



# **Part 3 – Integrating Sustainability into Installation Planning**

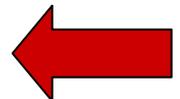
## **US Army Installation Sustainability Training**

*Aug 04*



# Objectives

- 1. There's a challenge – military installations are increasingly impacted by resource, community and land use issues***
- 2. There's a solution – “sustainability” is a framework used by the business community to balance economy, well-being, and environment***
- 3. There's a process – for integrating sustainability into installation planning***
- 4. There are results***





# Creating organizational change is hard



- **Thomas Edison**
- **Scurvy**
- **QWERTY keyboard**
- **Deconstruction**



# Organizational Change



- Change doesn't "just happen"
- It is fundamentally a social process that involves **changing people's behavior through people talking to people**
- **Compilation of current thinking in "Diffusion of Innovations" by Everett C. Rogers, 2003**





# Current Installation Planning Process



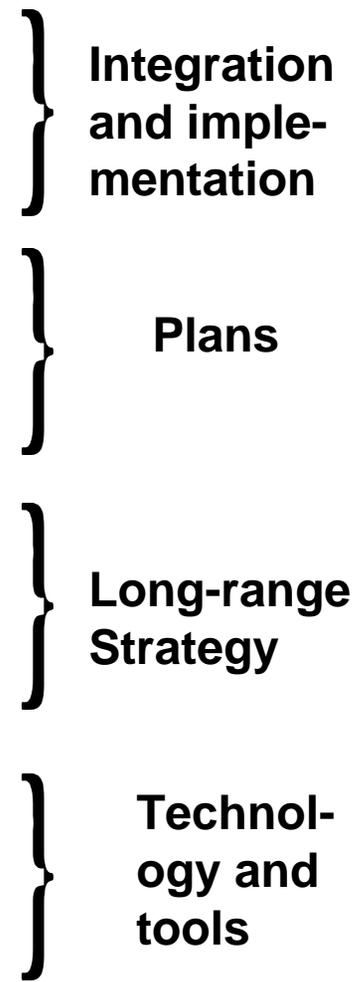
- **Strategic plan not well integrated across functional plans; spotty implementation** } Integration and implementation
- **Numerous functional plans** } Plans
  - **Not integrated across stovepipes**
  - **Weak tie to resources**
- **Long-range strategy not well articulated** } Long-range Strategy
  - **Focused on mission, but threats not systematically identified**
  - **Stakeholder engagement weak**
- **Numerous sources of data** } Technology and tools
  - **Not shared across functions**
  - **Problems with accuracy and timeliness**



# Needed Installation Planning Process



- **Strategic plan**
  - Integrated by long range strategy
  - Targets, objectives, management review
- ↑ ↓
- **Functional plans**
  - Integrated by long-range strategy
  - Objectives tied to resources
- ↑
- **Long-range strategy focused on**
  - Threats to installation sustainability
  - Stakeholder issues (internal/external)
- ↑
- **Corporate data sources, analytical tools**
  - Shared across functions
  - Accurate, timely, cost effective





# Internal and External Engagement



## Area of Operation: internal to installation

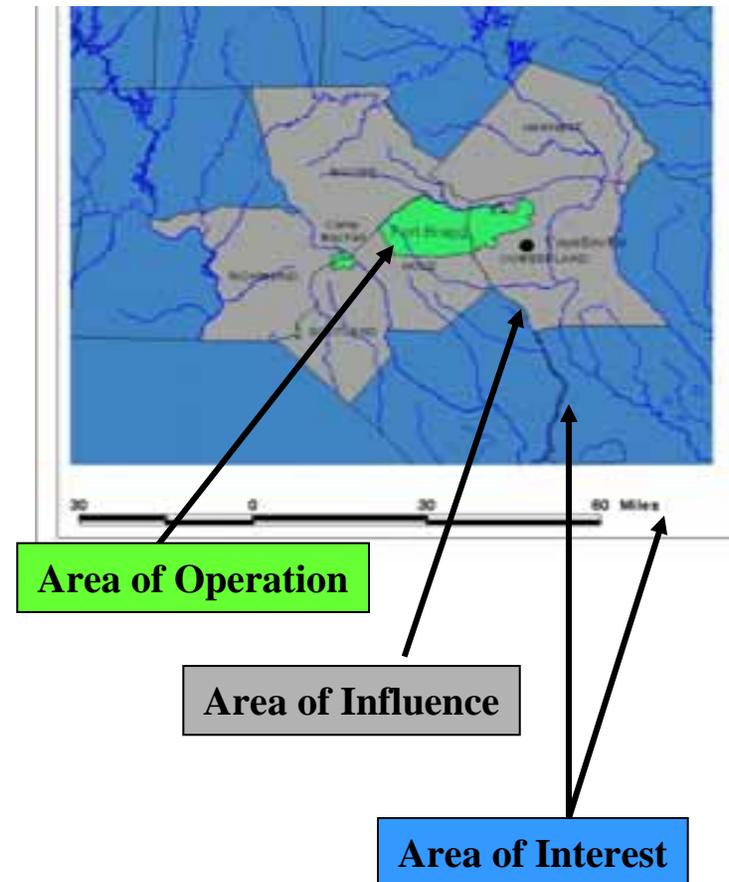
- Requires integration of functional plans

