller, Tuten, & Carpenter, 2011).

Unfortunately for public relations professionals, publics now have more control over what they consume. They choose the companies with which they want to interact and when they

want to interact with them (Spiller, Tuten, & Carpenter, 2011). Social media's anonymity has created some ethical dilemmas in the public relations field. Organizations can post content as a consumer to sway a user into using its product or brand (Sweester, 2010). Social media is not controlled by the firm; therefore the firm cannot control the user's voice (Gallaughier & Ransbotham, 2010).

The JMTC could follow in Starbuck's footsteps and use its website as a megaphone. APRA suggests an increased emphasis on Facebook a new emphasis on LinkedIn as the RIA-JMTC's third party sites. Facebook would target younger individuals while LinkedIn would connect the RIA-JMTC to various businesses and business professionals across the country. NPR could also be used by the RIA-JMTC as firm-initiated dialogue as described by Gallaughier and Ransbotham. Posting this form of media online would not only target the demographic known as the "settlers", which are

individuals in their 40s to 60s, but possibly grab the attention of a younger demographic as well. However, the settler population is a more important public to target because they are more proactive than the younger generation. For example, settlers are more likely to write to a congressman than young adults in their 20s.

Social media are a way to continue to engage and attract the RIA-JMTC's younger publics. Not only will this cement the differentiation in the publics' minds, but it will also inform young adults who will fight to maintain the RIA-JMTC in the future. However, this is a time consuming medium that needs to be updated on at least a weekly basis.

Educational Programs or Seminars

Although this tool reaches a smaller audience than the others, seminars and presentations allow for a more intensive connection with a small group (Fry & Hartman, 1980).

Seminars for students not only allow an organization to tell its story, but also allow the organization to reach the future decision makers in society (Fry & Hartman, 1980). A small student seminar, in conjunction with a school, can allow an organization to meet these future decision makers and get them to understand and appreciate its goals (Fry & Hartman, 1980).

Most executives who use this technique have found that in question and answer sessions within the seminar, they have gained information about the thinking style of individuals (Fry & Hartman, 1980). In one instance in the 1980s, a corporation that hosted a two-week seminar for students earned a more favorable reaction to the company after the seminar that existed before the seminar (Fry & Hartman, 1980). This shows seminars can, in fact, change attitudes of a public and allow that public to see an organization as a good place to work and can even change attitudes about government regulations (Fry & Hartman, 1980).

Face-to-face interaction is the most direct, powerful and memorable method of reaching publics. An organization can focus on a specific theme or issue, and there is time to discuss complex information in detail. This technique allows the organization to control the content and make publics feel that the organization is one of openness (PR Practitioner's Desktop Guide, 2002).

Any sort of informational seminar should take place online or in the most convenient setting possible, or no public will attend. This tactic can cost more than other techniques and planning in advance is (PR Practitioner's Desktop Guide, 2002).

Education of older and younger publics creates a new social norm. If the RIA-JMTC takes the time to educate its publics on a more personal platform, the information and differentiation will be glued into the minds of the publics.

Right now, the RIA-JMTC doesn't implement a strong educational speaking tool. The RIA-JMTC does provide tours, but in order for its publics to understand that the RIA-JMTC is a separate entity from the RIA as a whole, it needs to create a more personal foundation with its publics.

Brochure

A brochure is “a printed piece of collateral material used for public relations, advertising and marketing purposes,” (Philliningane, 2005). Brochures, much like fliers, newsletters and posters, are a way of reaching audiences through channels other than mass media.

Both profit and nonprofit organizations need brochures to spread key messages to target audiences. Brochures can educate an employee audience about company policy, inform customers about new products, or encourage members of a

community to use a program offered by nonprofit organizations (Philliningane, 2005).

Brochures are normally distributed through mail or information racks. A common public relations brochure is a simple two-fold, six panel, 8 ½ x 11 brochure (Philliningane, 2005). Most public relations practitioners begin with their own layout and copy and then work with a designer to complete the brochure.

Brochures take time to write and produce. All of the panels need to be filled with information. This information must be accurate and laid out in a manner that makes sense to the target audience reading it.

Overall, brochures are a great way to get information to a target audience; however, in the RIA-JMTC's case, a creative distribution plan will have to be implemented in order to attract publics (Philliningane, 2005).

Press Release

Press releases are a cost-effective way to get messages to the media in a timely manner. This tool, directed towards people of the media, announces newsworthy information without spending a lot of money for either a radio advertisement or commercial. With help from the media, companies are able to reach out to numerous publics at the same time (Kelleher, 2006)

Press releases can be called news releases when they are introduced online rather than on the radio or on print. Given that news-driven publics include bona fide journalists as well as others who read and report news online, the term news release seems to work better online than press release (Kelleher, 2006).

Press releases and news releases accomplish the same goal. The aim of a press release is to attract positive media

attention to the company or organization. The communication professional writing the press release gives the media enough facts so reporters can write a favorable news story for the company. Apart from developing a positive reputation, press releases can also give scheduled times, dates, and other important information for campaign events (Kelleher, 2006).

Press releases can also be used to brand a company. If the press releases are well written and written similarly, journalists may incorporate that style. Viewers of the media will get to know the style of information and associate it with the company name (Kelleher, 2006).

The RIA-JMTC can really benefit from using this tool. The RIA-JMTC can create more awareness by sending press releases to local and non-local news sources about what it is and what it does. The RIA-JMTC can broadcast events or even

upcoming products it produces. The RIA-JMTC has the capability of promotion if press releases are used.

Macro Environmental Analysis

Technology

The RIA-JMTC was designated in May of 2009 by the Secretary of the Army as a Center of Industrial and Technical Excellence (Rock Island Arsenal, 2012). This designation proves the RIA-JMTC has expertise in the development and creation of Mobile Maintenance Systems. The RIA-JMTC is also a state-of-the-art information technology infrastructure which supports the Department of Defense's mission in a worldwide manner (Rock Island Arsenal, 2012).

A strategically vital power support platform like the RIA-JMTC provides its country with cost efficient science, engineering and testing services in a timely matter (Rock Island Arsenal, 2012). The RIA-JMTC is also establishes the

RIA as the free world's largest manufacturing arsenal. Though the RIA-JMTC is part of the Rock Island Arsenal, it is a separate entity because of its specialization in the development of weapons and other helpful armor for the soldiers fighting for the United States of America.

The RIA-JMTC must have the highest skill quality in technological advancements and the most high-tech testing capabilities in order to develop protective materials. The RIA-JMTC contains an indoor firing range for small arms and simulated live firing of artillery and tank systems with the use of hydro pneumatic test equipment (Rock Island Arsenal, 2012). The testing of specific chemicals also allows evaluations of specific production materials, but all testing is supported under environmental efforts.

Along with the live firing range, the RIA-JMTC also contains a material science branch. The testing here

demonstrates how a machine or a specific part will perform in its intended use. Skilled physical scientists, engineers and chemists are available for this process if case aid is needed (Rock Island Arsenal, 2012). Apart from the scientific aspect of the RIA-JMTC, the NC Programming office supervises 10,000 programs aiding the RIA-JMTC factory's production machinery. This includes the physical aspect of developing protective material for soldiers. The machines in this part of the RIA-JMTC range from small etching machines to large seven-axis machine tools (Rock Island Arsenal, 2012). Finished parts can be created from rough stock in one operation, instead of from numerous parts of a factory.

The RIA-JMTC is the only multi-purpose and vertically integrated metal manufacturer in the Department of Defense (Rock Island Arsenal, 2012). The RIA-JMTC contains unique and technical expertise needed for a successful output of high quality equipment needed when fighting in a war. The

availability of centralized manufacturing by the RIA-JMTC allows for full-circle production. Products and materials do not need to be gathered from outside sources (Rock Island Arsenal, 2012).

Manufacturing Techniques

The RIA-JMTC has made technological advancements in the past few years which could not have been possible without the high quality manufacturing techniques used for the RIA-JMTC's products and services. The RIA-JMTC has seven manufacturing plants throughout the RIA. These consist of assembly, hot metals, machining, prototyping, testing, tool and die, and weld fabrication. Each of these plants has a part in developing supplies for the Army.

The RIA-JMTC's assembly plant consists of assembly, paint, disassembly, and recoil. In this area of the RIA-JMTC, the main focus is on recoil assembly and final assembly.

Weapons are put together here, along with many other different products for the joint war fighter (Rock Island Arsenal, 2012). The workers in the assembly plant have a complex knowledge of the products and are able to solve problems the Army has experienced with equipment already on the battlegrounds.

The hot metals plant encompasses the RIA-JMTC's forge, foundry, heat treatment, investment casting, pattern shop and plating. The forge department uses "old world" methods to create its weaponry (Rock Island Arsenal, 2012). This is the only shop in the Army capable of these methods and is the only remaining foundry within the Department of Defense.

The foundry is a gateway operation which converts raw materials into net-shaped configurations (Rock Island Arsenal, 2012). The heat treatment plant then treats the different net-shaped metals by using a stress relieving process. Products are then transferred to the plating department where the surfaces of

the metal are finished and any questionable items are reworked for the machining department. Each department of the RIA-JMTC's hot metal plant is also responsible for investment casting and patterning.

The machining department is the only department with seven-axis machines and is the only place in the Army that houses people qualified to run and program these machines (Rock Island Arsenal, 2012). The machining department is capable of producing anything from a tiny bolt to large airplane parts. The RIA recently invested in new hybrid machining centers, giving the RIA-JMTC the opportunity to build 90% of the Army's small weapons. Before these weapons are made, small models of products must be made in the prototyping department.

The RIA-JMTC's prototyping department has evolved into a high-tech, highly skilled team capable of machining or

assembling almost anything (Rock Island Arsenal, 2012). The prototyping department's efforts are used worldwide by military and non-military organizations. The modeling technologies used in prototyping produce complex configurations in a timely manner. After prototyping, the product is sent to the RIA-JMTC's testing department.

The testing department is a non-destructive unit which evaluates parts to a specific aspect or rejects criteria through various methods (Rock Island Arsenal, 2012). The testing department, houses a high energy x-ray machine capable of imaging through 14 inches of steel, along with a firing range used to test fire arms (Rock Island Arsenal, 2012). Non-destructive testing allows the RIA-JMTC to reduce costs, receive instant test reports and reduce its carbon footprint.

The RIA-JMTC's tool and die department is responsible for manufacturing tools used throughout the other

departments of the RIA-JMTC. This department is the Army's first choice to produce and manufacture small arms field service gages (Rock Island Arsenal, 2012). The tool and die department contains a tool room which has wire and electrical machining abilities.

Like the tool and die department, the RIA-JMTC's weld and fabrication department also has complex machining abilities. This department also has the capabilities to perform robotic welding. The weld and fabrication department is a two time winner of the Shingo Prize Public Sector Gold Medallion and because of this the manufacturing process has excelled production from four units per to 35 units per month (Rock Island Arsenal, 2012).

Supply Chain

The RIA-JMTC's high production capacities allow it to supply low volume, high mix or hard to acquire manufactured

parts needed to support current and future combat systems (Rock Island Arsenal, 2012). Vertical integration allows the RIA-JMTC to produce and provide manufactured materials in a timely manner.

The RIA-JMTC recently partnered with SupplyCore, a global supply chain management company responsible for the distribution of maintenance, repair and operations material for the government (Meranus, 2010). Supply Core and the RIA-JMTC combined defense production and service capabilities to maximize utilization of the RIA. With the help from SupplyCore, the RIA-JMTC will be able to pass on savings to customers worldwide while still providing for Army soldiers (Rock Island Arsenal, 2012).

Warfare Changes

After the September 11 attacks, the RIA-JMTC received an influx of work. No one expected a terrorist attack,

so the RIA had to hire new employees. Now that the war is coming to an end, troops are getting pulled out of Afghanistan, lessening the need for warfare. Not only is the Army pulling soldiers out because the war is ending, but also because the Government is trying to reduce spending in its budget proposal.

The Pentagon planned to cut 67,100 soldiers from active and reserve Army units (Ginger & Tiron, 2012). In the five-year span planned for this drawback, \$487 billion will be saved (Ginger & Tiron, 2012). The Pentagon is trying to create a smaller, more agile military system and special operation forces will be expanded.

The RIA-JMTC is threatened due to the possible cuts at the RIA. Fewer soldiers mean fewer products are needed. This causes a decline in production rates. However, the growing tension in Iran and North Korea may allow the RIA-

JMTC to continue its high production rates to ensure products can be produced immediately if war should occur.

Economic Impact

RIA is one of the largest employers in the Quad City Area with an estimated economic impact of \$1 million daily (Pike, 2011). It has been evaluated and selected as a regional center under regionalization initiatives as part of the Army's effort to consolidate services (Pike, 2011).

In 2005 the Base Realignment and Closure came to the RIA-JMTC. BRAC is the process the Department of Defense has previously used to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. The Department of Defense anticipated that BRAC 2005 would build upon processes used in previous BRAC efforts (DeWitt, 2012).

More than 350 installations have been closed in five BRAC rounds: 1989, 1991, 1993, and 1995. The most recent round of BRAC was completed and entered into law in November 2005. Now, changes from the last BRAC are still being implemented, taking some resources away from RIA, but also bringing jobs to RIA.

The Department of Defense realigned the RIA in 2005 by relocating the depot maintenance of combat vehicles to Anniston Army Depot and the depot maintenance of tactical vehicles to Letterkenny Army Depot (Pike, 2011).

This recommendation supported the declining number of depot maintenance sites through the consolidation of Rock Island's remaining combat vehicle workload and capacity at Anniston Army Depot, the Army's Center for Industrial and Technical Excellence for combat vehicles (Pike, 2011). The recommendation would also increase overall depot capability

utilization by consolidating Rock Island's remaining Tactical Vehicle workload and capability at Letterkenny, the depot with the highest Military Value for Tactical Vehicle maintenance (Pike, 2011).

This recommendation would eliminate over 160,000 square feet of depot maintenance production space with annual facility sustainment and recapitalization savings of \$0.6 million. This recommendation would also decrease the cost of depot maintenance operations across the Department of Defense by consolidation and elimination of 30% of duplicate overhead structures required to operate multiple depot maintenance activities (Pike, 2011).

The total estimated one time cost to the Department of Defense to implement these recommendations was estimated at \$27 million. The net of all costs and savings to the Department of Defense during the implementation period created a cost of

\$16.2 million. Annual recurring savings to the Department of Defense after implementation were guessed to be \$3.1 million with payback expected in nine years. The net present value of the costs and savings to the Department of Defense over 20 years was estimated at a savings of \$13.8 million (Pike, 2011).

In another recommendation, the Department of Defense recommended closure of the Mississippi Army Ammunition Plant. This would relocate the 155MM ICM artillery metal parts functions to Rock Island Arsenal. There were four sites within the Industrial Base producing metal parts. To remove excess from the Industrial Base, the closure allowed the Department of Defense to generate efficiencies and nurture partnership with multiple sources in the private sector (Pike, 2011).

With federal budget cuts on a steep increase, the Quad City Area is concerned. In 2011, the public began speculating

that the RIA- JMTC at the RIA may be a target for budget cuts again. The Army Material Command, which is the RIA- JMTC's higher command, said it may cut up to \$3 billion from the overall AMC budget.

Right now, the RIA-JMTC at the RIA is being proactive. Contracts with outside businesses allow the RIA- JMTC to be self sufficient; it can run without government funding. It is doing everything it can to show it does not deserve to be cut. Once and if another war begins, the Department of Defense will need the RIA-JMTC to continue its high rate of quality production. However, if the government decides to make cuts to the RIA-JMTC, the organization will have to rebuild its production and employee base. This would delay the delivery of RIA-JMTC products to the soldiers.

Congressional Support

The RIA-JMTC continues to gain support from the congressional representatives from both Iowa and Illinois. A letter was released in 2011 by Sens. Tom Harkin and Charles Grassley in support of the RIA-JMTC. The delegations requested a meeting as soon as possible concerning an Army task force charged with cutting \$3 billion from the Army Material Command budget. The letter says the recommendations could include a "potential approach" to close the RIA (The Associated Press, 2011).

The letter was also signed by Iowa Reps. Bruce Braley and Dave Loebsack, and Illinois Rep. Bobby Schilling . Illinois Sens. Dick Durbin and Mark Kirk also signed the letter in attempts to keep the RIA-JMTC in operation (The Associated Press, 2011).

Schilling wants the federal government to cut spending dramatically to wipe out deficits. When he was asked whether the budget should be cut at the U.S. Army's Rock Island Arsenal -- which is in Schilling's district -- he said no (Giuliani, 2011).

"I don't want the United States to be weak on defense. Is there wasteful spending in the Department of Defense? Yes, but I don't believe that we should cut anything from Rock Island Arsenal," said Schilling, a member of the Armed Services Committee (Giuliani, 2011).

Community and business leaders showed their support for the RIA-JMTC at the Rock Island Arsenal in a community task force meeting on Feb. 4, 2012. The event was hosted by U.S. Reps. Bruce Braley, Dave Loebsack and Bobby Schilling and U.S. Sen. Chuck Grassley (DeWitt, 2012).

Environmental Impact

The U.S. Army Garrison at RIA has enforced an Environmental Management System as the tool to achieve and maintain environmental conformance (Himsl, 2008). This system will preserve, conserve, improve and sustain the environment (Himsl, 2008). The objective of this system is to reduce waste and achieve minimal adverse impact on the air, water, and land (Himsl, 2008). Implementation of this system involves the following:

- Preventing pollution by minimizing the generation of wastes and releases of pollutants
- Maximizing recycling and reuse of materials to promote conservation of natural resources
- Communicating environmental success to regulators, other government agencies, and the local community
- Establishing procedures to inform employees, contractors, and the public regarding the policy
- Assessing projects to ensure that potential environmental impacts are controlled appropriately
- Evaluating the effectiveness of the EMS through continual improvement of the environmental performance and review of established objectives and targets
- Achieving and maintaining conformance with applicable Department of the Army, United States Environmental Protection Agency, and the Illinois EPA environmental requirements (Himsl, 2008)

Theoretical Framework

Research tactics, questions and results cannot be compiled without the guidance of media theories. The following theories guide this research of the RIA-JMTC.

Fishbein's Theory of Reasoned Action

Fishbein's theory is used to predict interpersonal preferences, group member satisfaction, personality variables and behavioral intentions (Infante, 1973). Fishbein's theory consists of the characteristics an individual associates with the "attitude object" and the sources of influences on individuals. Martin Fishbein, a well-known doctor of communication, developed this theory in the 1960s. (Preston, 2001).

The behavior of a person and the intention to perform the behavior is based on the weight of attitudes and subjective norms a person experiences on a daily basis. Depending upon the nature of the attitude object and subjective norms, the

things associated with behavior may be characteristics, traits, needs, values, goals and effects (Infante, 1973). Due to Fishbein's theory, organizations are able to determine the likelihood of public concern based upon the public's attitudes as well as the people and media who influence their behavior.

Fishbein's theory can be applied to any organization. It allows competition to become more aggressive between the RIA-JMTC and other arsenals throughout the United States. With recent financial issues and the threat of cutting back Army services, the RIA-JMTC needs to measure and predict effects of persuasive communication methods to maintain a relationship with its publics. Fishbein's theory allows the RIA-JMTC to evaluate its publics' attitudes and predict the behavior of different publics to alter its communication strategy and sustain a good reputation. As the RIA-JMTC starts to take more notice of its publics' attitudes and related behaviors, it will be able to find a pattern that will help in developing a

stronger company campaign. This then allows the RIA-JMTC to distinguish itself from the rest of the Rock Island Arsenal, along with other arsenals in the United States.

There are three main sections of Fishbein's theory. It includes attitude, subjective norms, and behavioral intentions. The first part of the theory, attitude, is one of the two variables that affect behavior. Attitude is created by the sum of beliefs about the attitude object and the evaluation of each belief on a continuum of good and bad (Preston, 2001). Attitudes toward given outcomes are influenced not only by the perceived consequences, but also by the perceived reactions of others with respect to those outcomes (Preston, 2001). The RIA-JMTC wants its publics to hold a positive attitude with its organization, leading to positive behaviors of engagement. After determining attitudes, the RIA-JMTC must then evaluate its publics' subjective norms.

Subjective norms are the second part of Fishbein's theory. It is also the second variable affecting behavior. The suggestive norm is the perceived influence on individuals and groups the individual is in contact with (Preston, 2001). Subjective norms are created by the sum of normative beliefs along with the motivation to comply. An individual's motivation to comply is the desire to do what friends, family and other outside influences say to do. This interpersonal pressure put upon a person causes saliency, or perceived importance. An individual will perceive a consequence to be important if he believes that it will affect him personally, or if it will affect people he likes or dislikes (Infante, 1973). When the subjective norms are distinguished, behavior can then be determined within numerous publics.

Behavior is the last, and most important, part of Fishbein's theory. Attitude, along with subjective norms, make up the behavior of an individual. Behavioral intention is

created by the sum of beliefs about the attitude object, the weight and evaluation of each belief on a continuum of good to bad, the weight of subjective norms and the motivation to comply (Preston, 2001). Individuals have different beliefs based on differential salience (Preston, 2001). Two individuals may have the same belief, but that belief may be associated with different amounts of effect. Because of this, the RIA-JMTC must try to maintain a positive reputation with all publics, causing all publics to have positive beliefs associated with the RIA-JMTC. The RIA-JMTC will gain support, creating more clients and more jobs to be filled.

The dimensionality of the theory may be expanded greatly by determining why an individual maintains the predictions based on consequences, values, attitudes, beliefs, and behavioral intentions (Infante, 1973). The magnitude of the receiver's perception of social disapproval is undesirable, along with the strength of a person's belief in the likelihood that the

consequences actually will occur if he or she resists influence (Infante, 1973). Also following Fishbein's theory, the perceived importance of the consequence to self and others and the comparison of a person's perceptions of this consequence with his or her perceptions of other consequences relate to cognitive structures (Infante, 1973).

Agenda-Setting Theory

Another mass media theory used to guide research is the agenda-setting theory. This theory stems from the idea that the media do not tell their audiences what to think, rather the media tell the audience what to think about. Simply put, agenda-setting is the act of giving mass media attention to an issue which causes that issue to be of elevated importance to the public (Severin & Tankard, 2001).

Agenda-setting occurs when the media acts as gatekeepers of information and are able to choose what information to share and how to share it (Foss & Littlejohn, 2008). Mass media have the ability to mentally order and organize the world, causing people to perceive issues as the media wants them to perceive issues (Foss & Littlejohn, 2008). According to this theory, the media have the ability to form attitudes by the amount of times and ways a campaign message is seen and heard. Agenda-setting can also be used by a company to create an opinion and control it in a manner positive to the organization.

Agenda-setting is not like the bullet theory which describes the media as having all powerful effects; rather, it assigns a central role to the media in initiating items for the public agenda (McCombs, 2004). This hypothesis is important because it suggests “a way that the mass media can have an impact on society that is an alternative to attitude

change” (Severin & Tankard, 2001, p. 239). According to Jeffres (1997), media provide people with things to think about, thus increasing salience. This is the basis of agenda-setting research (Jeffres, 1997). This theory is very important to those who wish to influence the media in that it is an exercise in power as different sources strive to get on the agenda in ways that are favorable to them (Jeffres, 1997).

Agenda-setting occurs when an individual aspires to be oriented in the realms of public affairs (McCombs, 2004). Agenda-setting has the power not only to allow surveillance of the environment, but is also a tool in which society transmits social culture (McCombs, 2004).

Does the media agenda influence the public agenda, or does the public agenda influence the media agenda? Research results are not as conclusive as researchers would like, but

McCombs and Shaw found that the media do have a casual effect in shaping the public agenda (1977).

The prominence of the specific issue in reality lags behind. Media coverage of the issue, according to research on coverage of the Vietnam War protests (Funkhouser, 1973).

Research by Iyengar, Peters and Kinder found that the media uses a process called priming in which the media attend to some issues and not others and thereby alter the standards by which people evaluate election candidates (Severin & Tankard, 2001). Zucker (1978), suggested that the obtrusiveness of the issue may also be an important factor as to whether or not agenda-setting takes place. He argued the less direct experience the public has with an issue, the more it will have to depend on the news media for information on that area (Zucker, 1978). Yagade and Dozier (1990) found that the more abstract an issue is, the easier it is for agenda-setting to take

place as the public needs the media to explain the difficult information to them.

There is always a chance the media do not have a powerful effect on the public. Publics will always have the power to ignore messages sent from the media due to the credibility of the message, conflicting interests, or the relevance of the issue at a particular time (Foss & Littlejohn, 2008).

Within agenda-setting, the gatekeeping theory explains how people in specific journalists and social roles establish the criteria for information to be sent out to the public. These gatekeepers are also partially responsible for the attitudes and beliefs publics form about the RIA-JMTC. Also responsible for the attitudes and beliefs publics form about the RIA-JMTC are the opinion leaders in the two-step flow theory. The two-step flow of communication model hypothesizes that ideas flow

from mass media to opinion leaders and from them to a wider population. In this case, the opinion leaders would be people in specific journalists and social roles and the wider population would be the general public.

Cultivation Theory

Cultivation theory allows the researcher to apply empirical study to widely-held human assumptions as well as redefine effect as more than just observable behavior change (Baran & Davis, 2009). Cultivation can lead to the three B's of television: TV blurs traditional distinctions of people's views of the world, blends their realities into television's cultural mainstream, and bends that mainstream to the institutional interests of television and its sponsors (Baran & Davis, 2009).

Cultivation theory states that "television cultivates or constructs a reality of the world that, although possibly inaccurate, becomes accepted simply because we as a culture

believe it to be true" (Papinchak, 2005, p. 229). Media cause society to perceive reality similarly. Once a society has this cultivated reality set in their mind, they base actions and judgments using that same mindset. Television is not the only form of media that has influence on people. Messages on the radio, in print, and on billboards also have effects on people's views. The billboard is a tool of high frequency of exposure to thousands of people a day (Taylor, Franke & Bang, 2006).

Media Trend Analysis

The purposes of APRA's media trend analysis are to obtain a logical and statistical basis for understanding how messages are created (Stacks, 2011). While obtaining this understanding, APRA will use agenda setting and gatekeeping theories. Agenda setting is when media tell the public what to think about, not what to think. APRA will create recommendations that will help portray the RIA-JMTC in a positive light. Gatekeeping theory is the filtering of

information and why this information is chosen to be published. APRA will use this theory when obtaining information to understand what gatekeepers are looking for in press releases and news stories.

Procedure

In order to fulfill this study's purposes of how gatekeepers and agenda-setting create criteria for stories to be published, 17 coders from APRA coded 331 articles for variables related to the RIA-JMTC and its competitors, other Army arsenals in the U.S. A purposive sample of opinion leader publications includes articles from the LexisNexis database and The Quad City Times. To get a national view APRA looked at articles indexed under "army arsenals" within the LexisNexis database. Articles between January 1, 2005 and January 31, 2012, were selected. Articles from the local newspaper, The Quad City Times, were also coded within the

same time span because it is the local newspaper that has the most influence and a searchable online database. On the online database, articles in the same time span and indexed under "army arsenals" were coded.

APRA chose the 2005 to the present time span because it was an impactful year for the RIA-JMTC. In 2005, the BRAC realigned the arsenal and created a net loss of 2,163 jobs. Comparing articles from 2005 to the present allowed APRA to measure changes in gatekeeping and agenda-setting relevant to the RIA-JMTC's reputation.

A total of 23 variables were coded in a variety of categories. Demographic variables were recorded first including the source, geographical location, month and year of the article. The demographic elements of the variables are driven by both gatekeeping theory and the agenda-setting theory. The number of articles in a certain time span will

provide information on when gatekeepers like to publish certain topics

The next category for coders included information on the headline. The number of words in the headline, topic, mention of a BRAC and the implication for the RIA-JMTC's reputation were recorded to be analyzed. The number of pictures and subject of those pictures were also documented.

Finally the content of the article was analyzed. The number of paragraphs, primary arsenal, subject, story type, and dominant and secondary sources were categorized. In articles that allowed for public discussion online, the number of comments was recorded. These variables were collected to determine factors gatekeepers look for when deciding which information to publish. Then the existence of mentions of the RIA-JMTC, other tenants of the RIA, threatened closure and

economic impact were measured. Finally, the articles were coded for impact on the RIA-JMTC's reputation.

The positive or negative nature of the article's portrayal the RIA-JMTC was determined by the use of adjectives and specific wording. The topic was also taken into account in determining the nature of the article, as those articles with topics pertaining to closings and monetary issues are obviously damaging to the organization involved.

Data obtained were entered into Microsoft Excel files which were combined. The Statistical Package for the Social Sciences was used to compute frequencies, percentages, averages, and cross tabulations.

One disadvantage of content analysis is that the counting and coding of categories examines only the manifest content of the data (Royse, 2007). Another risk in this method is the susceptibility to coder influence and bias, since the

manifest content that is being coded is not always equally obvious and apparent to everyone (Smith, 2005). Finally, there is also some margin for coding errors. News articles excluded broadcast transcripts as the broadcast transcripts were not available in an online, searchable database.

This media trend analysis is designed to mirror gatekeeping, agenda-setting and cultivation theories. The frequency of variables in the articles will allow APRA to determine what criteria gatekeepers look for when choosing information for the public agenda. The data compiled regarding the reputation of the RIA-JMTC allows APRA to determine the social norms set by the media.

A copy of the coding guide can be found in Appendix A.

Results

A total of 331 articles were read and coded. The results of the coding sheets were analyzed and by viewing the results, one can describe the average article.

More than half (56.8%) of the 331 stories analyzed were published in The Quad City Times, with 43.2% (142) published in newspapers from other regions. Stories in The Quad City Times are much more likely to enhance the RIA-JMTC's reputation than those published elsewhere, accounting for almost 80 of the stories with positive implications for the RIA-JMTC's reputation.

Of stories published in The Quad City Times, nearly a third (32.8%) had positive implications for the RIA-JMTC's reputation, while only 20.8% of stories published elsewhere had similarly positive implications. Therefore, the RIA-JMTC should focus its media relations efforts on local media and seek

ways to broaden the dissemination of stories published in The Quad City Times.

The headline and its implications for the RIA-JMTC also revealed some interesting results. Those headlines with positive implications for the RIA-JMTC's reputation made up 63% of articles.

Major news stories accounted for 120 (36.3%) of the articles coded. Of these 16.8% created a negative implication for the RIA-JMTC's reputation. Manufactured news stories had positive implications for the RIA-JMTC's reputation 30.3% of the time. Therefore, the RIA-JMTC's news stories should be manufactured news stories, which made up 23% of the articles coded, in order to balance out the negative implications of its major news stories. It may be interesting to note 4 of the 5 articles coded as team coverage stories were coded as having negative implications for the RIA-JMTC's

reputation. Although this represents a tiny number of the stories, it is clearly something the RIA-JMTC should try to avoid.

In those articles that show positive implications for the RIA-JMTC's reputation the headlines also point to positive implications for the RIA-JMTC 37.7% of the time. Negative implications for the RIA-JMTC's reputations consist of 11.8% of the total articles coded. Within in these, 28.88% of the headlines showed negative implications for the RIA-JMTC's reputation and only 12.8% showed positive implications for the RIA-JMTC's reputation. There seems to be a positive correlation between the reputation and the headline of the article. RIA-JMTC should suggest headlines in its press releases which enhance its image to positively differentiate itself from the RIA as a whole.

APRA also found that RIA-JMTC should try to highlight its name in article headlines. Only 16.9% of the headlines mentioned the RIA-JMTC and of these, 32.1% had positive implications for the RIA-JMTC's reputation. Only 12.5% of these headlines illustrated negative implications for the RIA-JMTC's reputation. Therefore, RIA-JMTC should work to get its name out to public in headlines to differentiate itself from the RIA.

Closure threats represent the story topic in 13.3% (44) of articles. This topic has both a high negative (25%) and positive (29.5%) implication for the RIA-JMTC's reputation. This suggests to the RIA-JMTC that those articles about closure threats should include the message that the RIA-JMTC will do anything in its power to make sure the RIA doesn't close.

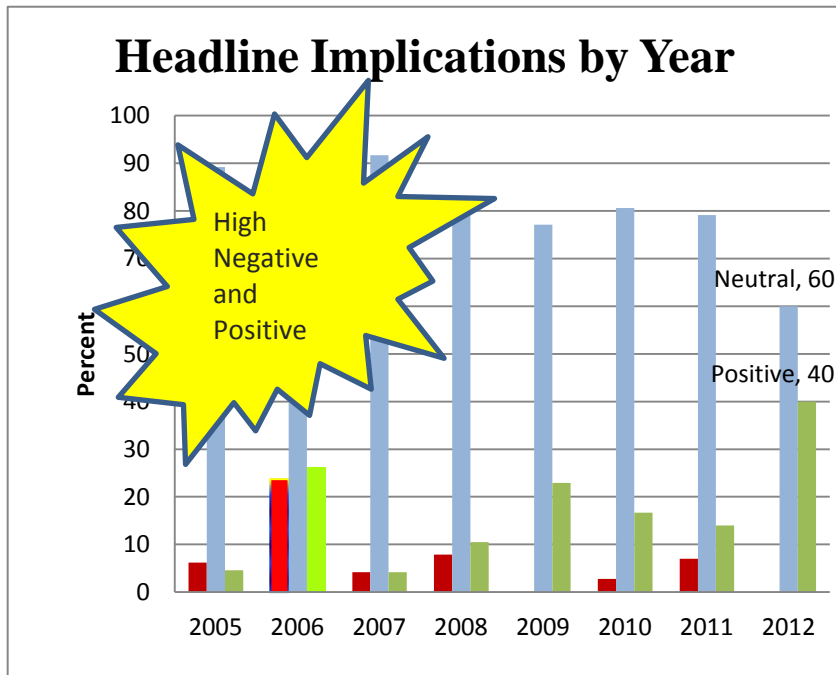
Another topic that shows an increase in positive implication for the RIA-JMTC's reputation is product upgrades. Although this topic only accounts for 6.6% (22) of the 331 articles coded, 40.9% illustrate positive implications for the RIA-JMTC's reputation and only 4.5% create negative reputations. Therefore, the RIA-JMTC should incorporate more of these topics into this news coverage. Additionally, 157 (47.4%) of articles coded mentioned the economic impact the RIA-JMTC has on the community. Twenty-eight percent of these articles enhance the RIA-JMTC's reputation, so this topic could be emphasized in press releases.

Articles published in August and September, or 15.4% of the articles coded, have about a 27% positive implication for the RIA-JMTC in the headline. This means within these months, people are exposed to media that are positive for the RIA-JMTC. Negative implications from the headline were most prominent in November (13.6%), December (13.6%), and

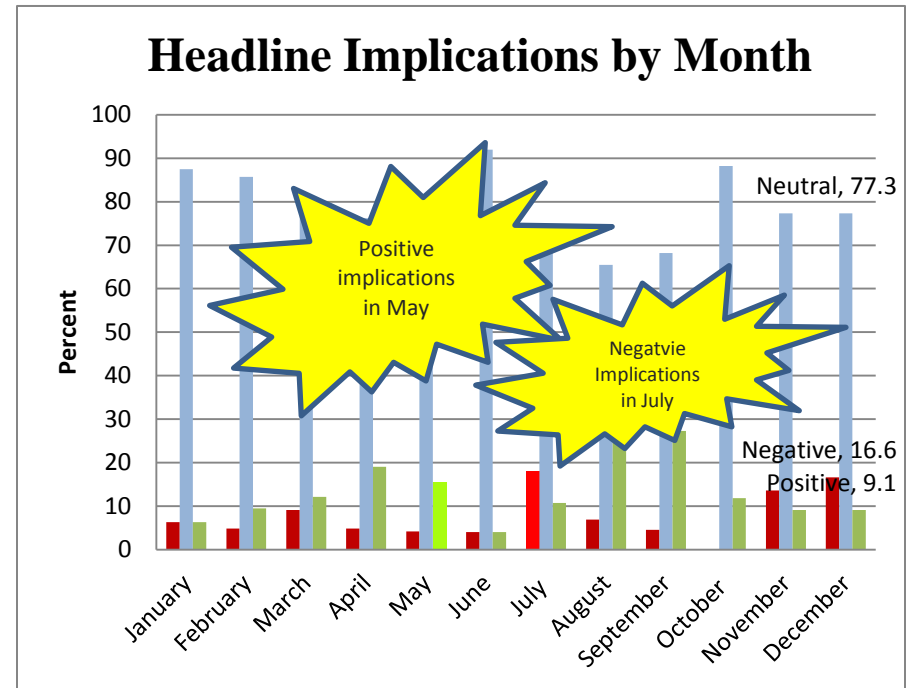
July (17.9%). During these months the RIA-JMTC should work to publish positive headlines.

Negative implications to the RIA-JMTC from headlines increased drastically from 2005 to 2006 where rates went from 6.2% negative to 23.7% negative. After 2006 and the BRAC,

The states with the most frequency are Iowa (29.3%) and Illinois (27.2%) because these states are the closest to the arsenal. In Illinois newspapers, 15.6% of headlines create a positive implication for the RIA-JMTC's reputation while only 6.7% create a negative implication. In Iowa, 13.4% created



the amount of negative and positive headlines balanced.



negative implications for the RIA-JMTC's reputation and 23.7% created positive. Therefore, the RIA-JMTC should

focus on the Iowa articles in order to make the difference between negative and positive results more substantial.

The stories about employees (13.8%) earned negative implications to the RIA-JMTC's reputation in 15.6% of cases. Articles with headlines about contracts with businesses received a 13.5% positive and 13.5% negative implication for the RIA-JMTC's reputation. The portrayal of partnering with other businesses is uneven. Therefore, the RIA-JMTC should focus on informing the media about the benefits of partnerships.

Major stories are 36.3% (120) of the articles APRA compiled. The headlines of these stories show negative implications for the RIA-JMTC's reputation 16.7% of the time and a positive only 11.7%. The headlines of features were the most reputation enhancing story types at 17.9%, followed by manufactured news stories at 17.1%. Based on these facts,

RIA-JMTC should watch what it says about major news stories to make them more positive. It should also send out feature stories and manufactured news stories to get more positive perceptions from its audience.

One topic the RIA-JMTC should promote includes announcements of new products, as they are 13% (43) of the articles coded and the headlines of these articles create positive implications for the RIA-JMTC's reputation 18.6% of the time. The RIA-JMTC should also promote articles about partnerships with private businesses. This category, which encompasses only 4.8% of the articles coded, creates positive implications for the RIA-JMTC's reputation in 37.5% of these articles. The RIA-JMTC should focus some of its press releases on these categories.

A good percentage, 17.5% (58), of the headlines coded mentioned closure threats. The headlines that did created

negative implications for the RIA-JMTC's reputation in 17.2 percent of cases compared to 4.7% of the ones that don't.

The coding summary sheet can be found in Appendix B.

Interviews

The next method of primary research completed was extended interviews with some of the RIA-JMTC's main publics. The variables presented in this research are guided by cultivation theory and Fishbein's Theory of Reasoned Action.

Procedure

In a brainstorming session, APRA attempted to compile questions that would allow the RIA-JMTC to see if it is perceived positively or negatively by its publics.

Fifteen people were interviewed and their data were compiled by APRA associates. Compilation of data occurred as a member of each group read all the interviews in their

entirety and searched for common themes. The four main publics interviewed include army veterans, RIA-JMTC employees, influential community members, and congressional representatives.

Each one of these publics has a different perspective on the RIA-JMTC and what it does. To discover what the public's perspectives are, variables were categorized into three sections: Awareness of the RIA-JMTC, Supporting the RIA-JMTC and Action.

Interviews began with an informed consent to volunteer for the interview and a promise from APRA to maintain confidentiality in all statements. In the awareness section, moderators probed interviewees about their experiences at the RIA-JMTC. Questions included whether or not the interviewee had visited the arsenal, asked about its purpose, who occupies the island, and what comes to mind when the

RIA-JMTC specifically is mentioned and the benefits of this tenant. These questions are designed to obtain the beliefs of RIA-JMTC's main publics to better understand their attitudes and who creates their social norms.