## Area of Influence: external, with neighboring counties, cities, regions

- ✓ Engage community to define common goals
- Information sharing, lessons learned

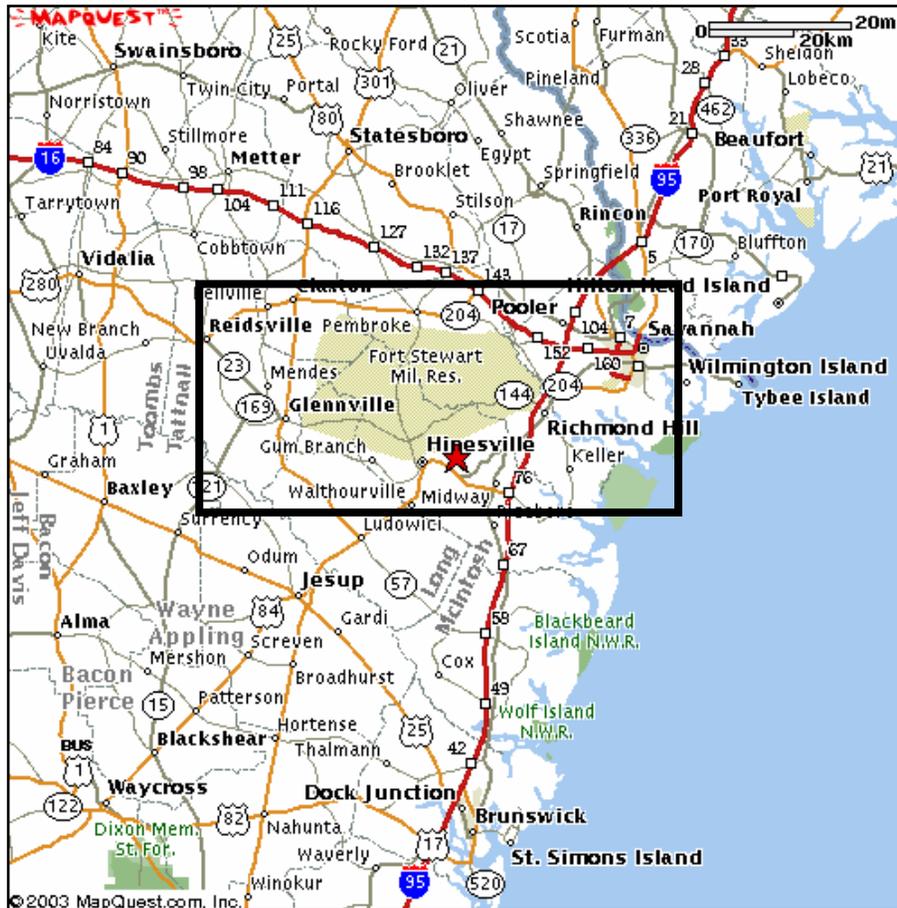
## Area of Interest: with state/regional entities

- Information sharing, lessons learned





# Engagement at Multiple Levels – Why?



We are not INDEPENDENT.  
We are **INTERDEPENDENT.**

- Economics
- Growth
- Zoning
- Planning
- Roads
- Utilities
- Transportation
- Services
- Environmental
- Land Use