In the support section, questions were designed to obtain information on how target public's beliefs are shaped into attitudes. APRA associates asked questions that allowed APRA to compare the RIA-JMTC to organizations the public admires in the Quad City Area. APRA also learned about qualities of excellence in organizations and how publics feel about the RIA-JMTC creating partnerships with private businesses. The interviewee was asked to provide their attitudes about military tax support and how increasing or decreasing it effect the United States.

Lastly, APRA probed publics for the reasons they take action to write their congressman or protest. If they don't do

this, APRA asked why and what would get them to take action. APRA also asked why community members support or do not support the RIA-JMTC and what the RIA-JMTC can do to gain more support. Finally, APRA asked interviewees to describe the RIA-JMTC in one word. The interviews ended with last remarks from the interviewee and a thank you from the moderator.

A copy of the moderator's guide can be found in Appendix C and the interview transcripts can be found in Appendix D.

Results

Each public holds different opinions about the RIA-JMTC. Each public's information has been broken down into sections and then combined to figure out a collective message for the publics to receive.

Current and retired military soldiers. Two of the three soldiers interviewed were familiar with the Rock Island Arsenal and the RIA-JMTC, while one was not familiar with the RIA-JMTC at all. All three soldiers have visited the RIA and have positive beliefs about it. The two soldiers familiar with the RIA-JMTC also have positive attitudes about this particular tenant. They decided the main purpose of the RIA is to produce weaponry and equipment for the soldiers in war and the RIA-JMTC is responsible for this. The two soldiers familiar with the RIA-JMTC both agreed the main benefit of the RIA-JMTC is to create thousands of jobs for the Quad Cities. These two men also commented on the RIA-JMTC's superb readiness.

The soldier who did not know what the RIA-JMTC was could not answer most of the questions. However, he did mention support would be given to the RIA-JMTC if it made

itself more well-known. Without a sense of what the RIA-JMTC is, attitudes about the organization can't be formed.

This relates to the spiral of silence theory. The spiral of silence theory is present when a person or company is afraid to voice his or her opinion due to the threat of becoming the minority if the opinion is voiced. The media plays a big part in the spiral of silence theory due to publics believing what the media says as true. Since the RIA-JMTC does not receive a lot of media publicity, publics are unaware of what it is and does. Therefore, publics disregard the RIA-JMTC and do not voice their opinion on its reputation causing for the spiral of silence theory to become present.

The two soldiers familiarized with the RIA-JMTC claim it has a positive reputation due to the hard-working government employees working there. However, these two men want to see the RIA-JMTC make itself more well known.

Most people do not see the RIA-JMTC as a separate entity of the RIA, therefore, it is invisible to the public. Though the RIA-JMTC is important to the military services, both the soldiers who knew what the RIA-JMTC was and the one soldier who did not all agree that the RIA-JMTC should become visible to the public eye.

Out of the three interviews conducted within the public of active or retired military soldiers, conclusions can be made that even though soldiers receive services from the RIA-JMTC, it still does not make itself as well-known as it should.

Rock Island Arsenal employees. The four employees interviewed from the Rock Island Arsenal were all familiar with the RIA-JMTC. Each employee expressed the RIA-JMTC's positive reputation within the Quad City Area, even though some changes could be made. The main benefit of the RIA-JMTC for employees is the number of jobs it provides and

the internship opportunities for students. The RIA employees mentioned the RIA-JMTC is supportive of soldiers world-wide and it supports its employees the best it can. Because of this, employees of the RIA-JMTC have a strong commitment to the community and the country.

When the RIA employees were asked why community members may support the RIA-JMTC, they all answered similarly. This public said that patriotism, support for the troops, job opportunities and economic impact are the main reasons publics should support the RIA-JMTC. The RIA employees also answered similarly when asked what comes to mind when the RIA-JMTC is mentioned. Since the employees are familiar with the different sections of the RIA, most answered what comes to mind is the RIA-JMTC as the manufacturing center of the Island, where technology research is done. The RIA-JMTC is the main producer of weaponry and vehicles for war and is well-known across Arsenal Island. The

RIA-JMTC maintains a good reputation with its RIA employees, but even the employees think some changes could be made within the center.

One RIA employee claimed the lead command of the RIA-JMTC is no longer effective in decision-making. Management needs to be improved in delegation and leadership. Also, the private and public sector has moved to hiring skilled people without training. This creates problems in factories because proper training has not been given to some employees. Aside from these minor issues, the Rock Island employees all come to the consensus that the RIA-JMTC sets the standard for excellence because it supports soldiers worldwide and its employees are committed to doing the best job they can.

Out of the four interviews conducted, the main response from the RIA employees was the positive reputation the RIA-

JMTC has gained on Arsenal Island. These employees are in contact with the RIA-JMTC on a daily basis so they truly have a grasp of what goes on. Their information is not gathered from the local news station or newspaper only. Out of all of RIA-JMTC's other publics, Rock Island Arsenal employees tend to be the most knowledgeable of the RIA-JMTC.

Government officials. All three of the government officials interviewed knew what the RIA-JMTC was and had positive attitudes about it. When asked what comes to mind when the RIA-JMTC is mentioned, the government officials answered similarly. They responded the RIA-JMTC is essential to national defense as a result of the high-tech, high quality manufacturing of mobile maintenance kits used on the front lines.

Since the government officials all associated a positive image with the RIA-JMTC, they noted the main benefits were

the amount of jobs the RIA-JMTC offers. The RIA-JMTC is an economic engine providing good manufacturing jobs specialized with high-quality job training and career-track employment. The large amount of jobs produces economic benefits to the community including partnerships with local businesses and foreign military sales. More jobs means more supplies to be produced, which is how the military receives low-cost weaponry and armor.

The numerous benefits the RIA-JMTC offers make these three government officials support the RIA-JMTC. The main reason they support the RIA-JMTC is because of the patriotism the RIA-JMTC shows in its work. Not only does the RIA-JMTC support the soldiers, but it also makes contributions to the Quad City community and local economy. If the RIA-JMTC continues to maintain this support the community will be able to remain prosperous. The most important reason government officials tend to support the RIA-JMTC is because

it provides support for soldiers and their families, employment for veterans and honor for the nation's military history.

Out of the three government officials interviewed, all of them knew what the RIA-JMTC was and were supportive of it. This may be because the RIA-JMTC works for the government and so do government officials, or it may be because government officials tend to work hand-in-hand with the RIA. Either way, the RIA-JMTC this public perceives the RIA-JMTC as a reputable organization.

Civilians. The last main public of the RIA-JMTC is the civilian. When asked, four out of the five civilians interviewed acknowledged they had little knowledge of the RIA-JMTC, except what they have seen from the media. Only one civilian knew some information about the RIA-JMTC.

When the five civilians were asked what comes to mind when they think of the RIA-JMTC, four of them could only

supply general information. The civilian who knew about the RIA-JMTC mentioned it is the leading innovative manufacturer that maintains a strong organic capability to produce new products and repair those it previously made in times of need. This civilian also knew about the public-private partnerships which allow the RIA-JMTC to expand its footprint.

Of the five civilians interviewed, four of the five mentioned they were unaware of how the RIA-JMTC compares to other military, government, or non-profit organizations. The four civilians claimed this is because the RIA-JMTC does not share enough information of what goes on in the facility to the public. Civilians can't establish a perception about the RIA-JMTC if they don't know what it is. Even the one civilian familiar with the RIA-JMTC mentioned it was less known for what it does and more known for its role in the community.

Though the majority of the civilians interviewed were unaware of the RIA-JMTC, most responded it still has their support because they know it is part of the RIA and it helps the military in times of need. The civilians did acknowledge the RIA-JMTC could gain more support from them by making itself more well-known and separating itself from the rest of the RIA. They think it is just a part of Arsenal Island and nothing more. The civilians want the RIA-JMTC to give more information about what it is and does so people can be more aware of it.

Since civilians are generally are unaware of government operations aside from what they receive from the media, it tends to be harder for them to know what the RIA-JMTC is all about. The five civilians interviewed were expected to answer in the way they did, proving the RIA-JMTC needs to get more involved in the community and to also strive to separate itself from the rest of the RIA.

All publics. Each of the four publics interviewed, soldiers, RIA employees, government officials and civilians, had their own opinions of the RIA-JMTC. They also had their own opinions of government practices. The majority of the people interviewed from all four publics do not think tax money should be increased or decreased, but kept the same in order to continue the support given to the military.

All of the publics were in support of the concept of readiness contributing to military success. This is positive for the RIA-JMTC as readiness is its main priority so the military will not be at a loss. Once more publics get to know what the RIA-JMTC is, they will relate readiness to the RIA-JMTC. This will alter beliefs about the RIA-JMTC and create more support from the community.

Apart from government spending and readiness, the most important information gained from the interviews was the

lack of awareness for the RIA-JMTC from the majority of the publics. Even the publics familiar with the RIA-JMTC, such as RIA employees and military soldiers, still gave suggested the RIA-JMTC should work on making itself a separate entity from the RIA. If the RIA-JMTC were to make itself more well-known among its publics, support would increase and maybe even the tax dollars would too. The RIA-JMTC is a powerful force aiding the military in its times of need, while providing thousands of jobs helping the Quad City economy.

If APRA were to create a campaign for the RIA-JMTC, the copy of APRA's campaign materials should include information pertaining to the RIA-JMTC itself. Interview results show that Quad City publics look up to the standards that John Deere has created throughout its corporation. Relating the RIA-JMTC to this organization and learning from John Deere allows it to expand its knowledge of what the RIA-JMTC's publics expect.

Pew Center Survey

Due to the limited amount of time and resources APRA has available, an outside source was used to compile information about media usage and consumption among adults throughout the United States.

Procedure

The Pew Research Center for the People and the Press is an independent, non-partisan public opinion research organization that studies attitudes toward politics, the press and public policy issues. In this role it serves as a valuable information resource for political leaders, journalists, scholars and citizens (Pew Research Center, 2012).

The Center conducts regular monthly polls on politics and major policy issues as well as the News Interest Index, a weekly survey aimed at gauging the public's interest in and

reaction to major news events. Shorter commentaries are produced on a regular basis addressing the issues of the day from a public opinion perspective. In addition, the Center periodically fields major surveys on the news media, social issues and international affairs (Pew Research Center, 2012).

The Pew Research Center for the People and the Press is one of seven projects that make up the Pew Research Center, a nonpartisan “fact tank” that provides information on the issues, attitudes and trends shaping America and the world (Pew Research Center, 2012).

It is from the aforementioned credentials that APRA chose this center as a primary resource for this research. APRA associates searched the Pew Research Center database for titles under the term “media consumption.” The most recent survey was chosen to more accurately represent the RIA-JMTC's publics.

Results for this survey are based on telephone interviews among a national sample of 3,006 adults living in the continental United States, 18 years of age or older, from June 8-28, 2010. Of these, 2,005 respondents were interviewed on a landline telephone, and 1,001 were interviewed on a cell phone, including 392 who had no landline telephone. Both the landline and cell phone samples were provided by Survey Sampling International. Interviews were conducted in English.

The combined landline and cell phone sample are weighted by gender, age, education, race/ethnicity, region, and population density to parameters from the March 2009 Census Bureau's Current Population Survey. The sample is also weighted to match current patterns of telephone status and relative usage of landline and cell phones. The weighting procedure also accounts for the fact that respondents with both landline and cell phones have a greater probability of being

included in the combined sample and adjusts for household size within the landline sample. Sampling errors and statistical tests of significance take into account the effect of weighting.

The results from this survey allow APRA to see concrete examples of functional displacement and media consumption. The variables examined in this survey include how much time is spent with certain media outlets, the ages using the media outlets and the impact these outlets have on its publics.

APRA associates downloaded the data set and used SPSS to compute frequencies, percentages, and cross tabulations.

A copy of the questions referenced in this report is located in Appendix E.

Results

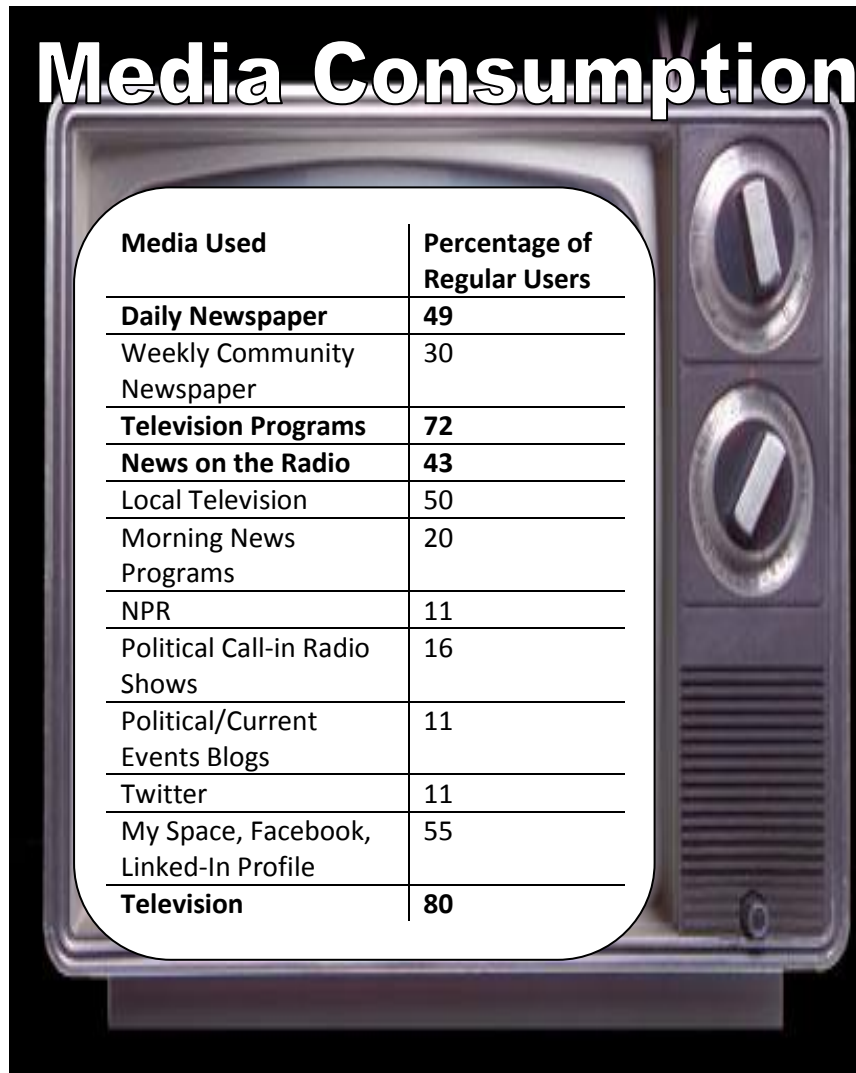
The Pew Research Center for the People and the Press conducted a biennial media consumption survey in 2010. For APRA and the RIA-JMTC's purposes, the results collected from June 8-28, 2010 were analyzed. According to the Pew Research Center, 45% of participants very much enjoy keeping up with the news.

When asked if they read any daily newspaper or newspapers regularly, 49% responded yes, while 51% answered no. Of those interviewed who are 65 years of age or older, 55% read a daily newspaper regularly. It is APRA's recommendation to utilize the daily newspaper as an effective way to reach the RIA-JMTC's older publics, as they still use older methods of communication like the newspaper. It is APRA's recommendation that weekly community newspapers be used rather than national papers like USA Today.

The survey also revealed that 72% of participants answered yes when asked if they happen to watch any TV news programs regularly while 27% responded no. It is APRA's recommendation that the RIA-JMTC utilize local television news to reach its audience, as 48% of men and 53% of women regularly watch local television news. Sixty-one percent of those men range in age from 30 to 49 and 63% of those women are 50 or older. Morning news programs on the other hand only have a 20% viewing rate from men and 14% from women.

Participants were asked if they listen to news on the radio regularly and 43% percent responded yes, while 56% responded no. While it would still be effective to use the radio as a communication tool for this campaign, APRA recommends focusing on NPR; only 13% of men ages 18 through 29 listen to NPR as well as only 12% of women ages 18 through 29, but it is the only radio news program in the

Quad City area.



When asked how often they watch or listen to certain TV and radio programs, 50% of participants said they regularly watch the local news about their viewing area which usually comes on before or after the national news in the evening and again later at night. APRA recommends targeting local news channels as opposed to cable stations such as the History Channel and the Discovery Channel as they received less than 30% of regular viewership.

Participants were also asked what type of electronic items they have. Sixty-seven percent have a desktop computer, 55% have a laptop computer, 83% have a cell phone, 47% have an MP3 player, 4% have a tablet computer such as an iPad, and 15% have a satellite radio subscription through X-M or Sirius radio. Based on these numbers, APRA stands by the previous recommendation to use online newspapers and magazines based on the fact that most people do have Internet access and 82% say they use the Internet at least occasionally. APRA also

recommends not investing effort in satellite radio due to the low number of subscribers.

APRA also recommends avoiding blogs about politics or current events as a means of communication as only 11% of Internet users regularly read blogs about politics or current events.

Again, APRA recommends using the Internet as a source of communication as 38% of people send or receive email on their cell phone, 42% access the Internet on their cell phones, and 69% send or receive text messages.

Out of those 42% who access the Internet on their cell phones, 20% have downloaded an application that allows them to access news or news headlines on their cell phone.

Based on the fact that only 11% of Internet users use Twitter, APRA recommends not focusing on this social media

outlet when other news outlets on the Internet have higher user ratings, such as online newspapers and magazines.

Only 17% of Twitter users get news or news headlines regularly through Twitter and only 6% of Twitter users send news or news headlines through Twitter regularly.

It would be beneficial to connect with Internet users via Facebook or LinkedIn because 55% of Internet users have created their own profile on these social networks.

Nine percent of Internet users regularly get news or news headlines through social networking sites, while 16% who have a social networking site profile regularly get news or news headlines through social networking sites.

Based on the fact that only 6% of Internet users with MP3 players watch or listen to news podcasts regularly, APRA recommends not focusing on this tool as a main form of communication.

Conclusion

After reviewing and analyzing the primary data collected, APRA found the following answers to the research questions which allowed APRA to identify the RIA-JMTC's main public relations problems.

Answering the Research Questions

Through research, APRA has learned the following about the RIA-JMTC:

- The overall perception of the JMTC is neutral.

After reviewing the survey conducted by APRA, it was discovered that people do not know what the JMTC even is. This makes it hard for them to give a perception on the organization. Those people who know what the JMTC is say their perception of it is positive.

Agenda-setting theory, or the idea that media tells people what to think about not what to think, could help the RIA-JMTC appeal to gatekeepers to get important information out to the public. If the RIA-JMTC understands what attracts gatekeepers, there is a better chance gatekeepers will publish its material and set an agenda for the public. By covering the RIA-JMTC every once in awhile on new projects or different things going on, the media can introduce the RIA-JMTC to new publics and make it something they want to talk about.

- The local news media portray all of the RIA-JMTC and slightly enhances its reputation.

In 23% (77) of the articles analyzed, the RIA-JMTC is depicted positively by the local news media. However, this percentage is overshadowed by the large amount of neutral opinions (61.6%) about the RIA-JMTC.

- The media are telling the publics in the Quad City area to think about the RIA, but not necessarily the RIA-JMTC.

A total of 187 (56.5%) of the articles mentioned the RIA, but only 16.9% (56) of the articles mention the RIA-JMTC directly. This suggests that the media are definitely setting an agenda for the RIA, but the specific tenants of the RIA are not a priority to the gatekeepers in this medium.

- The specific topic does alter the public's perception of the RIA-JMTC.

The media's portrayal of the RIA-JMTC changes with the topic of the article. Closure threats, which represent 13.3% (44) of the articles point to both negative and positive implications for the RIA-JMTC. Additionally, the product upgrade topic increases positive implications of the RIA-JMTC

in 40.9% of articles and negative perceptions in only 4.5% of articles.

- The RIA-JMTC's reputation is described as positive or non-existent by its publics.

APRA guessed RIA employees and military soldiers would have a good sense of what the RIA-JMTC does. The interviews conducted prove this guess as these publics have the most direct exposure to the RIA-JMTC.

The positive reputation of the RIA-JMTC supports Fishbein's Theory of Reasoned Action. Fishbein's theory consists of the characteristics an individual associates with the "attitude object" and the sources of influences on individuals (Preston, 2001).

Rock Island Arsenal employees and soldiers are influenced on a daily basis by government duties, including

direct or indirect contact with the RIA-JMTC. Attitudes toward the RIA-JMTC are positive because of the positive influences the two publics encounter from people they respect. With positive attitudes come behaviors which benefit the RIA-JMTC. The positive influences and attitudes toward the RIA-JMTC, give RIA employees and the military encouragement to continue working with the RIA-JMTC or continue receiving products from it.

On the other hand, the two publics unaware of the RIA-JMTC, government officials and civilians, associate it with a negative reputation. This is because the two publics claimed the RIA-JMTC does not make itself present in the media. It needs to separate itself from the RIA to become a more distinguished entity. According to the agenda-setting theory, agenda-setting occurs when the media act as gatekeepers of information and they are able to choose what information to share and how to share it (Foss & Littlejohn, 2008). Mass

media have the ability to mentally order and organize the world, causing people to perceive issues as the media wants them to perceive issues (Foss & Littlejohn, 2008).

The RIA-JMTC can use the agenda-setting theory to its advantage by using the media to make itself more well-known to publics who are indirectly related. The media will tell people what to think about, and if publics think an issue is important, they will associate that organization with a positive reputation.

By using Fishbein's theory and the agenda-setting theory, the RIA-JMTC can separate itself from other government entities. Of the four publics interviewed, the two publics who knew what the RIA-JMTC was honestly stated they consider it just part of the Rock Island Arsenal. There is no separation of value between the RIA and the RIA-JMTC.

The two publics who didn't know what the RIA-JMTC was did not know the RIA-JMTC existed within the RIA.

The interviewees couldn't differentiate the RIA-JMTC from the rest of the RIA, therefore, they were unaware of how it could compare with other government organizations. If the RIA-JMTC could create more publicity, separation has the opportunity to occur. Then, the RIA-JMTC could finally be a separate entity of the Rock Island Arsenal, a goal it has always strived for.

- The Internet and local news media are vital tools in connecting with publics.

APRA recommends that the RIA-JMTC use social media tools for some target publics. APRA also recommends the use of online newspapers to communicate with RIA-JMTC's publics. By using the Internet, a higher number of people will be reached at a much faster rate than any other medium of

communication. The social media tools APRA recommends using include Facebook, PSAs on YouTube, the RIA-JMTC website and online newspapers as 55% of the adult population uses these devices.

However, the older population of the Quad City Area does not use electronic devices. The newspaper, which 49% of adults read daily, and local news television, with a 72% adult viewership, should remain in the RIA-JMTC's tools as not to exclude this important public.

Final Recommendations

With the help of the data provided above, APRA can make the following recommendations.

The RIA-JMTC has is not differentiated from the RIA as a whole. One way to reach multiple publics and inform them about the RIA-JMTC is to integrate the organization with area schools. According to APRA's interview research, most

civilians in the Quad Cities don't know what the RIA-JMTC is or what it does. An educational day for school children in the form of a field trip to the plant, or even a visit to the school like policemen or firefighters do, could inform kids, parents, teachers and schools about the RIA-JMTC.

In addition to targeting school age children, it would behoove the RIA-JMTC to target the young professional high school students in the same public speaking based fashion. This gives high school aged students the chance to know about possible internships. As stated previously, public speaking to students not only allows an organization to tell its story, but also allows the organization to reach the future decision makers in society (Fry & Hartman, 1980). This type of technique, whether for school age children or young adults, allows the organization to have control over the content and make publics feel that the organization is one of openness (PR Practitioner's Desktop Guide, 2002).

Here, the RIA-JMTC can send home the brochures and literature they create with the kids. The information then has the opportunity to reach parents, who will in turn, learn how the RIA-JMTC is different from the RIA as a whole.

According to Fishbein's Theory of Reasoned Action, attitudes toward given outcomes are influenced not only by the perceived consequences, but also by the perceived reactions of others with respect to those outcomes (Preston, 2001).

Additionally, if subjective norms do determine the perceived influence on individuals and groups the individual is in contact with, then this method of creating a new influence through a teacher or RIA-JMTC employee will allow children to form a more positive view of the RIA-JMTC and one they can pass on to their parents (Preston, 2001).

Additionally, if the view of a RIA-JMTC member becomes like the view of a firefighter or policeman to the kids,

they will, from cultivation, learn that members of the RIA-JMTC team are good people who help the community.

According to Taylor, Frank, and Bang (2006), this tactic could work because a society, once this cultivated reality is set, bases actions and judgments using that same mindset.

When it comes to certain types of publications in print or online, 40% of those surveyed read a daily newspaper regularly and 30% regularly read a local weekly community newspaper. APRA recommends using daily newspapers, especially if they are online because the younger population uses the Internet as a news source more than the older population. Facebook is an excellent way to make the public aware of a fairly unknown organization. Of those surveyed, 40% use social networking sites to achieve post news or news headlines. The RIA-JMTC can attract more publics to its Facebook by keeping the social media site updated daily and posting current news about what is going on inside the doors of

the organization. This would be an easy way to link viewers to other sites related to the RIA-JMTC, such as PSAs about the RIA-JMTC on YouTube and/or the RIA-JMTC website. This way publics will have the opportunity to learn more detailed facts about the RIA-JMTC.

In addition to linking viewers to other informative sites regarding the RIA-JMTC, Facebook allows for more creativity of the information being posted rather than a website. For example, APRA recommends the implementation of a Facebook contest which would draw new viewers in and also increase the amount of repeat hits to the RIA-JMTC's Facebook page because the contest will force people to keep checking in on results. Facebook also allows for the creation of photo albums and events where the user can personally invite people or make it open to the public. Facebook would also allow for the gatekeepers of the RIA-JMTC to regulate who sees what. Facebook has the ability to block, allow and invite

select groups of people to view a profile and all of its information.

However, not all social media sites are geared for this type of campaign. Based on the fact that only 11% of Internet users use Twitter, APRA recommends not utilizing this social media outlet; especially when other news outlets on the Internet have higher user-ratings, such as online newspapers and Facebook.

The RIA-JMTC needs to project its image within its four main publics, but especially government officials and civilians. These two publics either knew little about the RIA-JMTC or nothing at all. To achieve this task, the RIA-JMTC should create press releases to better inform its target publics.

Press releases are an inexpensive way to get messages to the media in a timely manner. This tool is directed towards people of the media to announce newsworthy information in

which companies, such as the RIA-JMTC, normally could not. With help from the media, the RIA-JMTC will be able to reach out to numerous publics at the same time, especially government officials and the civilians who were hardly aware of it. The more publics the RIA-JMTC can reach, the more publicity will be gained to separate it from the rest of the Rock Island Arsenal.

The RIA-JMTC can further the tool of press releases by incorporating the agenda-setting theory within its campaign. The agenda-setting theory does not tell people what to think, but what to think about. The RIA-JMTC can use the media to its advantage by creating press releases and send the releases to media outlets to publicize its image.

Of the 331 articles published in The Quad City Times, nearly a third (32.8%) had positive implications for the RIA-JMTC's reputation, while only 20.8% of stories published

elsewhere had similarly positive implications. Though the RIA-JMTC may have a positive reputation in the Quad City area in which it is located, it does not mean other locations feel the same way or even know what the RIA-JMTC is. This is why press releases can be a huge factor for the RIA-JMTC. Press releases can be sent to any location outside the Quad City area and can be used to spread along the positive reputation of the RIA-JMTC through the media.

Also, major news stories accounted for 120 (36.3%) of the articles coded. Of these, 16.8% created a negative implication for the RIA-JMTC. Manufactured news stories led to positive implications for the RIA-JMTC 30.3% of the time. Therefore, the RIA-JMTC's press releases should mainly be about manufacturing news to stimulate positive publicity within the media.

The combination of press releases and the agenda-setting theory could allow the RIA-JMTC to receive positive publicity in a cost-effective way. The publics who were the least aware of the RIA-JMTC, government officials and civilians, all consume media on a day-to-day basis. If the RIA-JMTC targets the news media, these two publics will be more apt to come across information about the RIA-JMTC. This can only be done if the RIA-JMTC creates press releases that are beneficial to its image.

The RIA-JMTC is a powerful part of the United States Military, and with positive publicity from press releases in consideration of the agenda-setting theory, the RIA-JMTC will get the recognition from the Quad City area and other locations it deserves.

Final SWOT Analysis

The strengths of the RIA-JMTC are comprised of its ability to provide services to the Army at any given time and that it is self sustaining and doesn't need government money to continue working. This information, if shared with the older community members and veterans, would allow the RIA-JMTC to not only differentiate itself from the RIA, but also create positive beliefs and attitudes within these publics.

The self sustaining nature of the organization also creates more opportunities for the RIA-JMTC. As gatekeepers seem to be drawn to news stories about partnerships with other businesses, the RIA-JMTC can use this information to grow outside of the Army and share this growth with interested publics.

The most important weakness is that one of the largest employers in the Quad City Area is not recognized by its

publics. The RIA-JMTC has to distinguish itself from the RIA as a whole in order to allow its publics to understand what it does. The educational tools recommended above will help the RIA-JMTC distinguish itself and earn more support from its community.

Finally, the biggest threat to the RIA-JMTC is the threat of the BRAC and closure. APRA's research found that news articles related to the BRAC and closure create negative implications for the RIA-JMTC's reputation. If the RIA-JMTC is able to make its publics understand that it is a self sustaining organization that can run without government funding, then this threat will be less prominent in the eyes of the public.

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Appendix

Appendix A: Coding Guide

Var means variable. Col refers to the column in the Excel file. For yes/no questions, record Y (capitalized) or N (capitalized). Except for dates and years, do not convert one digit numbers to two digit numbers; record 1 as 1, not 01.

(Var 1) (Col 1) Publication (record as number)

1. Quad City Times
2. Non QC source

(Var 2) (Col 2) Geographical Location_____

(list two-letter abbreviation for state in all caps)

(Var 3) (Col 3) Month (record month as number)_____

Is agenda-setting affected by holidays?

1. January
2. February
3. March
4. April
5. May
6. June
7. July
8. August
9. September
10. October
11. November
12. December

(Var 4) (Col 4) Year (record all four digits of the year)

See if the BRAC takes over coverage?

2005 2006 2007 2008 2009 2010 2011
2012

(Var 5) (Col 5) Headline Word Count_____ (record as number)

Larger headline equals more prominence, can affect both agenda-setting and cultivation.

(Var 6) (Col 6) Topic of Headline

- 1 employees
- 2 closing
- 3 community
- 4 history
- 5 Soldiers
- 6 Contracts
- 7 Products
- 8 RIA-JMTC
- 9 Other

(Var 7) (Col 7) BRAC Mentioned

Y N

(Var 8) (Col 8) Headline's implications for RIA-JMTC reputation

Damages -1 0 +1 Enhances

(Var 9) (Col 9) Number of photographs _____

(Var 10) (Col 10) Subject of graphic

- | | |
|---|----------------------|
| 5 | Soldier |
| 4 | Humans, not soldiers |
| 3 | Products |
| 2 | Buildings/landscape |
| 1 | Other |

(Var 11) (Col 11) Story Length Paragraph Count

(Can tell us length of press releases or feature stores to pitch.)

(Var 12) (Col 12) Which arsenal?

- 1 Picatinny Arsenal, NJ
- 2 Redstone Arsenal, AL
- 3 Rock Island Arsenal (RIA), IL
- 4 Rocky Mountain Arsenal (RMA), CO
- 5 Watervliet Arsenal, NY

(Var 13) (Col 13) Story Type _____

1. Event or Product Announcement
2. Minor or Manufactured News Event (low impact in terms of number of people directly affected or number of dollars involved; includes individual ceremonial events like retirement)
3. Major News Event (high impact in terms of number of people directly affected or number of dollars involved, could include induction or deployment ceremonies if many people are being inducted, deployed, etc.)
4. Feature (engages the emotions, timeliness is not critical)
5. Editorial/Opinion (by newspaper personnel, no letters to the editor)
6. Team coverage (involves multiple reporters)

(Var 14) (Col 14) Number of Comments _____

(Record 888 if no indication of comments is available.)

(Var 15) (Var 15) Dominant Topic (record as number)_____

1. Ceremonies
2. Appearances by arsenal personnel
3. Events
4. Visits by dignitaries (not related to funding or closure threats)
5. Closure Threats, BRAC
6. Funding (unrelated to closure)
7. Product upgrades
8. New Products/Services/Centers
9. Contracts
10. Partnerships
11. Community
12. Jobs
13. History
14. War
15. Soldiers
16. Other

(Var 16) (Col 16) Dominant type of source (record as number)_____

1. Student
2. Random person
3. Business professional
4. Politician
5. Military official
6. Technical expert
7. Family member of employee or soldier
8. Civilian Employee of an arsenal
9. Military employee of an arsenal
10. Soldier
11. Other
0. None

(Var 17) (Col 17) Secondary type of source (record as number)_____

1. Student
2. Random person
3. Business professional
4. Politician
5. Military official
6. Technical expert
7. Family member of employee or soldier
8. Civilian Employee of an arsenal
9. Military employee of an arsenal
10. Soldier
11. Other
0. None

(Var 18) (Col 18) RIA-JMTC at RIA mentioned?

Y N

(Var 19) (Col 19) Other tenants of RIA mentioned?

Y N

(Var 20) (Col 20) Threatened Closure Mentioned

Y N

(Var 21) (Col 21) Economic impact_____

Y N

(Var 22) (Col 22) Overall implications for CLIENT's reputation (record as number)

1. Negative
2. Neutral
3. Positive

(Var 23) (Col 23) Why Brief explanation of why you categorized the implications as Neg, Neutral or Pos. for the client_____

Appendix B: Coding Summary Sheet

(Var 1) (Col 1) Publication (record as number)

1. Quad City Times (56.8%)
2. Non QC source (if not free, code from summary, leave blank if not available) (43.2)

(Var 2) (Col 2) Geographical Location_____

(list two-letter abbreviation for state of publication in all caps)

IA (29.3%)

IL (27.2%)

(Var 3) (Col 3) Month (record month as number)_____

Is agenda-setting affected by holidays?

1. January (4.9%)
2. February (6.4 %)
3. March (10.3 %)
4. April (6.4 %)
5. May (21.6 %)
6. June (7.6 %)
7. July (8.5)
8. August (8.8)
9. September (6.7 %)
10. October (5.2 %)
11. November (6.7 %)
12. December (7.0 %)

(Var 4) (Col 4) Year (record all four digits of the year)

See if the BRAC takes over coverage?

- 2005 (19.8 %)
- 2006 (11.6 %)
- 2007 (7.6 %)
- 2008 (11.9 %)
- 2009 (10.6 %)
- 2010 (10.9 %)
- 2011 (26.1 %)
- 2012 (1.5 %)

(Var 5) (Col 5) Headline Word Count_____ (record as number)

Larger headline equals more prominence, can affect both agenda-setting and cultivation.

- 5 (12.5 %)
- 6 (20.1 %)
- 7 (14.6 %)
- 8 (11.9 %)

(Var 6) (Col 6) Topic of Headline

- 1 Employees (also transfers) (13.8 %)
- 2 Closing (9.8 %)
- 3 Community (13.5 %)
- 4 History (2.8 %)
- 5 Soldiers (10.1 %)
- 6 Contracts (include partnerships) (11.3 %)
- 7 Products (12.5 %)
- 8 RIA-JMTC (1.5 %)
- 9 Other (24.2 %)

(Var 7) (Col 7) BRAC Mentioned

Y (13.9 %)

N (84.3 %)

(Var 8) (Col 8) Headline's implications for RIA-JMTC reputation

-1 (7.3 %)

0 (78.6 %)

+1 (14.1 %)

(Var 9) (Col 9) Number of photographs_____

0 (57.1 %)

1 (26.3 %)

2 (4.8 %)

4 (1.2 %)

(Var 10) (Col 10) Subject of graphic

- 5 Soldier (7.3 %)
- 4 Humans, not soldiers (10.0 %)
- 3 Products (7.3 %)
- 2 Buildings/landscape (7.3 %)
- 1 Other (8.5 %)

(Var 11) (Col 11) Story Length Paragraph Count

(Can tell us length of press releases or feature stores to pitch.)

13 (8.9 %)

14 (7.7 %)

15 (6.7 %)

(Var 12) (Col 12) Which arsenal (dominant)?

- 1 Picatinny Arsenal, NJ (3.9 %)
- 2 Redstone Arsenal, AL (.9 %)
- 3 Rock Island Arsenal (RIA), IL (56.5 %)
- 4 Rocky Mountain Arsenal (RMA), CO (2.7 %)
- 5 Watervliet Arsenal, NY (11.8 %)
- 6 Detroit Arsenal (1.5 %)
- 7 Frankford (.9 %)
- 8 Pine Bluff (5.7 %)
- 9 Redstone (6.0 %)
- 10 Benicia

(Var 13) (Col 13) Story Type_____

1. Event or Product Announcement (19.9 %)
2. Minor or Manufactured News Event (low impact in terms of number of people directly affected or number of dollars involved; includes individual ceremonial events like retirement) (23.2 %)
3. Major News Event (high impact in terms of number of people directly affected or number of dollars involved, could include induction or deployment ceremonies if many people are being inducted, deployed, etc.) (36.7 %)
4. Feature (engages the emotions, timeliness is not critical) (17.1%)
5. Editorial/Opinion (by newspaper personnel, no letters to the editor) (1.5 %)
6. Team coverage (involves multiple reporters) (1.5 %)

(Var 14) (Col 14) Number of Comments _____

(Record 888 if no indication of comments is available.)

- 0 (1.2 %)
- 1 (7.6 %)
- 2 (7.0 %)
- 3 (3.7 %)
- 4 (2.1 %)
- 6 (1.5 %)
- 5 (1.2 %)
- 888 (71.9 %)

(Var 15) (Var 15) Dominant Topic (record as number)_____

1. Ceremonies (8.9 %)
2. Appearances by arsenal personnel (2.8 %)
3. Events (8.0 %)
4. Visits by dignitaries (not related to funding or closure threats) (0.6 %)
5. Closure Threats, BRAC (13.5 %)
6. Funding (unrelated to closure) (2.8 %)
7. Product upgrades (6.7 %)
8. New Products/Services/Centers (13.1 %)
9. Contracts (4.3 %)
10. Partnerships (4.9 %)
11. Community (7.3 %)
12. Jobs (7.0 %)
13. History (2.4 %)
14. War (3.1 %)
15. Soldiers (4.0 %)
16. Other (10.4 %)

(Var 16) (Col 16) Dominant type of source (record as number)_____

1. Student (0.6 %)
2. Random person (7.4 %)
3. Business professional (21.5 %)
4. Politician (19.9 %)
5. Military official (13.2 %)
6. Technical expert (4.0 %)
7. Family member of employee or soldier (1.8 %)
8. Civilian Employee of an arsenal (11.7 %)
9. Military employee of an arsenal (7.1 %)
10. Soldier (4.9 %)
11. Other (3.7 %)
0. None (4.3 %)

(Var 17) (Col 17) Secondary type of source (record as number)_____

1. Student (1.2 %)
2. Random person (3.4 %)
3. Business professional (9.5 %)
4. Politician (6.7 %)
5. Military official (16.3 %)
6. Technical expert (4.9 %)
7. Family member of employee or soldier (3.1 %)
8. Civilian Employee of an arsenal (13.5 %)
9. Military employee of an arsenal (10.1 %)
10. Soldier (3.7 %)
11. Other (4.6 %)
0. None (23 %)

(Var 18) (Col 18) RIA-JMTC at RIA mentioned?

Y (16.9 %)

N (81 %)

(Var 19) (Col 19) Other tenants of RIA mentioned?

Y (31.4 %)

N (66.2 %)

(Var 20) (Col 20) Threatened Closure Mentioned

Y (17.5 %)

N (80.7 %)

(Var 21) (Col 21) Economic impact_____

Y (47.4 %)

N (51.1 %)

(Var 22) (Col 22) Overall implications for CLIENT's reputation (record as number)

1. Negative (12 %)

2. Neutral (62.6 %)

3. Positive (23.6 %)

(Var 23) (Col 23) Why Brief explanation of why you categorized the implications as Neg, Neutral or Pos. for the client _____

(Explanations might include things like: only RIA-JMTC sources were quoted; primacy or recency -- RIA-JMTC service to troops mentioned first or last; positive adjectives used to describe RIA-JMTC and/or its products; strong verbs used in reference to RIA-JMTC and/or its products.)