**Areas of influence extend well  
beyond our fence lines.**





# Sustainability planning process



- 12-18 months
- **WORK**shops – facilitated sessions that rely on right representation from installation and community for results – and VERY canny facilitators
- “Perfected” at Fort Campbell
- Scalable to smaller/larger installations
- Products
  - ✓ Long-range component of the strategic plan
  - ✓ Cross-functional teams, integrated planning
  - ✓ Better communication inside/outside fence
  - ✓ Common goals

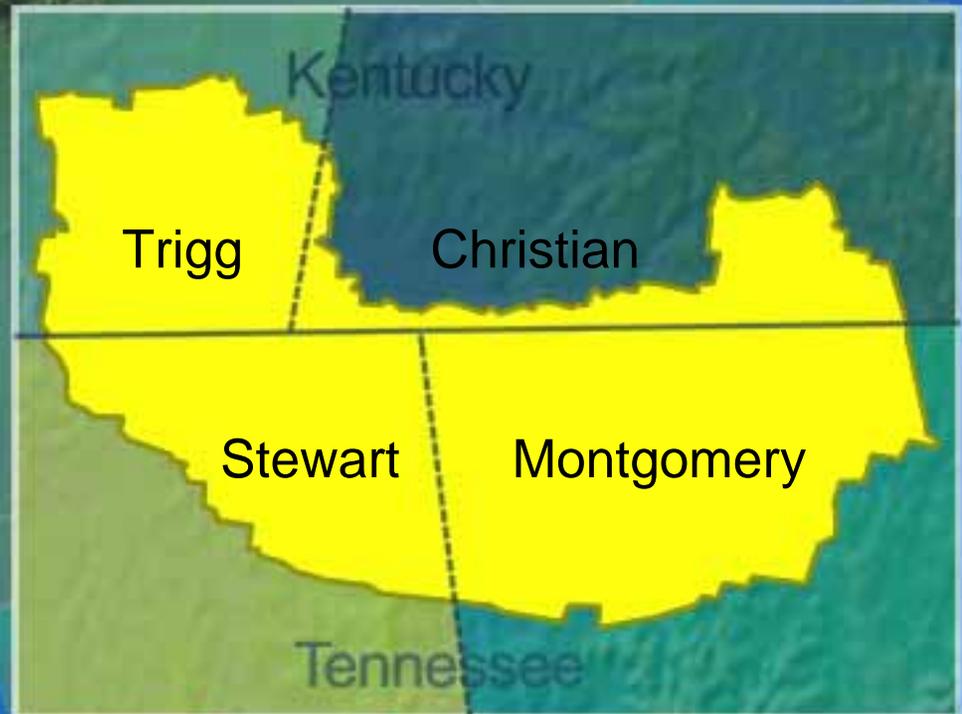
# Sustainability Planning Process



# Fort Campbell Installation Sustainability Planning Process

Louisville

Nashville



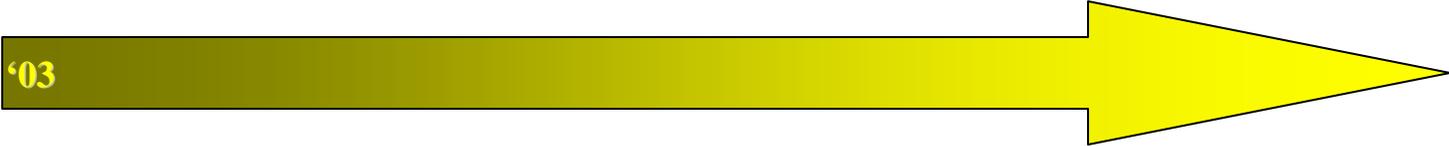
## ***Installation Sustainability Plan Approach***

- **Long-range strategic plan to ensure continued ability to operate Fort Campbell.**
- **Identify significant issues that could impact installation mission accomplishment. Record in Sustainability Baseline Document**
- **Establish on-going dialogue with stakeholders to discuss significant well-being and environmental issues**
- **Establish 25 year strategic goals**
- **Develop 5-year plans linking resources to strategic goals**
- **Integrate with Garrison Strategic Plan and Army Strategic Readiness System**

# *Fort Campbell Sustainability Program*

## **Workshop 1**

**4-6 Feb 03**



**'03**

- **Sustainability concepts overview**
- **ID core areas**
- **Challenge statements (threats)**
- **Links to mission**
- **ID key players**
- **Planning timelines**

# Fort Campbell Mission Map – Feb 03

To support training, mobilization, and deployment of mission-ready forces. We provide services, facilities, and a safe and secure environment for our soldiers, civilians, retirees, veterans and their families, while transforming for the future.