Appendix C: Interview Moderator's Guide

AMBROSE PUBLIC RELATIONS AGENCY RIA-JMTC MODERATOR'S GUIDE

Informed Consent Script:

Hello. My name is _____. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?
2. Have you ever visited Arsenal Island?
 - a. Yes – What were the circumstances of your visit?
 - b. No -- Why not?
3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

4. Who are some of the occupants of the Rock Island Arsenal?
5. What can you tell me about the different commands at the Arsenal?
6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?
7. What benefits do you associate with the Joint Manufacturing and Technology Center?
 - a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?
2. What local organization or corporation would you say sets the standard for excellence? Why?
3. How does the Joint Manufacturing and Technology Center compare to that organization?
 - a. Is its government-owned status an advantage or a disadvantage? How so?
4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?
 - a. When did you learn about ____ (that organization) _____
 - b. How did you learn about ____ (that organization) _____
5. What qualities or characteristics do you admire in government, military or nonprofit organizations?
 - a. How does readiness contribute to excellence in government or military organizations?
(*Readiness is the idea of keeping something in*

full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?
7. How do you feel about government or military organizations partnering with private business?
8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?
 - a. How would that affect the U.S.?
 - b. What is your perception of government workers? What is your perception of Arsenal workers?

C. Action

- I. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

 - a. Why? How many times have you done something like that?

If response to #1 is NO

 - b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?
 - a. For not supporting the Joint Manufacturing and Technology Center?
3. What could the Joint Manufacturing and Technology Center do to earn your support?
4. What one word would you associate with the Joint Manufacturing and Technology Center?

That's all the questions I have for you. Are there any last remarks that you think might be helpful to us? Again, thank you for your help. If you would like to see a copy of our findings at the end of the semester, you can contact our professor. Would you like her name and contact information?

Ann Preston

prestonann@sau.edu

563-333-6046

Appendix D: Interview Transcripts

AMBROSE PUBLIC RELATIONS AGENCY RIA-JMTC MODERATOR'S GUIDE

Informed Consent Script:

Hello. My name is _____. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

It is the Quad Cities' largest employer.

2. Have you ever visited Arsenal Island? Why?

As a retired veteran, I visit Arsenal Island for the facilities they have for veterans like the food, fitness center, and other activities for service personnel.

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

The main purpose to me of the Rock Island Arsenal is to be the Army's premiere defense logistics facility and the operation that best represents that purpose is the Kingsbury Manufacturing Center.

4. Who are some of the occupants of the Rock Island Arsenal?

Some of the occupants would be the First Army Command, Army Sustainment and the RIA-JMTC.

What can you tell me about the different commands at the Arsenal?

First Army is a 3 star operation and Army Command, a 2 star operation supports the manufacturing at the RIA-JMTC.

5. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

The RIA-JMTC makes all of the up-armor for the hum-vees and makes a bunch of different kinds of howitzer missiles.

6. What benefits do you associate with the Joint Manufacturing and Technology Center?

The RIA-JMTC just has jobs, a huge amount of jobs that the Quad Cities needs.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

That's too general....I don't think I have an answer for that. It all depends on the organization.

2. What local organization or corporation would you say sets the standard for excellence? Why?

John Deere. They know how to be organized and have created a huge system that generally works flawlessly.

How does the Joint Manufacturing and Technology Center compare to that organization? Is its government-owned status an advantage?

I don't think you can compare them, rather they complement each other. John Deere doesn't do logistics or medical vehicles and the RIA-JMTC doesn't make farm equipment. Both organizations do a good job in what they do. The government-owned status doesn't matter here, it's a matter of how well the people there do their jobs.

3. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

I can't say that just one does because they all run on the same standards and ideas.

What qualities or characteristics do you admire in government, military or nonprofit organizations?

Organization, discipline, a solid chain of command, a good span of control, and the leadership abilities of military are things I admire in a military organization.

How does readiness contribute to excellence in government, or military organizations?

The military has to be ready to respond to humanitarian disasters or threats at all times. Readiness paramount responsibility of the military and is the single most important thing the organization should focus on.

4. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

It's different in that most of the employees are civilians. In other military organizations, hardly any of the employees are civilian, most have been or are in the military.

5. How do you feel about government or military organizations partnering with private business?

I think it's great. Both private and military organizations have wonderful things to bring to the table. It also allows opportunities to make products less expensively and both parties will benefit because their efforts won't be duplicated by another group.

6. What is your feeling about tax support for the military? Should military spending be decreased, increased or stay the same?

Military is obviously supported by tax dollars and is very important. The spending definitely should not be decreased. Sure there are some savings somewhere that could be taken out, but the spending needs to at least stay the same so we have a military.

How would that affect the U.S.?

If it stays the same, the U.S. will continue to be protected.

What is your perception of government workers?

I think they are great. The ones I know are very organized and very dedicated.

What is your perception of Arsenal workers?

Arsenal workers are awesome. They have that Midwest work ethic. They will give you a good day's work and will do their best to fulfill what is asked of them.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

Yes, I have written to my congressman.

Why? How many times have you done something like that?

As an Alderman, I deal with congressman on a regular basis. I write them about all sorts of things from veteran's issues to education.

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Jobs, jobs, jobs. If we close the RIA-JMTC we will lose tons of Quad City jobs.

For not supporting the Joint Manufacturing and Technology Center?

There is no reason not to support this important facility.

What could the Joint Manufacturing and Technology Center do to earn your support?

Well they already have my support, but to get the support of other I would say provide more tours and more information

about what they do. They need to do more extensive marketing.

3. What one word would you associate with the Joint Manufacturing and Technology Center?

Jobs.

That's all the questions I have for you. Are there any last remarks that you think might be helpful to us? RIA-JMTC critical asset to the logistics service that the arsenal provide.

Again, thank you for your help. If you would like to see a copy of our findings at the end of the semester, you can contact our professor. Would you like her name and contact information?

Ann Preston

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563-333-6046

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

Q. What comes to mind when you think of the Rock Island Arsenal?

R. "I think of people producing weaponry for the soldiers fighting for our country."

Q. Have you ever visited Arsenal Island?

R. "Yes I have. I use to work on a computer program there and I also attended a funeral there."

Q. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents the main purpose?

R. "The main purpose I would say is the making of weaponry. I am not sure which part of the island is in charge of that part of it though."

Q. Who are some of the occupants of the Rock Island Arsenal?

R. "I don't know of any specific occupants of the Rock Island Arsenal."

Q. What can you tell me about the different commands of the Rock Island Arsenal?

R. "I don't know about the different commands at the Rock Island Arsenal."

Q. What comes to mind when I mention the Joint Manufacturing Center on the Island?

R. "I have never heard of the Joint Manufacturing Center before but I guess I would have to say it has something to do with the making weaponry."

Q. What benefits do you associate with the Joint Manufacturing and Technology Center?

R. "Since I don't know what the RIA-JMTC is, I guess I cannot associate any benefits with it."

Q. What qualities or characteristics do you admire in local organizations and corporations?

R. "I admire hard work and dedication to the job at hand and what needs to be done."

Q. What local organization or corporations would you say set the standards for excellence?

R. "I feel John Deere sets the standards for excellence around the Quad City area."

Q. How does the RIA-JMTC compare to that organization?

R. "I don't know anything about the RIA-JMTC so I cannot compare it to John Deere."

Q. What government organizations, military or non profit would you say set the standards for excellence?

a) How does readiness contribute to excellence in government or military organizations?

R. "All military branches set the standards for excellence because of disciplinary reasons."

Q. What qualities or characteristics do you admire in government, military and nonprofit organizations?

R. "I admire that each one of these work hard. However there are things about each that I don't admire."

Q. How does the RIA-JMTC compare to other government and military organizations?

R. "I don't know anything about the RIA-JMTC so I cannot compare it to other government or military organizations."

Q. How do you feel about government or military organization partnering with private businesses?

R. "Government is not supposed to be partnering with private businesses."

Q. How do you feel about tax support for the military? Should military spending be increased, decreased or stay the same?

R. "I feel military spending should be increased in some areas but not all. I support the military 100% but I am also human and realize that we cannot just be raising tax dollars on everyone."

Q. Have you ever taken action like writing to your congressmen or protesting through social media on an issue you feel passionate about?

a) If no, what might motivate you to?

R. "I have never taken action like writing to my congressmen or protesting and I am the kind of person that probably never will. There are issues I feel strongly about but not to the point where I would go to a higher official."

Q. What are some reasons community members might have for supporting the RIA-JMTC?

a) For not supporting the RIA-JMTC?

R. "I feel I would support the RIA-JMTC if I knew more about what they did. Since I have no idea what they do, I would probably not invest my money into them."

Q. What could the RIA-JMTC do to earn your support?

R. "Let me know who they are. It is hard to support something in which you have no idea who they are or what they do. By

letting people know that information, you would get more support.”

Q. What one word would you associate with the RIA-JMTC?

R. Invisible

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

Informed Consent Script:

Hello. My name is Hannah Wilke. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal? "An asset to the community. I have done lots of black history research and done history of davenport. The arsenal has always been around, my whole life at least. It always provides jobs and continues to flourish".
2. Have you ever visited Arsenal Island?
 - a. Yes – What were the circumstances of your visit? "Yes, but only on the grounds for my father's funeral as he is buried in the cemetery there, and for church picnics. Never toured the grounds officially".
 - b. No -- Why not?
3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose? "Military installation. The civilians or military personal when we go to war, the whole RIA is a big player in support for them by providing products and equipment needed. I can't think of the exact name but the advanced manufacturing plant is the best representation of this. They are always doing the military equipment, but recently are doing even more that not many people know about."
4. Who are some of the occupants of the Rock Island Arsenal? "Civilian, military, base housing. It's a self containing island like its own world".
5. What can you tell me about the different commands at the Arsenal? "I don't know much about them, I have family who works there and I just recently got information on the arsenal while in D.C.".

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island? “Major benefits. Reaching out to private sectors, utilizing machinery, trained personnel and the continuous revenue that’s more so than what the government provides”.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

“Stabilization, manufacturing of jobs, and the boom for the economy. Also the products and support.”

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations? “Admire whether it’s a private or public sector that people come together to make things happen. They show their creativity and excitement and continue to contribute to help maintain jobs in the community.”
2. What local organization or corporation would you say sets the standard for excellence? Why? “John Deere, big in the 80’s and weren’t the only ones in town for

ag manufacturing but they branched out to golf, and auto parts and survived the down turn. They lobby for John Deere at D.C. even. And also, I was born and raised with this company they always impress me. Also apple, simply because they changed the world.”

3. How does the Joint Manufacturing and Technology Center compare to that organization? “The RIA-JMTC is starting to become more cutting edge and with the economy downturn they were forced to come back bigger and better. They learned lessons and made worldly important changes.”
 - a. Is its government-owned status an advantage or a disadvantage? How so? “Advantage because it’s already in place and the government having a stable hold on it means it can provide more.”
4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why? “Absolutely the military, because of the culture. There is a ruling of how things are to be done and the government can’t afford to feast it all and have stability. I’m a military mom and my son went to college, graduated went to The Navy and 6 weeks later was a different son. The structure and demands they have are very strict and enforced which is nice.”

- a. When did you learn about ____ (that organization) _____ "It's been around forever, something my family was strongly tied to. I've grown up with it and seen how powerful it is."
5. What qualities or characteristics do you admire in government, military or nonprofit organizations? "In non profits, they pick up where the government left off. They educate and provide social programs. They merely save people. The government goes as far as they can with providing employment to many people."
- a. How does readiness contribute to excellence in government or military organizations?
(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)
 "Policies. Across the board. And procedures".
6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations? "Not a big comparison. Don't have much sharing of information so not knowing what goes on there."
7. How do you feel about government or military organizations partnering with private business? "In the community, they are laying off manufacturers. But by partnering, they let go of differences about survival and mesh together. It's good for private entities".
8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same? "Can't do anything without the tax support. I've always been a taxpayer and money grows on trees and I don't know where people think it comes from. Money doesn't go very far but we all need to pay taxes. It depends on the situation how to manage the military spending. When in war, spend more but we should be in less wars and not be spending when we aren't in war."
- a. How would that affect the U.S.? "We are now withdrawing from the present war and when we draw out there is less spending. The military personnel are retiring when the war isn't going on and that means not spending as much to support the war".
- b. What is your perception of government workers? What is your perception of Arsenal workers? "Work for the government, you work for the government. If you're placed on the arsenal you're doing the same things."

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

- a. Why? How many times have you done something like that? Wrote to Charles Grassley a few times because I'm a union member. Wrote about prevailing wages. And I met him last week but he doesn't know I wrote him letters".

If response to #1 is NO

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center? "Lots of economic development as a whole they bring jobs and businesses to town".

- a. For not supporting the Joint Manufacturing and Technology Center? "There are no reasons. The Quad City Chamber of

Commerce does a great job with getting community support".

3. What could the Joint Manufacturing and Technology Center do to earn your support? "Continue to do what they are doing; be open to change and embrace opportunities to team up with others and essentially stay the same".
4. What one word would you associate with the Joint Manufacturing and Technology Center? "Excellence".

That's all the questions I have for you. Are there any last remarks that you think might be helpful to us? Again, thank you for your help. If you would like to see a copy of our findings at the end of the semester, you can contact our professor. Would you like her name and contact information?

"Keep your eyes and ears open. As young people you should feel open to putting in your two cents on any issues. You can make changes".

Ann Preston

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**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
INTERVIEW TRANSCRIPT**

Informed Consent Script:

Hello. My name is Courtney Swisher. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

I think of all the support and military efforts they supported us with when we fought over in Iraq. They made sure we had enough weapons, armor, etc. to be able to fight our fight with.

2. Have you ever visited Arsenal Island? Why?

Yes, my grandpa worked there and also he took me to many events they had there for military families, retired veterans, and employees.

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

The main purpose to me is to provide equipment to support troops like me, and others who serve in the military. I think the planning department best represents providing equipment because they create the drafts/designs of building the big weaponry needed in battle.

4. Who are some of the occupants of the Rock Island Arsenal?

The main occupants are the employees. There are tons of employees who serve at the RIA each day. Other than them, I would say military families who live on the base, along with the deceased veterans who are buried in the RIA National Cemetery.

What can you tell me about the different commands at the Arsenal?

I'm not quite sure. I'm not too familiar with that.

5. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

I think of its big responsibility of developing and creating weaponry and armor for the military. They are pretty well-known in the base I was stationed at. We respect the respect they give us through quality tools used on the war front.

6. What benefits do you associate with the Joint Manufacturing and Technology Center?

All I really know is what I just said, but I do know they are responsible for internships given to the QC occupants, which is where I am originally from.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

I admire companies who are dedicated to its employees along with its customers. I hate the types of companies who are concerned about quantity and not quality.

2. What local organization or corporation would you say sets the standard for excellence? Why?

When I'm not deployed in the Army, I work at UPS. UPS has always been a good employer at understanding I may have to leave at any time. They are not only understanding to me, but

to other employees as well. UPS makes sure its customers are satisfied by receiving packages on time and in good shape.

How does the Joint Manufacturing and Technology Center compare to that organization? Is its government-owned status an advantage?

Though I'm not too familiar with the RIA-JMTC, from the things I have heard they are reliable and fast paced at producing armor/weaponry to the battlefield. I'm grateful for its services. I don't think government-owned status matters. It's about if they are passionate about what they are doing and who they're doing it for.

3. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

The CIA because they have a very intricate and planned out system that achieves accomplishments that needs to get done. They are dedicated to their jobs and that's what the military/government needs. I've known about them since I was little, and that is where our intelligence comes from.

What qualities or characteristics do you admire in government, military or nonprofit organizations?

The drive to get the job done. The government and the military are very dedicated to helping the people of the U.S. and protecting them. Readiness is what our country needs in times of war.

4. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

I think they are just a small part of working efficiently within the bigger picture. I feel all government organizations work together to create a powerful force to protect our country.

5. How do you feel about government or military organizations partnering with private business?

It doesn't really bother me, though it may bother some people for the fact they should solely be concerned about supporting military services because our countries may come up with bigger and better weaponry for the use in battle. We need to focus on our military standards and do the best we can to prepare for upcoming battles.

6. What is your feeling about tax support for the military? Should military spending be decreased, increased or stay the same?

I highly agree with tax support because it helps the military have more money for what we need. During these financially hard times, the military needs all the help we can get. I feel military spending should stay the same because it's giving us what we need to stay powerful and prepared.

How would that affect the U.S.?

If it were to increase, the U.S. would be even more in debt than we already are.

What is your perception of government workers?

Government workers are secretive though this is important in some circumstances because we don't want other countries to know our future plans or to know what we are building for future battles.

What is your perception of Arsenal workers?

RIA workers on the other hand, are very hardworking and are probably the most supportive of the U.S. military.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

No, I haven't.

Why? How many times have you done something like that?

What would motivate me would be a lack of support for the military from a congressman or a government official. We need all the support we can get, especially because of the tension with Iran and North Korea.

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Jobs, and also the fact they are really supportive of the U.S. military.

For not supporting the Joint Manufacturing and Technology Center?

There is no reason not to support them.

What could the Joint Manufacturing and Technology Center do to earn your

support?

Keep providing quality armor and weaponry. They already have my support for that.

3. What one word would you associate with the Joint Manufacturing and Technology Center?

Dedicated.

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Our nation's long and rich military and manufacturing history; the remarkable contributions the hardworking military and civilian personnel at the Arsenal have made to our national security and our local economy.

2. Have you ever visited Arsenal Island?

- a. Yes – What were the circumstances of your visit?

Yes, in several capacities. I have visited the Arsenal as a student, a life-long resident of the Quad Cities, and most recently as a public official.

- b. No -- Why not?

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

In my view, the primary purpose of the Arsenal is to provide for our national defense by giving

our warfighters the best possible equipment and tools for them to complete its missions. The RIA-JMTC “The Factory” best represents that main purpose.

4. Who are some of the occupants of the Rock Island Arsenal?

There are numerous occupants of the Arsenal. They include the Army Materiel Command, the Army Sustainment Command, the Joint Munitions Command, the US Army Corps of Engineers, the Tank Armament Command, the US First Army, active US military personnel and their families, the USO, the Quad City Manufacturing Lab, a temporary FEMA Region V Operations Center, and numerous private industry (defense contractors and other small businesses).

5. What can you tell me about the different commands at the Arsenal?

The RIA hosts:

- First Army, which mobilizes trains, validates, and deploys Reserve Component units for the Army.
- US Army Sustainment Command, which provides direct logistics support to

combat units worldwide while managing the Army's globally pre-positioned stocks and war reserve supplies.

- US Army Joint Munitions Command, which manages all conventional ammunition for the DOD and Foreign Military Sales.
- The Joint Manufacturing & Technology Center, which is the DOD's only vertically integrated metal manufacturing facility and the Army's only foundry. It has 4 product lines: Artillery, Armor Kits, Mobile Maintenance Kits, and Small Arms Parts & gauges.
- The US Army Corps of Engineers for the Rock Island District, which provides quality, responsive engineering services to the Nation and the Upper Mississippi Valley.
- The Army Contracting Command-Rock Island, which provides global contracting support to America's War fighters, reach back execution of OCONUS contracts and Mission and Installation Contracting.

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

High-tech, high quality manufacturing, particularly artillery, armor, small arms, and mobile maintenance kits for use on the front lines. The more than 1,700 skilled tradespeople employed there (many of whom are veterans). Union-worker management relationships that produce results for our Armed Services and other companies supplied by RIA-JMTC products. The Army's only foundry.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

Good manufacturing jobs, specialized and high-quality job training, career-track employment, opportunities for QC small businesses, economic benefits to the community with the large workforce payroll. Cost effective and high-quality products for our military, soldiers, and allies.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

I admire those that prioritize uniting the Quad Cities to join as one voice – one community that happens to span the Mississippi River.

2. What local organization or corporation would you say sets the standard for excellence? Why?

The Chamber of Commerce does that well, as do John Deere, Alcoa, Sivyver Steel, Elliott Aviation, Kona, Parr Instruments, Sears Manufacturing, Modern Woodman, Augustana College, St. Ambrose University, Western Illinois University, Black Hawk and Scott Community Colleges.

3. How does the Joint Manufacturing and Technology Center compare to that organization?

The RIA-JMTC and the Arsenal are so unique. Its long, distinguished history and excellent capabilities allow it to easily fit in with those organizations central to the Quad Cities region.

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

All branches of our Armed Forces set the standard for excellence. The defense and preparedness of

these branches in times of need both domestically and abroad is remarkable. As one can never tell when the next time of need will be, it is of utmost importance that our Armed Forces stay warmed up.

5. What qualities or characteristics do you admire in government, military or nonprofit organizations?
 - a. How does readiness contribute to excellence in government or military organizations? (*Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.*)

I admire patriotism, sense of duty to country and job, and responsible, effective use of taxpayer dollars in all that government employees do. Readiness in government and military keeps the best interest of our nation at the forefront of everyday tasks, training, education, and supply in both peacetime and times of war and natural disaster.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

The RIA-JMTC goes above and beyond the call of duty in terms of how government organizations should operate. It maximizes skills, opportunities, and time, while maintaining quality, and always with an eye on the future needs of our nation.

7. How do you feel about government or military organizations partnering with private business?

Public-private partnerships have a proven track record of being successful for both government and private industry. Partnership is a good descriptor of what these relationships are – both sectors can learn from the good qualities of one another and build upon that.

It is for that reason that I worked so hard with my colleague Congressman Dave Loebsack of Iowa to ensure that legislation was signed into law that removes a cap on the number of public-private partnerships facilities like the Rock Island Arsenal are able to enter into. Removing that cap increases the Arsenal's ability to increase its workload, grow local economies, and strengthen our domestic manufacturing base.

8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

a. How would that affect the U.S.?

- b. What is your perception of government workers? What is your perception of Arsenal workers?

Wasteful and redundant spending occurs across government agencies – including the Department of Defense – and should be identified and eliminated. With our national debt above \$15 trillion, cutting wasteful spending is necessary. However it is also important that we maintain a well-balanced military with ample resources to defend ourselves against uncertainty in today's volatile world.

The hardworking men and women at the Arsenal have repeatedly proven their worth to our warfighter and our national security. I'm committed to continuing working with community leaders and my colleagues in Washington to promote the Arsenal's value to our national security and strengthen it in the long term.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on

an issue you feel passionate about? - *Not applicable*

If response is Yes

- a. Why? How many times have you done something like that?

If response to #1 is NO

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Patriotism, its contributions to our national security, its contributions to our community and local economy.

- a. For not supporting the Joint Manufacturing and Technology Center?

3. What could the Joint Manufacturing and Technology Center do to earn your support? – *Not applicable, already has the Congressman's support*

4. What one word would you associate with the Joint Manufacturing and Technology Center?

Cornerstone

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

What comes to mind when I mention the Rock Island Arsenal?

--Largest employer site

--Center of our QC defense industry

--We have a strong partnership with RIA-JMTC and the Arsenal as a whole and the QC chambers has actually prioritized support for the Arsenal and the defense industry as one of our major strategic plans/goals in the coming four to five years.

Have you ever visited Arsenal Island?

--Yes, I was just over there an hour and a half ago. It was a meeting with the QC manufacturing lab.

What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

--The Rock Island Arsenal is a department of defense installation. Therefore, it provides support for various commands and tenants that fulfill that department of defense mission.

--I wouldn't single out any one of them as being the main purpose, the main tenant is the one with the most stars, and the first Army is the three star command. However, this is a center of gravity for Army material command (AMC). Which while its main subordinate command and the RIA Army sustainment

commend and two star commend, deference has to be given to three star but we recognize that all the other commands are of AMC subordinate relationships, joint munitions, Army sustainment command, RIA-JMTC, those are all subordinate commands of AMC. We look at this very much as an AMC center of gravity, but I think you still have to recognize all of them and their important role, and the fact that this just isn't an Army base but a joint base with naval operations.

--The Chambers and others in the community started an alliance over the last few months, we call it RIA alliance. Were in regular communications with local stakeholders, federal and state stake holders, we talk about what the advantages and unique capabilities the RIA are. We see the Arsenal as a national center of excellence in logistics, manufacturing, and training. Those three are selected because of the mission of the major commands at the RIA. Training is first Army, manufacturing is RIA-JMTC, joint munitions kind of falls into that, and logistics being army sustainment command and joint munitions command.

Who are some of the occupants of the Rock Island Arsenal?

--In addition (to previously stated), you have private contractors, ranging from those with defense contracts, you also have PX exchange, obviously a nice golf course, federal non-department of defense agencies such as FEMA, just established presence over there, and there is an opportunity to grow federal non-department of defense agencies and that's why we refer to it as a 'national' center of excellence and not

federal. The more broadly we talk about the great skills on the island the better of chances we have to succeed going forward.

What can you tell me about the different commands at the Arsenal?

--Stated he already answered it in previous answers to above questions.

What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

-- They are the leading innovative manufacturer to maintain a strong organic capability to produce new products and repair those they previously made in times of need. That need might come from the army, joint commands/forces, air force, marines, homeland security, or even private industries, and the new public-private partnership allow them to expand their footprint and really demonstrate how they have innovated over the last 150 years to continue to be providing product of critical national importance. Ex. Armor kits. They are always prepared to have the skill work force to make that next product when it is needed.

What benefits do you associate with the Joint Manufacturing and Technology Center?

--Being able to pick up a phone in the middle of the night and call in a requirement for war, and have someone be able to respond to it. By being able to put together a package that is needed with the technical expertise, from designs to development within a short time period.

a. Community benefits? ? Personal benefits? Military benefits? Soldier benefits?)

--It's our leading player. It supports 1700 employees, still one of our leading employers, which would put it in the top 15 of employers in the QC. They're a big economic impact. In addition, it creates spin-off jobs at local supply base, which keeps local manufacturing base active.

b. Solider Benefit?

--Provides lifesaving tools that they need to do their job. It also gives veterans a place to hone their skill while working after they return home from service. I know a good percentage of them are veterans and their story could be told a little bit better.

What qualities or characteristics do you admire in local organizations or corporations?

--Those that prioritizes doing business with one another in the region. There is a strong sense of business community in the Quad Cities, and I admire those that value that sense of belonging and willingness to do business with the company down the street because they know it supports the local

economy. Also, and those that give back to the community, such as those who support the military.

What local organization or corporation would you say sets the standard for excellence? Why?

--The Chamber of Commerce (jokingly). There is a lot of organizations including John Deere, Alcoa, Modern Woodman, some of our bigger employers who maintain a skilled workforce, have long tenure of employment, and not only take care of its employees but take care of the community.

How does the Joint Manufacturing and Technology Center compare to that organization?

--I think the RIA-JMTC is less known for what they do and less known as a major employer as how they give back to the community and what its role in the community is.

a. Is its government-owned status an advantage or a disadvantage? How so?

--Both. An advantage of being a government-owned facility is that they can sometimes be inflated of the economics of the market.

--In a downturn is that it can be anti-cyclical. When manufacturing in the private sector goes down sometimes they might be at war and they could be on the opposite side of things so they are there to support a different mission and they're not there for profit, they're there to serve their mission.

--The downside of being government-owned is that they run on the government dollar, the mercy of the government budget, and politics. Being a government-owned entity they have the reputation of being government-owned, which is negative.

What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

- o When did you learn about ___(that organization)_____
- o How did you learn about ___(that organization)_____

--Said he answered previously. They are all good.

What qualities or characteristics do you admire in government, military or nonprofit organizations?

- o How does readiness contribute to excellence in government or military organizations?

--Said he answered previously.

How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

--Pretty Unique. Probably been around a lot longer than government organizations, this is its 150th year. They have that history and having to continue to evolve to meet an ever changing battle, means that there are probably focused more inward and can be sometimes less long term strategic. They

might not be able to see its capability for being able to plan long term, they are planning for the hearing now. Whereas, a lot of companies think about where do I want to be in ten years? I think the opportunity in that for the RIA-JMTC, is to think more like those businesses, where is the need going to be in ten years, what is the need going to be and how do we prepare ourselves to meet that need? So that way they continue to innovate, continue to improve themselves as a vital provider of service, and to be seen as that leader. If they are right now, then tell the story of how they got there.

How do you feel about government or military organizations partnering with private business?

--Great, very entrepreneurial. It's a way to decrease costs of the government to provide the services we always talk about needing to keep the Arsenal (RIA-JMTC) operational.

How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

--I think we need to do what it takes, if the advisors say to increase then I will listen, but for now I think we need to be responsible with our money. It's not for the sake of increasing or decreasing, we need to identify what the needs are and provide the funding.

a. How would that affect the U.S.?

--Answer neutral.

**b. What is your perception of government workers?
What is your perception of Arsenal workers?**

--I think they do a great job. Arsenal workers are very skilled and very talented, they're craftsmen, and I am referring to RIA-JMTC in particular but Arsenal as a whole are some of the most knowledgeable people in its industry that sometimes don't get recognized for the skill they provide on a daily basis for our country.

Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

--I have contacted my congressman quite frequently but not through social media. I feel like talk with our congressional members on a weekly basis.

What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

--Critical need for nation's security, large employer here in the Quad Cities.

a. For not supporting the Joint Manufacturing and Technology Center?

--There shouldn't be a reason.

What could the Joint Manufacturing and Technology Center do to earn your support?

--Tell its story. Tell the story not of how they make what they make but why they make what they make.

What one word would you associate with the Joint Manufacturing and Technology Center?

--Four words. Manufacturing center of excellence.

Are there any last remarks that you think might be helpful to us?

--The second to last question about telling its story. That's probably the most important comment and question you have asked. How they need to tell it and why they need to tell it. Not just what they're doing ten years ago or 50 years ago, that's important too, but what are they doing right now and what are they planning for next year to prepare for their mission. They should get down to testimonials from people outside the area, maybe people who have been deployed in Afghanistan, how they use things that are built by the RIA-JMTC, and where they're from. That way we can have an expanded network of supporters of the RIA-JMTC versus just the immediate Quad Cities area.

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

Informed Consent Script:

Hello. My name is _____. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

US Army
2. Have you ever visited Arsenal Island?
 - a. **Yes** – What were the circumstances of your visit? Work and social
 - b. No -- Why not?

3. What would you say is the purpose of the Rock Island Arsenal? HELP PROVIDE FOR NATIONAL DEFENSE Which operation on Arsenal Island best represents that main purpose? Cannot pick between anyone them, army's mission is to assure that US is protected around the world. To that end, there are many different submissions and responsibilities to leaders over there. I wouldn't say that any are more important the other.
4. Who are some of the occupants of the Rock Island Arsenal? DOD, NHS, support of veterans and active duty soldiers, RIA-JMTC, JMC – manages all ammunitions of every branch FBI, CIA, NATO partners, Army sustainment command (huge responsibility, military could not deploy anywhere without them), 1st Army
5. What can you tell me about the different commands at the Arsenal? All are interconnected, most fall under Army Material command, and gives the chain of command more focus. The big one that falls outside of that is 1st Army and non-DOD entities

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island? It is in the fight right now, in wars and winding down the battle in southwest Asia, Afghanistan and Central Asia. Many partnerships with other entities and foreign military sales. Most immediate history, thinking forward to see what our next chapter is. Focus on currency, the next step and the work being done now.
7. What benefits do you associate with the Joint Manufacturing and Technology Center?

Top issue when talking about them, “Are the essential to our national defense?” “yes”. Many people think of them being a great employer. Army is not here to be an engine for the economy.

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

i. Military – comes down to how good of a story teller are you? Best story to tell about RIA-JMTC has to do with the conflict we just ended, sent soft-side Humvees to southwest Asia.. there was only one place where the 911 call could go for our soldiers. They were bolting on scrap metal.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?
 - a. Appreciate global reach. QC does a good job dealing with the army or other employers. QC has improved taking care in last 5 years.
2. What local organization or corporation would you say sets the standard for excellence? Why? Respect Deere because they make a lot of money, generational commitment to the region has been so strong. Great River Brewery because recognize people taking a big risk in a very competitive market and doing something neat and innovative. Brand themselves regional, use local personality. Have entrepreneurial zest. RIA-JMTC is boxed in within chain of command.
3. How does the Joint Manufacturing and Technology Center compare to that organization?
 - a. Is its government-owned status an advantage or a disadvantage? How so? Non-sensical question because Arsenal is government-owned. One of the fundamental. People’s army, led by the civilian.

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why? Nonprofit – higher edge institutions set a higher standard for education, USA sets standard for education. Respect for nimbleness, response to world needs, and global mission of helping people. Would include community colleges. If you look at Q sectors, colleges and universities.

- a. When did you learn about ____ (that organization) _____
- b. How did you learn about ____ (that organization) _____

5. What qualities or characteristics do you admire in government, military or nonprofit organizations? Transparency, willingness to listen, willingness to collaborate, to go and engage, 99% of government success is showing up. Pragmatic and results oriented. Frustrated with ideological government organizations. Need compromise to function.

- a. How does readiness contribute to excellence in government or military organizations?
*(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.) **Readiness to me means***

capacity no matter what comes up. Have seen in the last decade and a half, having a warm base for RIA-JMTC is critical. Federal policy let it go cold. Things we won't be able to do if we maintain a dept that is too big and too spread out. How do we tell the most compelling story to prove that the readiness of our army depends on a warm and nimble manufacturing base.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations? It is rare, unique capacity. Most of its peers have been sold off or shut down. Does not necessarily mean it proves its value.
7. How do you feel about government or military organizations partnering with private business? Something that can give us advantages. Helps keep manufacturing base warm. Concerned about the possibility of publicly funded enterprise. Tax-payers shouldn't be paying for R&D work. RIA-JMTC can provide a great workforce, need to make sure there is oversight.

8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same? With Federal budget the way it is. There is no way the budget should stay the same. We have seen decreases since Vietnam era. As a gross number is has continued to go up as other depts. Have shrunk. Defense, SS, and Medicare. If government is not talking about those three they are not serious. Secretary Penneta, explain why RIA-JMTC is important.
- a. How would that affect the U.S.? It is a national security risk to have a budget the way it is.
 - b. What is your perception of government workers? In hard economic times, people want to point the finger, government employees are as hard-working as other people. What is your perception of Arsenal workers? Hard workers, well-trained,

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

- a. Why? How many times have you done something like that?

If response to #1 is NO – contact elected officials, does very best to speak persuasively publicly

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?
2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center? National defense, taking care of soldiers and families, employment for veterans, economic activity for the entire region, honoring our nation’s military history
 - a. For not supporting the Joint Manufacturing and Technology Center?
 3. What could the Joint Manufacturing and Technology Center do to earn your support? Need to show everyone they are going to spend tax dollars wisely, need to be engaged throughout the community. Listening and showing up. Driven by leadership at the top, need leadership that is engaged in storytelling, listening, selling.
 4. What one word would you associate with the Joint Manufacturing and Technology Center?
Interesting.

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

Informed Consent Script:

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A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Military installation

2. Have you ever visited Arsenal Island?
 - a. Yes – What were the circumstances of your visit?

Yes, I've been there on several occasions. Sometimes I've just visited but I've also been to retirement parties there as well as events in the commons area.

- b. No -- Why not?

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

Manufacture weapons and vehicles for military use. They also have accounting buildings. RIA is both civilian and active personal. Manufacturing best represent the main purpose?

4. Who are some of the occupants of the Rock Island Arsenal?

Civilian and active personal as well as community members who work there.

5. What can you tell me about the different commands at the Arsenal?

I don't know much, but I know they have generals located here and overseas.

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Nothing, I'm not sure I know what that is.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

Well with the RIA I know they offer a TON of jobs to the community.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

Philanthropy. Serving the community. Enriching people's lives and so on. Helps people with money.

2. What local organization or corporation would you say sets the standard for excellence? Why?

United Way and Red Cross. Both are obviously national organizations but the local chapters do a great job of helping out the community and helping in ways that not every business can.

3. How does the Joint Manufacturing and Technology Center compare to that organization?

(Doesn't know exactly what they do)

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

See above question

5. What qualities or characteristics do you admire in government, military or nonprofit organizations?

Dedication to our country. Protecting interest.

- a. How does readiness contribute to excellence in government or military organizations?
(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)

I think it's very important, especially with how unsteady we are right now. Also thinks they should work with high school students to promote kids to get into that field which will in turn help with the readiness.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

7. How do you feel about government or military organizations partnering with private business?

I think they should.

8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

I think they should be supported, but held accountable for how they spend it. The army invented computers and everybody uses those now, so funding is important.

What is your perception of government workers? What is your perception of Arsenal workers?

They are for the most part over paid for the amount of work they do.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

Yes, I have emailed and called about issues that I believe in. I don't do it all that much, but when I feel strongly about something I will let my voice be heard.

If response to #1 is NO

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Jobs! The Arsenal as a whole offers a ton of jobs to the Quad City community.

3. What could the Joint Manufacturing and Technology Center do to earn your support?

They could start working with schools. It would benefit them to get their name out and be more active in the community. It would also separate the RIA-JMTC to the community and put them to use in a different way. Share the wealth!

4. What one word would you associate with the Joint Manufacturing and Technology Center?

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

-The first thing that comes to mind is the army base and the defense installation and manufacturer armor. Also, the arsenal's chemical command is something that I am aware of. The arsenal both produces and tests weapons.

2. Have you ever visited Arsenal Island?

-Yes. I have ridden my bike several times. I have been there for meetings when I was a newspaper reporter. I have also been there for parties, picnics, and to play golf.

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

-The overall purpose of the RIA is to manufacture warfare for military use and do whatever it can to help protect our soldiers. The manufacturing center best represents that purpose.

4. Who are some of the occupants of the Rock Island Arsenal?

-I know that the arsenal has had much success bringing in businesses relating to the defense industry. The RIA also holds thousands of jobs and is one of the biggest employers in the area besides John Deere.

5. What can you tell me about the different commands at the Arsenal?

-Not a lot. I know there is a chemical and biological command. There is a center for employee assistance. There is a command that provides gear for the men and women who are deploying. The arsenal also supplies recreational activities (such as the golf course.) I have also seen a daycare that is provided for military families.

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

-I think of manufacturing products for the military. There are also a lot of civilian employees that work for the RIA-JMTC.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

-The biggest benefit is jobs, jobs and jobs! It has a huge civilian workforce with stable jobs.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

-I admire corporations and organizations that have a stable workforce with great job opportunities. It is also important to be engaged and active in the community

2. What local organization or corporation would you say sets the standard for excellence?

- John Deere. They are the largest employer in the QC area. They are a successful, worldwide organization that gets the community involved.

3. How does the Joint Manufacturing and Technology Center compare to that organization?

-The RIA-JMTC is similar to Deere in terms of offering good jobs. However, people have a better sense of what John Deere does.

- a. Is its government-owned status an advantage or a disadvantage? How so?

-It can be both an advantage and a disadvantage. It is a disadvantage because there might not always be a need for military spending/products, especially when we are going through a peacetime. It is an advantage because it offers a lot of jobs with good benefits. It avoids job losses.

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

- (Did not have an answer for this besides the RIA)

5. What qualities or characteristics do you admire in government, military or nonprofit organizations?

- a. How does readiness contribute to excellence in government or military organizations?

-It is very important that the arsenal always be prepared. Nobody ever knows when something might take a turn. However, I feel that the U.S. is involved in some kind of war every 10 years. The other time is all peacetime. I sometimes wonder if there will be a point where all of the supplies/manufacturing will stop being needed.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

- (No answer for this-he is really only familiar with the RIA)

7. How do you feel about government or military organizations partnering with private business?

-They have to do it! It is important that the Arsenal differentiates itself so it is not just strictly a military installation. It is important they diversify themselves so that even if the government didn't need all of the military supplies, there would still be other things to keep it going (so it can survive on its own.)

8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

-Hopefully the spending can be decreased, especially in peacetime. However, if it is decreased, this will lead to job losses. I think if military spending is decreased, then we can spend it on infrastructure such as roads, buildings and bridges-that way the jobs can stay.