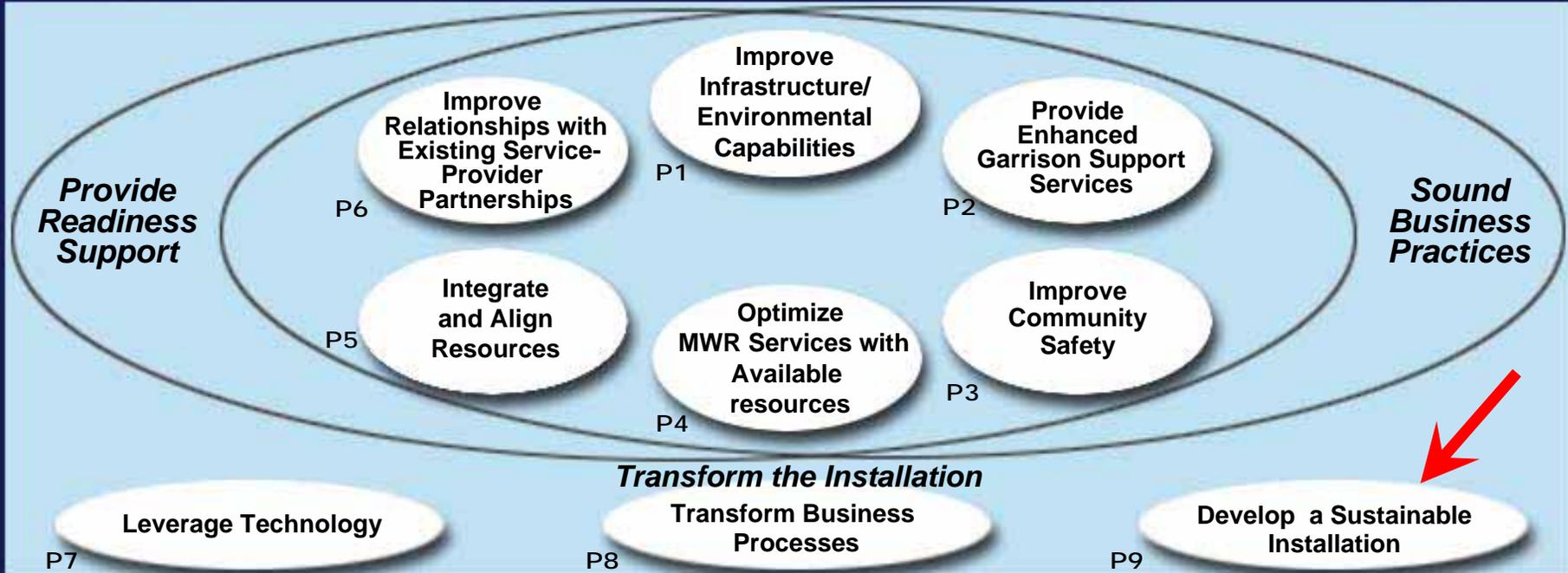
Mission Statement

## CORE COMPETENCIES

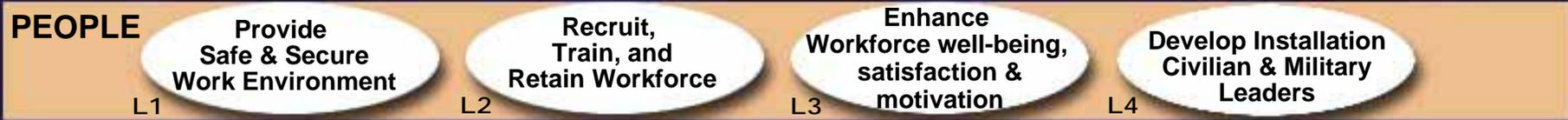
Stakeholder



Internal Processes



Learning & Growth

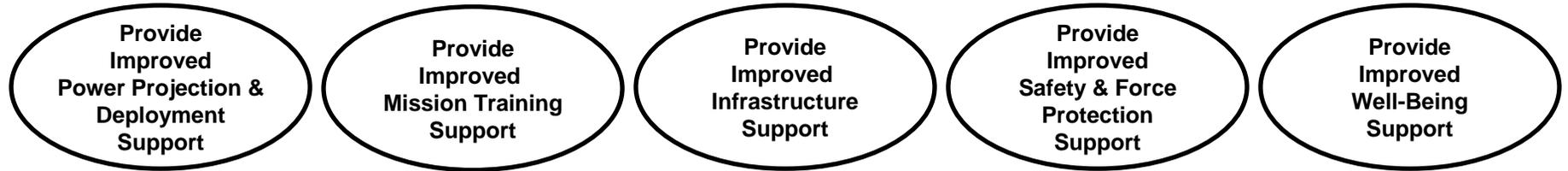


Resources



# *Sustainability Challenges*

## Mission Core Competencies



## Sustainability Challenges and Proponents



## *Challenge Statements*

- **TRANSPORTATION:** How does FT Campbell ensure clean, safe, cost-effective, and rapid deployment; while developing pollution-free, cost-effective, safe, and secure transportation systems in partnership with the local communities and states?
- **PROCUREMENT:** FT Campbell's procurement of significantly large amounts of products and services contributes to cost inefficiencies, waste, and exposures to health and environmental hazards. How will FT Campbell procure products and services that will reduce life-cycle costs, impacts from waste disposal, and exposures to hazards; while improving recycling efforts, compliance with affirmative procurement, and environmental accountability of contracted services?