- a. How would that affect the U.S.?

-Job losses would affect a significant amount of people in the U.S.

- b. What is your perception of government workers? What is your perception of Arsenal workers?

- (Does not have an opinion besides thinking that they have to be hard-working people.)

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

-Yes, I have lobbied several times throughout my life. I have also sent letters to congressmen on issues concerning healthcare.

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

-The amount of jobs the Arsenal offers is a big reason to support the RIA-JMTC. Losing that many jobs would be devastating.

- a. For not supporting the Joint Manufacturing and Technology Center?

-A reason for not supporting would be because of its expensiveness. It carries a very high budget.

3. What could the Joint Manufacturing and Technology Center do to earn your support?

-They have already won my support. He hopes it can grow, add more businesses and produce even more jobs.

4. What one word would you associate with the Joint Manufacturing and Technology Center?

-Jobs!

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

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A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Supporting the U.S. soldier.
2. Have you ever visited Arsenal Island?

Yes, I worked there for 32 years.
3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

They are all supporting the U.S. soldier. In particular, supporting tank and armorments. The best operation would be tacom, (tank automotive command.)

4. Who are some of the occupants of the Rock Island Arsenal?

RIA-JMTC, Tacom, Core of engineers, various other contractors that support the defense department.

5. What can you tell me about the different commands at the Arsenal?

Each has its own mission. Tacom deals with tanks and armament, JMC is ammunition, and RIA-JMTC manufactures howitzers.

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Basically the manufacturing piece on the island, they manufacture equipment, where most of the other organizations on the island don't produce a hard product.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

They provide jobs for a large number of people in the QC area. They also obviously support the soldier, and are also involved in many other charitable concerns like United Way.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

The hard work of its employees. Its commitment to the soldiers and the U.S. government and its commitment to the community and our country.

2. What local organization or corporation would you say sets the standard for excellence? Why?

John Deere, because it's a very successful global company that feeds the world with better technology.

3. How does the Joint Manufacturing and Technology Center compare to that organization?

They compare fairly well in that they support soldiers world-wide, and its employees have a strong commitment to the community and our country.

- a. Is its government-owned status an advantage or a disadvantage? How so?

Disadvantage, because there are so many regulations that you have to abide by.

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

RIA-JMTC, because they support the soldiers worldwide and its employees are committed to doing the best job they can.

- a. When did you learn about – About 20 years ago.

- b. How did you learn about – Started working for them.

5. What qualities or characteristics do you admire in government, military or nonprofit organizations?

The military's commitment to doing the best job they can. They protect the country 24/7.

- a. How does readiness contribute to excellence in government or military organizations?

(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)

Readiness is everything. It's what they do, preparing the soldiers to be ready for war and conflict.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

They compare very well. They complete its mission as expected.

7. How do you feel about government or military organizations partnering with private business?

I think it's a good idea. Not only does the government benefit, but the private sector does, which means the whole community benefits.

8. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

It definitely shouldn't be decreased, I believe it should stay the same. I think if you decrease it you could jeopardize the RIA-JMTC's mission.

- a. How would that affect the U.S.?

It allows us to remain strong against our enemies.

- b. What is your perception of government workers? What is your perception of Arsenal workers?

Government and arsenal workers are both committed to providing excellent support to the soldier. Often they are perceived by the public to be not hard working but that isn't true. The distinction between them would be defense employees support the soldiers, who are vital to the defense of this country. If defense employees do not do a good job, people could actually die.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

- a. Why? How many times have you done something like that?

Yes, mainly for the excessive government spending. I have only done it once.

If response to #1 is NO

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Patriotism, and because of the economic impact on the community.

- a. For not supporting the Joint Manufacturing and Technology Center?

Maybe the perception that government is wasting their tax dollars.

3. What could the Joint Manufacturing and Technology Center do to earn your support?

Through better communication. Promotion to the community to prove the good job that they do.

4. What one word would you associate with the Joint Manufacturing and Technology Center?

Readiness.

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

Informed Consent Script

Hello. My name is Kelly Witalka. I'm a student of St. Ambrose University and a member of the Ambrose Public Relations Agency. As part of our class in public relations, APRA performs public relations research and planning for local organizations. Thank you for volunteering to participate in our research. We know that your time is valuable, but so are your perceptions about organizations in our community. Be assured of complete confidentiality. Your names will NOT be attached to your responses to any of our questions when we compile the report of our research findings or under any other circumstances.

B. Awareness of the RIA-JMTC

8. What comes to mind when I mention the Rock Island Arsenal?

My first place I started with the government.

9. Have you ever visited Arsenal Island?
- a. **Yes – I worked for the department of the army. I worked for the US army corp. of engineers, which is on the arsenal.**

10. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

Back when I worked there it was to produce weapons for the US army. My department made the 50 caliber machines. We machined them. Howitzers were the main item they made to support the army.

11. Who are some of the occupants of the Rock Island Arsenal?

The army is the main occupant. There are a lot of army personals who work and live on the arsenal. The production, engineering, technical people, and a lot of historians.

12. What can you tell me about the different commands at the Arsenal?

I'm not really sure since I did not work there long enough.

13. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Exactly what it says. They still produce howitzers and still do a lot of technology research for the army, where back when I worked there it was more production than

research. Things have changed since then. The production offices are now offices for research.

14. What benefits do you associate with the Joint Manufacturing and Technology Center?

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

All of the above because it benefits the area, employment, and outside jobs for support like contractors and various of other things. It benefits the army because they provide the weapons and technology.

B. Supporting the RIA-JMTC

2. What qualities or characteristics do you admire in local organizations or corporations?

The unique thing about the federal government and the RIA-JMTC is that they are the model for fortune 500 companies in providing training and benefits for employees and work flexible hours and many opportunities.

9. What local organization or corporation would you say sets the standard for excellence? Why?

Caterpillar and Ford because they never asked for federal bail outs or subsidies and are still able to turn a profit.

10. How does the Joint Manufacturing and Technology Center compare to that organization?

It doesn't compare.

- a. Is its government-owned status an advantage or a disadvantage? How so?

Both. Advantage is having control over your product and the disadvantage is because of the government rules and regulations.

11. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why? Private because they have the ability to remove employees who don't perform.

- a. When did you learn about ___(that organization) **I've always known about this organization.**
- b. How did you learn about ___(that organization) **Through friends and the media**

12. What qualities or characteristics do you admire in government, military or nonprofit organizations? They provide opportunities in the federal government.

- a. How does readiness contribute to excellence in government or military organizations? *The benefits is to have control over what they do so that provides the readiness.*

13. How does the Joint Manufacturing and Technology Center compare to other government or military organizations? **No comment.**

14. How do you feel about government or military organizations partnering with private business? **They do quite a bit of partnering with various contractors.**

15. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same? **It should be maintained or increased**

- a. How would that affect the U.S.? **It is going the effect our standard of living if we increase it but it's the price we pay.**

- b. What is your perception of government workers? What is your perception of Arsenal workers? **They both have good and bad workers. It is all about the same, but overall it is good.**

C. Action

5. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

- a. Why? How many times have you done something like that? **Yes I have once because the federal government was producing direct deposit for our payroll and one pay day out of numerous years of payroll being on time one was late by a week and a half with an insert in it showing a man in a mailbox without direct deposit and one with direct deposit with a man on a fishing boat with his son. The government said they didn't do that on purpose which was "BS" It was the only time in my 30 years that my check was held up.**

6. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center? **Employment, supporting the agency for other jobs. For one job there is there is 5 other jobs on the outside supporting that.**
 - a. For not supporting the Joint Manufacturing and Technology Center? **I only have positive feelings towards them so I wouldn't know.**
7. What could the Joint Manufacturing and Technology Center do to earn your support?
They already have my support.
8. What one word would you associate with the Joint Manufacturing and Technology Center? **Excellence**

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Howitzers and Army civilians.

2. Have you ever visited Arsenal Island?

a. Yes – I am an employee there. Before then I had been to the island on Field Trips to the confederate cemetery.

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

The Purpose of the Rock Island Arsenal is to plan logistics of equipment, maintenance, and production of ammunition for the United States Army. It is a civilian base with few soldiers actually on island. Joint Munitions Command and Army Sustainment Command best represent this purpose.

4. Who are some of the occupants of the Rock Island Arsenal?

Joint Munitions Command, Army Sustainment Command, First Army, Army Research Development Engineering Center, Edgewood Chemical and Biological Command, Joint Manufacturing and Technology Center, Vista International, Booz, Allen Hamilton Consulting, and Rock Island Arsenal Federal Credit Union.

5. What can you tell me about the different commands at the Arsenal?

Joint Munitions Command manages the production and logistics of 80% of the conventional ammunition purchased by the United States Military. JMC serves as the expert on delivering world class ammunition to the war fighter when and where needed. Army Sustainment Command manages the maintenance and RESET of vehicles and equipment for the United States Army. Army Sustainment Command manages assets and Field Logistics Readiness Center around the globe to ensure equipment is maintained effectively and efficiently to ensure the war fighter has the best equipment in peak condition. First Army manages the training, size, and

deployment of the Army Reserve in the Eastern United States.

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Used to produce howitzers, recently completed armor plating on the HMMWV (High Mobility Muli Wheeled Vehicle). It operates the only foundry left in the Army.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

RIA-JMTC provides the Army the ability to organically create metal molds and parts for equipment without a contractor. It is a large employer in the Quad City area.

B. Supporting the RIA-JMTC

8. What qualities or characteristics do you admire in local organizations or corporations?

I admire companies that take an active role in the community through many different events and charities. They also conduct its business and treat employees with integrity and respect, seek to create partnerships with the community they are involved in.

9. What local organization or corporation would you say sets the standard for excellence?

Russell Construction, Estes Construction, Modern Woodmen of America, and John Deere. Why?

They all give very much back to the Quad City area through a number of different events. You will be hard pressed to see an event in the Quad Cities without these companies sponsoring it. They show a commitment to cultivating the area not strictly for profitable gain but for the betterment of it as well.

10. How does the Joint Manufacturing and Technology Center compare to that organization?

I know little about Joint Manufacturing and Technology Center's involvement with the community at large, so I would say it does not compare favorably.

- a. Is its government-owned status an advantage or a disadvantage? How so?

I think in this day and age the government owned status is a major disadvantage. RIA-JMTC has many more regulations it must abide to making slow to be able to seize opportunities. People associate government work with inefficiency, bureaucracy, and laziness even though the opposite is true.

11. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

The Susan G. Komen foundation is a nonprofit that comes to mind. It has created a huge footprint across the nation and has been able to raise vast amounts of money. I don't know enough about other military organizations or government organizations to comment if any epitomize excellence.

- a. When did you learn about ____ (that organization) _____
- b. How did you learn about ____ (that organization) _____

When I was young through its advertising. I learned very much more about the functions and mission of the organization through the internet when my Mom was diagnosed with Breast cancer while I was in college.

12. What qualities or characteristics do you admire in government, military or nonprofit organizations?

For a government organization I would say a commitment to doing things better. I believe many government organizations lack the competitive drive to do things better, to be more efficient, and to keep pace with changing society. There are many more barriers to government agencies and how funding is given does not favor efficiency but many government agencies seemed to be satisfied with the status quo.

- a. How does readiness contribute to excellence in government or military organizations?

Readiness is an essential part of the mission of government agencies and military because of the unique activities they must conduct. A lack of readiness for these organizations may not simply mean dollars lost like a private sector company but lives lost. If our military is not ready it is not as capable to protect our interests and Katrina is an excellent example of when a government agency like FEMA is not at a

readiness level sufficient enough to perform its mission effectively. Readiness also contributes to unique challenges for the military especially in production of ammunition and equipment because it must support an industrial base to meet its readiness objectives.

13. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

I don't know a lot about the inner workings of RIA-JMTC but I would say the perception of it is similar to other government organizations of inefficiency and bureaucracy. I believe the RIA-JMTC has a lot to offer and is effectively operated to meet its mission at a high level.

14. How do you feel about government or military organizations partnering with private business?

It should be done. It is the most efficient method of re investing tax revenue to support the economy of the country. It can carry political implications as with everything in government but it should be encouraged. It gives both business and government access to resources they may not have had otherwise.

15. How do you feel about tax support for the military? Should military spending be decreased, increased or stay the same?

Spending should be decreased but more importantly reallocated to better support current threats and conflicts. The spending decrease will naturally happen as the war winds down but more cuts are necessary.

- a. How would that affect the U.S.?

It would negatively affect an already fragile economy in the short run because of the layoffs that would happen. In the long run it is difficult to say but if resources are reallocated effectively to prepare for and confront emerging threats the impact should be minimal.

- b. What is your perception of government workers? What is your perception of Arsenal workers?

My perception of government workers is not great. I believe there is a lack of motivation and work ethics across large portions of the government. The employees from the Arsenal buck that trend and are extremely diligent and strive to do things better and efficiently.

C. Action

16. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

a. Why? How many times have you done something like that?

Yes, I have done it on seven occasions when I felt laws in congress would infringe on our civil liberties and would not make fiscal sense for the economy.

17. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

It is a large employer in the community and it not being there would be a severe detriment to the Quad Cities.

18. What could the Joint Manufacturing and Technology Center do to earn your support?

Get out more and spread the word on what they do, I just do not know a lot about them.

19. What one word would you associate with the Joint Manufacturing and Technology Center?

Military

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Manufacturing, army

2. Have you ever visited Arsenal Island?

- a. Yes – What were the circumstances of your visit? RIA-JMTC 6 years

Machinist, engineering technician

- b. No -- Why not?

3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

Support army readiness and logistics. RIA-JMTC because most of Garrison exists to support manufacturing. Most of the contracts AMC renting space by manufacturing. Making something or supporting the weapons made

4. Who are some of the occupants of the Rock Island Arsenal?

Tacom AMC –DOD organizations contracting under garrison

First Army, contractors, non government operated RISS SAIC HRU PROSE, MWR

5. What can you tell me about the different commands at the Arsenal?

Contractors , generous mix of gov mix and that it's amazing how much goes on that you would me see. Diversified. AMC Ordinance, logistics, paper work. Tacom→ weapon

Contracting command is the gatekeeper is the filter through the arsenal. It's not an intentional to keep away from public , communication is hard to have with the size. Not many motivating factors more effectively what goes on. There are also people that don't care. Vital to the economy. TACOM will need to be on sight for a witness take the inspection of a product line. 119 for TACOM. First article is to verify the first process. Quality inspectors

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Fully integrated manufacturing. Full blown down to the engineering, design, testing, foundry for making mechanical devices. Impressive. Business client for government has changed. Skilled trades. Wasn't as much micromanaging. Private and public sector has moved to hiring skilled people without training. More qualified people to get bumped up. Those people are primary people. Lack of government performance standards. Lead command of RIA-JMTC is no longer effective in decision making. apprentices . problems, gross overspending of Gov. budget, delivery, functions. Incorporate communication so they can operate. Let management be improved by delegation. Leadership not good because it's the process in which they are selected. With no selection.

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

- a. Any others? (*Community benefits? Personal benefits? Military benefits? Soldier benefits?*)

RIA-JMTC benefits Army by the arsenal providing readiness and being intergraded there are many, can produce. 70 % of

machines are used while 30% on a daily basis so they can complete a turn around. Good pay and benefits to support the economy.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

Admire that its kept up to pace on quality of America. Deere and Alcoa has stepped up to maintain the status quo of American business. There are diverse and that they all can support our business.

2. What local organization or corporation would you say sets the standard for excellence? Why?

Hy-Vee still employed own.

Successful, help with the community, stock options, managers get paid well.

3. How does the Joint Manufacturing and Technology Center compare to that organization?

- a. Is its government-owned status an advantage or a disadvantage? How so?

RIA-JMTC, federal Gov. is good employer, as is Hy-Vee. Hy-Vee has to sell overhead and grow. Meet its goals. And meeting them. Run business

where they make profit and have good ideas. RIA-JMTC, non-profit. Its goal is to do business and meet goals to the war fighter. Doing it in the time they said that would do, getting close to budget and make it. Don't want to make money on it. To deliver in times of need. Have never not blown the schedule. Quoted, funded, and built. Have never come to the goals on delivery.

4. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

MWR → Because it uses its funding to support the soldier. They are using funding to meet goals and met well.

- a. When did you learn about ___(that organization)_____
- b. How did you learn about ___(that organization)_____ MWR 6 years ago, support workforce. When I started working at RIA

5. What qualities or characteristics do you admire in government, military or nonprofit organizations?

It's amazing how vast it is. Not efficiency, but it still functions. Incredible. Better employment practices. Being in an environment that has a good work field.

- a. How does readiness contribute to excellence in government or military organizations?
(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)

Ability to respond in a short amount of time effectively is excellence. Because you meet goals, not just making goals.

6. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

Right on track. I would say that they are right up there with all the others. Meets the standards

7. How do you feel about government or military organizations partnering with private business?

I feel like it's a double-edged sword. There are benefits to outsource and rely on the out sources the private sources can provide. The concept in itself is prevalent over the next few decades. When offering funding to private organizations. To get away from manipulated

8. How do you feel about tax support for the military?
Should military spending be decreased, increased or stay the same?

I think that there I no need to increase government spending. They raise taxes...because if you can't do it with what you do now, then there is no excuse to be over budget. If you need to change. It's about making life more efficiently and effective. Reduce government spending to do it be increasing effective. Just like marketing, cannot stop communicating because government should be a constant battle of increasing consumption and output because circumstances would change.

- a. How would that affect the U.S.?

It depends how it is decreased. I believe that the entire American public. Significant change in their life. Make everyone more effective to make government a whole. Same disciplines to create everyone would have to have standards. Everyone had more money.

- b. What is your perception of government workers? What is your perception of Arsenal workers?

Government.-> DMV and school systems, police I would like to base this off of my personal experience. Government worker is not lazy but they are a product of environment. No one has a personal experiences. It is real that there are real people who do go above and beyond. Best paying job to get.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

If response is Yes

- a. Why? How many times have you done something like that?

If response to #1 is NO

- b. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

No, I also vote that popular vote. Lobbying. A channel that would be effective and accomplishing for effort. Because its efforts do work. They are driven by what they think.

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

Primary supports our economy, way of life and lifestyle.

- a. For not supporting the Joint Manufacturing and Technology Center?

No

3. What could the Joint Manufacturing and Technology Center do to earn your support?

Move in the right direction. Make and for tot progressive. Think it is incredible that to do with in

4. What one word would you associate with the Joint Manufacturing and Technology Center?

Government

**AMBROSE PUBLIC RELATIONS AGENCY
RIA-JMTC
MODERATOR'S GUIDE**

A. Awareness of the RIA-JMTC

1. What comes to mind when I mention the Rock Island Arsenal?

Manufacturing, defense capacity

2. Have you ever visited Arsenal Island?
- a. Yes – **Congressional staff visit, represented for the people, saw the RIA-JMTC itself**
3. What would you say is the purpose of the Rock Island Arsenal? Which operation on Arsenal Island best represents that main purpose?

The RIA-JMTC, the history of the arsenal is manufacturing and they maintain it

4. Who are some of the occupants of the Rock Island Arsenal?

RIA-JMTC, instillation management, public partnership work

5. What can you tell me about the different commands at the Arsenal?

Work on logistic side, support for troops with materials, ammunition in place, manufacturing role in producing things, production repair equipment, production of small scale parts that are necessary

6. What comes to mind when I mention the Joint Manufacturing and Technology Center on the Island?

Factory, manufacturing ability, ability for production and assembly

7. What benefits do you associate with the Joint Manufacturing and Technology Center?

RIA-JMTC is an economic engine and provides a lot of jobs within the Quad Cities. RIA-JMTC is an anchor to the arsenal even though there are larger occupants.

B. Supporting the RIA-JMTC

1. What qualities or characteristics do you admire in local organizations or corporations?

He admires the way it's welcomed and the openness to military presence; anybody employed by the arsenal is part of it themselves.

2. What local organization or corporation would you say sets the standard for excellence? Why?

On the military side he thinks Fivyer Steele sets excellence considering RIA-JMTC works with them and they continue to help RIA-JMTC prevail.

3. What government organizations, military or nonprofit, would you say sets the standard for excellence? Why?

RIA-JMTC sets the standard because when he thinks of the island, he thinks of RIA-JMTC even though it is not the largest occupant on the RIA.

4. What qualities or characteristics do you admire in government, military or nonprofit organizations?

The service they serve to the community. There is a high level of patriotism and want to do well. He is proud of the RIA-JMTC and want to see them stay open and continue to prevail.

- a. How does readiness contribute to excellence in government or military organizations?
(Readiness is the idea of keeping something in full operational mode so that it can respond quickly if needed. For example, hospitals staff their ERs with doctors, nurses, equipment and drugs in case of an emergency, not in response to an emergency.)

The RIA-JMTC is referred to as the organic base to provide things needed with a quick turnaround that is necessary. One instance is the Iraq war when they were put up to the task of supplying the military with kits to help arm the soldiers and protect the troops. RIA-JMTC provided thousands within only a couple weeks.

5. How does the Joint Manufacturing and Technology Center compare to other government or military organizations?

Unique, you don't see the house capacity anymore especially in the military. The RIA-JMTC has the capacity that a private company doesn't to accomplish what is necessary.

6. How do you feel about government or military organizations partnering with private business?

He agrees with the partnering and thinks the arsenal is good to manage cost and keep capacity. He thinks it's great to keep jobs around the community and also to support local businesses.

7. How do you feel about tax support for the military?
Should military spending be decreased, increased or stay the same?

He believes it is necessary to reduce the military spending because it has been so high for the last decade. The military spending goes up and down and it's time for a down cycle. The next couple years will be a difficult period to decrease, but maintain companies especially like the RIA-JMTC.

C. Action

1. Have you ever taken action like writing to your congressman or protesting through social media on an issue you feel passionate about?

Not personally something he would do

a. What might motivate you to take action (like writing to your congressman or protesting through social media) in support of a nonprofit, military or government organization?

Again, not something he would do. He sees other ways of working on it like through his job or volunteering.

2. What are some reasons community members might have for supporting the Joint Manufacturing and Technology Center?

The RIA-JMTC has a huge impact on the Quad Cities community and employs lots of people. If the RIA-JMTC continues to be supported it can maintain the community and it will remain prosperous.

3. What one word would you associate with the Joint Manufacturing and Technology Center?

Innovative

Appendix E: Pew Center Media Consumption Survey Data

		84												
		NIGHTLY NETWORK NEWS						CABLE NEWS CHANNELS						
		Regu- larly	Some- times	Hardly	Never	DK	N	Regu- larly	Some- times	Hardly	Never	DK	N	
		%	%	%	%	%		%	%	%	%	%		
TOTAL		28	27	16	29	1	1497	39	31	12	18	0	1497	
GENDER	Men	26	26	17	30	1	642	41	30	11	17	1	642	
	Women	29	28	15	28	0	855	38	32	12	18	0	855	
AGE	18-29	14	29	18	39	0	261	29	39	16	16	0	261	
	30-49	22	31	19	27	1	374	39	33	11	17	0	374	
	50-64	37	24	13	25	1	463	42	27	11	20	0	463	
	65+	42	23	10	22	2	379	50	23	8	17	1	379	
18-49	18-24	12	29	19	40	0	168	29	38	18	15	0	168	
	25-29	17	28	17	38	0	93	29	41	13	18	0	93	
DETAILED	30-39	20	34	19	26	1	155	35	35	15	14	0	155	
	40-49	24	29	19	28	0	219	41	31	8	20	0	219	
AGE BY	Men 18-29	14	30	21	35	0	134	30	41	17	12	0	134	
	Women 18-29	18	30	21	30	1	179	39	30	12	20	0	179	
GENDER	Men 30-49	39	21	11	26	2	323	49	25	7	18	1	323	
	Women 30-49	14	27	16	43	0	127	28	37	15	20	0	127	
AGE BY	Men 50+	26	33	18	24	0	195	39	36	10	15	0	195	
	Women 50+	39	26	12	22	0	519	42	25	12	20	0	519	
RACE	White, non-Hisp	29	26	16	28	0	1148	39	31	12	18	0	1148	
	Black, non-Hisp	37	32	11	19	1	140	42	30	10	19	0	140	
	Hispanic*	14	28	16	39	3	91	37	30	15	17	1	91	
EDUCATION	College grad+	25	28	20	27	1	547	44	29	14	13	0	547	
	Some college	29	31	14	25	1	403	40	33	10	18	0	403	
	HS or less	29	25	14	32	1	542	36	31	11	21	1	542	
FAMILY	\$75,000+	28	28	18	26	1	426	45	32	13	11	0	426	
	INCOME	\$30k-74,999	28	29	16	26	0	461	40	32	9	18	0	461
		Less than \$30k	28	26	14	31	1	375	36	29	11	24	1	375
		\$100,000+	27	28	17	28	0	243	42	35	14	10	0	243
DETAILED	\$75k-99,999	30	27	19	24	1	183	49	28	11	12	0	183	
	INCOME	\$50k-74,999	33	26	17	25	0	217	41	35	10	14	0	217
		\$30k-49,999	24	32	16	27	0	244	39	29	9	22	1	244

	Less than \$30k	28	26	14	31	1	375	36	29	11	24	1	375
	Republican	27	27	14	32	0	411	49	27	9	15	0	411
PARTY	Democrat	30	29	15	24	1	468	35	31	13	21	1	468
	Independent	27	26	17	30	0	506	40	34	12	15	0	506
	Cons Rep	23	26	16	34	0	295	50	27	8	15	0	295
PARTY- IDEOLOGY	Mod/Lib Rep	33	29	11	26	0	105	47	28	13	12	0	105
	Cons/Mod Dem	32	32	14	21	2	301	37	28	13	21	1	301
	Liberal Dem	24	27	18	30	1	150	34	36	12	17	1	150
INTERNET USER	Yes	27	28	16	28	0	1236	40	33	12	15	0	1236
	No	32	24	11	30	2	261	39	21	9	30	1	261
PEW RESEARCH CENTER June 8-28, 2010.		Question 28: Now I'd like to know how often you watch or listen to certain TV and radio programs. For each that I read, tell me if you watch or listen to it regularly, sometimes, hardly ever or never.											

Item aF1 (based on Form 1): Watch the national nightly network news on CBS, ABC or NBC? This is different from local news shows about the area where you live.

Item bF1 (based on Form 1): Watch cable news channels such as CNN, MSNBC, or the Fox News CABLE Channel.

* Interviews were conducted only in English and concerned only English-language media sources, which may affect the representativeness of the Hispanic sample.

		LOCAL TELEVISION NEWS						MORNING NEWS PROGRAMS					
		Regu- larly	Some- times	Hardly ever	Never	DK	N	Regu- larly	Some- times	Hardly ever	Never	DK	N
		%	%	%	%	%		%	%	%	%	%	
TOTAL		50	26	11	12	0	3006	20	22	16	42	0	3006
GENDER	Men	48	25	14	13	1	1295	14	20	16	51	0	1295
	Women	53	27	8	11	0	1711	26	24	16	34	0	1711
AGE	18-29	31	37	15	17	0	507	12	27	20	42	0	507
	30-49	48	27	12	12	1	766	18	21	16	44	0	766
	50-64	61	22	7	10	0	952	24	20	15	41	0	952
	65+	64	19	8	9	1	735	28	21	12	39	1	735
18-49 DETAILED	18-24	28	41	15	16	0	314	10	29	21	40	0	314
	25-29	35	31	15	20	0	193	15	23	17	44	0	193
	30-39	46	26	13	15	0	335	17	22	17	45	0	335
	40-49	50	28	12	9	1	431	20	21	16	43	0	431
AGE BY GENDER	Men 18-29	31	33	17	19	0	266	6	24	19	50	0	266
	Women 18-29	44	26	16	13	1	351	11	18	16	55	0	351
	Men 30-49	61	21	9	9	1	666	20	18	14	47	1	666
	Women 30-49	31	41	13	15	0	241	19	29	20	32	0	241
	Men 50+	52	29	8	11	0	415	25	25	17	34	0	415
Women 50+	63	20	7	9	1	1021	30	22	14	34	0	1021	
RACE	White, non-Hisp	51	26	11	11	0	2308	20	20	16	44	0	2308
	Black, non-Hisp	61	24	5	9	1	283	32	30	14	23	0	283
	Hispanic*	42	31	12	15	0	187	15	27	17	41	1	187
EDUCATION	College grad+	48	25	14	13	0	1099	21	16	18	45	0	1099
	Some college	49	28	10	13	0	785	17	23	17	42	0	785
	HS or less	52	26	9	11	1	1110	21	25	14	39	0	1110
FAMILY INCOME	\$75,000+	50	24	12	14	0	855	20	19	16	45	0	855
	\$30k-74,999	54	27	10	9	0	946	19	21	19	41	0	946
	Less than \$30k	49	28	10	11	1	725	23	26	13	38	0	725
DETAILED INCOME	\$100,000+	48	25	13	14	0	496	19	18	16	47	0	496
	\$75k-99,999	51	22	11	15	0	359	22	20	16	42	0	359
	\$50k-74,999	57	24	11	9	0	445	21	19	22	38	0	445
	\$30k-49,999	51	29	10	9	1	501	18	22	16	44	0	501
	Less than \$30k	49	28	10	11	1	725	23	26	13	38	0	725
PARTY	Republican	51	28	9	11	1	841	18	23	15	43	0	841
	Democrat	54	24	11	11	0	961	26	23	15	35	0	961
	Independent	48	28	12	12	0	993	17	20	18	44	0	993
PARTY-	Cons Rep	50	27	10	13	0	580	15	22	15	47	0	580
	Mod/Lib Rep	54	31	8	7	1	238	22	27	16	34	0	238

IDEOLOGY	Cons/Mod Dem	61	22	8	9	0	612	29	25	15	31	0	612
	Liberal Dem	40	28	17	14	0	307	21	21	14	44	1	307
INTERNET USER	Yes	49	27	12	12	0	2474	19	22	17	42	0	2474
	No	56	23	8	12	2	532	25	24	11	39	1	532

PEW RESEARCH CENTER June 8-28, 2010. Question 28: Now I'd like to know how often you watch or listen to certain TV and radio programs. For each that I read, tell me if you watch or listen to it regularly, sometimes, hardly ever or never.

Item k: Watch the local news about your viewing area, which usually comes on before or after the national news in the evening and again later at night.

Item o: Watch the Today Show, Good Morning America or the Early Show.

* Interviews were conducted only in English and concerned only English-language media sources, which may affect the representativeness of the Hispanic sample.

		CNN						FOX NEWS CABLE CHANNEL					
		Regu- larly	Some- times	Hardly ever	Never	DK	N	Regu- larly	Some- times	Hardly ever	Never	DK	N
		%	%	%	%	%		%	%	%	%	%	
TOTAL		18	32	17	32	0	1509	23	26	14	37	0	1509
GENDER	Men	16	29	22	32	0	653	22	26	15	37	0	653
	Women	20	34	13	32	0	856	24	26	13	36	1	856
AGE	18-29	13	33	20	34	0	246	17	27	14	42	0	246
	30-49	19	32	18	31	0	392	21	27	14	37	1	392
	50-64	18	31	18	32	0	489	26	26	15	33	1	489
	65+	21	34	13	31	1	356	30	25	12	33	0	356
18-49 DETAILED	18-24	12	35	20	33	0	146	15	26	17	41	0	146
	25-29	15	30	19	36	0	100	18	29	9	44	0	100
	30-39	18	30	15	38	0	180	21	25	11	42	0	180
	40-49	20	34	21	25	0	212	22	29	16	32	1	212
AGE BY GENDER	Men 18-29	13	28	25	34	0	132	16	24	16	43	0	132
	Women 18-29	16	30	24	30	0	172	17	31	14	38	0	172
	Men 30-49	19	29	19	31	0	343	31	23	14	31	0	343
	Women 30-49	15	39	13	34	0	114	17	32	11	40	0	114
	Men 50+	22	33	12	33	0	220	26	23	13	37	1	220
Women 50+	19	35	14	31	1	502	25	27	13	35	0	502	
RACE	White, non-Hisp	15	32	19	33	0	1160	24	25	13	37	0	1160
	Black, non-Hisp	32	40	15	14	0	143	26	29	15	29	1	143
	Hispanic*	26	28	11	35	0	96	17	30	14	37	2	96
EDUCATION	College grad+	21	33	20	26	0	552	23	22	12	43	0	552
	Some college	14	32	19	35	0	382	24	25	14	37	0	382
	HS or less	18	31	15	35	1	568	23	29	15	32	1	568
FAMILY INCOME	\$75,000+	19	34	19	27	0	429	22	25	10	43	0	429
	\$30k-74,999	18	32	18	31	0	485	26	24	17	33	0	485
	Less than \$30k	20	29	16	34	1	350	22	29	15	33	1	350
DETAILED INCOME	\$100,000+	20	35	17	28	0	253	22	24	11	43	0	253
	\$75k-99,999	18	32	23	26	0	176	22	26	8	44	0	176
	\$50k-74,999	19	32	21	28	0	228	28	24	15	33	0	228
	\$30k-49,999	17	33	17	33	0	257	24	24	18	33	0	257
	Less than \$30k	20	29	16	34	1	350	22	29	15	33	1	350
PARTY	Republican	12	29	21	37	0	430	40	31	9	21	0	430
	Democrat	25	33	16	26	0	493	15	23	17	45	1	493
	Independent	17	33	18	32	0	487	20	27	15	38	1	487
PARTY-	Cons Rep	10	26	23	40	1	285	48	29	6	17	0	285
	Mod/Lib Rep	18	35	16	31	0	133	27	30	16	27	0	133

IDEOLOGY	Cons/Mod Dem	24	36	15	25	0	311	18	25	17	39	1	311
	Liberal Dem	26	28	18	28	0	157	7	16	16	61	0	157
INTERNET USER	Yes	18	32	19	32	0	1238	23	25	14	38	0	1238
	No	20	33	12	34	1	271	22	31	12	33	2	271

PEW RESEARCH CENTER June 8-28, 2010. Question 28: Now I'd like to know how often you watch or listen to certain TV and radio programs. For each that I read, tell me if you watch or listen to it regularly, sometimes, hardly ever or never.

Item gF2 (based on Form 2): Watch CNN.

Item hF2 (based on Form 2): Watch the Fox News CABLE Channel.

* Interviews were conducted only in English and concerned only English-language media sources, which may affect the representativeness of the Hispanic sample.

		MSNBC						C-SPAN					
		Regu- larly	Some- times	Hardly ever	Never	DK	N	Regu- larly	Some- times	Hardly ever	Never	DK	N
		%	%	%	%	%		%	%	%	%	%	
TOTAL		11	28	19	41	1	1509	4	17	19	60	1	3006
GENDER	Men	10	25	20	44	0	653	4	17	20	58	1	1295
	Women	11	31	18	39	1	856	4	16	18	61	1	1711
AGE	18-29	4	29	20	47	0	246	2	14	17	67	1	507
	30-49	11	30	19	40	0	392	4	17	21	58	1	766
	50-64	13	28	20	38	0	489	3	18	19	59	1	952
	65+	14	25	17	42	2	356	5	18	18	56	3	735
18-49 DETAILED	18-24	4	29	20	48	0	146	2	13	17	67	1	314
	25-29	6	29	20	46	0	100	1	16	16	66	1	193
	30-39	10	27	19	43	1	180	4	14	19	62	1	335
	40-49	11	33	19	37	0	212	4	19	22	54	0	431
AGE BY GENDER	Men 18-29	4	25	18	52	0	132	2	17	18	62	1	266
	Women 18-29	10	26	20	44	0	172	4	16	22	57	1	351
	Men 30-49	12	25	22	40	1	343	4	18	20	57	1	666
	Women 30-49	4	33	21	41	0	114	2	12	15	71	1	241
	Men 50+	11	34	18	37	1	220	4	17	20	59	0	415
RACE	Women 50+	14	29	16	40	1	502	4	18	18	59	2	1021
	White, non-Hisp	10	28	20	42	1	1160	3	15	19	63	0	2308
	Black, non-Hisp	19	34	15	30	2	143	7	25	17	48	2	283
EDUCATION	Hispanic*	10	28	22	40	0	96	4	21	18	54	3	187
	College grad+	12	27	23	37	0	552	4	16	25	54	1	1099
	Some college	11	26	19	43	1	382	2	19	18	59	1	785
FAMILY INCOME	HS or less	9	31	16	43	1	568	4	16	15	64	2	1110
	\$75,000+	10	29	21	40	0	429	3	16	24	57	0	855
	\$30k-74,999	13	30	19	37	1	485	4	19	20	56	1	946
DETAILED INCOME	Less than \$30k	9	28	16	47	1	350	4	17	14	64	1	725
	\$100,000+	12	27	18	43	0	253	2	16	24	57	1	496
	\$75k-99,999	9	31	24	36	0	176	5	15	23	56	0	359
	\$50k-74,999	16	27	19	38	1	228	4	19	22	55	0	445
	\$30k-49,999	11	33	20	36	1	257	4	20	19	57	1	501
PARTY	Less than \$30k	9	28	16	47	1	350	4	17	14	64	1	725
	Republican	6	25	20	49	1	430	3	14	20	63	0	841
	Democrat	16	33	17	33	1	493	5	21	19	54	1	961
PARTY-	Independent	10	29	21	40	0	487	3	16	19	62	1	993
	Cons Rep	5	24	20	51	0	285	2	15	20	62	0	580
	Mod/Lib Rep	7	29	21	43	1	133	3	12	22	62	1	238

IDEOLOGY	Cons/Mod Dem	17	35	17	30	1	311	6	20	19	54	1	612
	Liberal Dem	18	25	17	40	0	157	3	22	20	54	0	307
INTERNET USER	Yes	10	29	20	41	0	1238	3	17	21	59	1	2474
	No	12	27	14	45	2	271	4	17	11	64	3	532

PEW RESEARCH CENTER June 8-28, 2010. Question 28: Now I'd like to know how often you watch or listen to certain TV and radio programs. For each that I read, tell me if you watch or listen to it regularly, sometimes, hardly ever or never.

Item iF2 (based on Form 2): Watch MSNBC. Item I: Watch C-SPAN.

* Interviews were conducted only in English and concerned only English-language media sources, which may affect the representativeness of the Hispanic sample.

Appendix F: Glossary of Military Terminology

198 Howitzer: A medium-sized, towed artillery piece

ARDEC: Specialized research, development and engineering center within the U.S. Army Materiel Command

Armor IPT: Integrated Product Team includes Stryker Add on Armor, Armed Security Vehicle Kits, Objective Gunner Protection Kits, and the Fragmentation Kits

BRAC: Base Realignment and Closure

Basic Ordering Agreement (BOA): a written instrument of understanding that contains a description of supplies or services to be provided, and methods for pricing, issuing, and delivering future orders under the basic ordering agreement. A basic ordering agreement is not a contract.

Cobra weapon system: An anti-tank missile designed by the Germans. It entered service with the German Army in the late 1950s. Upgrades improved the guidance system and performance of the missile.

Forward Repair System (FRS): A mobile maintenance shop that includes an on-board crane, air compressor, 30 kilowatt tactical quiet generator, welder, and full complement of diagnostic and hand tools

HMMWV: High Mobility Multipurpose Wheeled Vehicle, a military four wheel drive vehicle

M119: A lightweight 105-mm howitzer used by the United States Army

M45: A medium tank howitzer used in WWII

Patriot weapon system: A surface to air missile system with advanced aerial interceptor missiles and high performance radar systems.

PEO Ammunition: Provider of close combat, force protection, and assured mobility capabilities

Project reARM: Renovation of Armament Manufacturing, a \$222 million project at RIA, which was completed in 1981

Readiness: The ability of US military forces to fight and meet the demands of the national military strategy and the ability of each unit to deliver the outputs for which it was designed

RIA: Rock Island Arsenal

RIA-JMTC: Rock Island Arsenal Joint Manufacturing and Technology Center

Shop Equipment Contact Maintenance (SECM): A mobile service station that carries hand and pneumatic tools, an air compressor, a welder, a cutting torch, lights, and more

Super bazooka: A portable anti-tank defense weapon

TACOM LCMC: The TACOM Life Cycle Management Command (LCMC) unites all of the organizations that focus on soldier and ground systems.