- **REGIONAL DEVELOPMENT:** Fort Campbell and the surrounding communities already form a strong regional partnership. The reciprocal nature of the relationships effects overall quality of life. The challenge is how does the partnership move from a paradigm of unchecked growth to one of sustainable development in which quality of life is enhanced for all?

# *Challenge Statements*

▪ **INFRASTRUCTURE:** Facility construction, operations, maintenance, demolition, and 100% dependency on fossil fuels are expensive and can result in numerous environmental impacts and contribute to regional pollution.

How can FT Campbell:

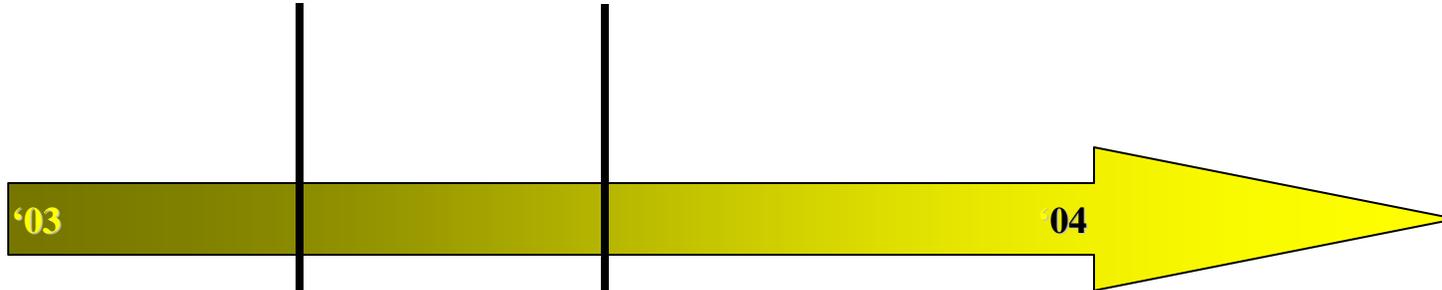
- Build buildings that meet the need of the user, reduce the overall costs, and reduce the environmental impacts through the use of materials and the disposal of wastes?
- Meet its mission while becoming a zero contributor to all forms of pollution?
- Evolve to renewable energy sources to reduce significant impacts?

▪ **TRAINING SUPPORT:** The primary reason FT Campbell exists is to provide trained, combat-ready units/forces to the Nation. How does FT Campbell develop and implement a holistic land management plan and program that ensures training infrastructure will support training and combat readiness, now and into the future?

# Fort Campbell Sustainability Planning

**Workshop 1**  
4-6 Feb 03

**Workshop 2**  
22-24 July 03

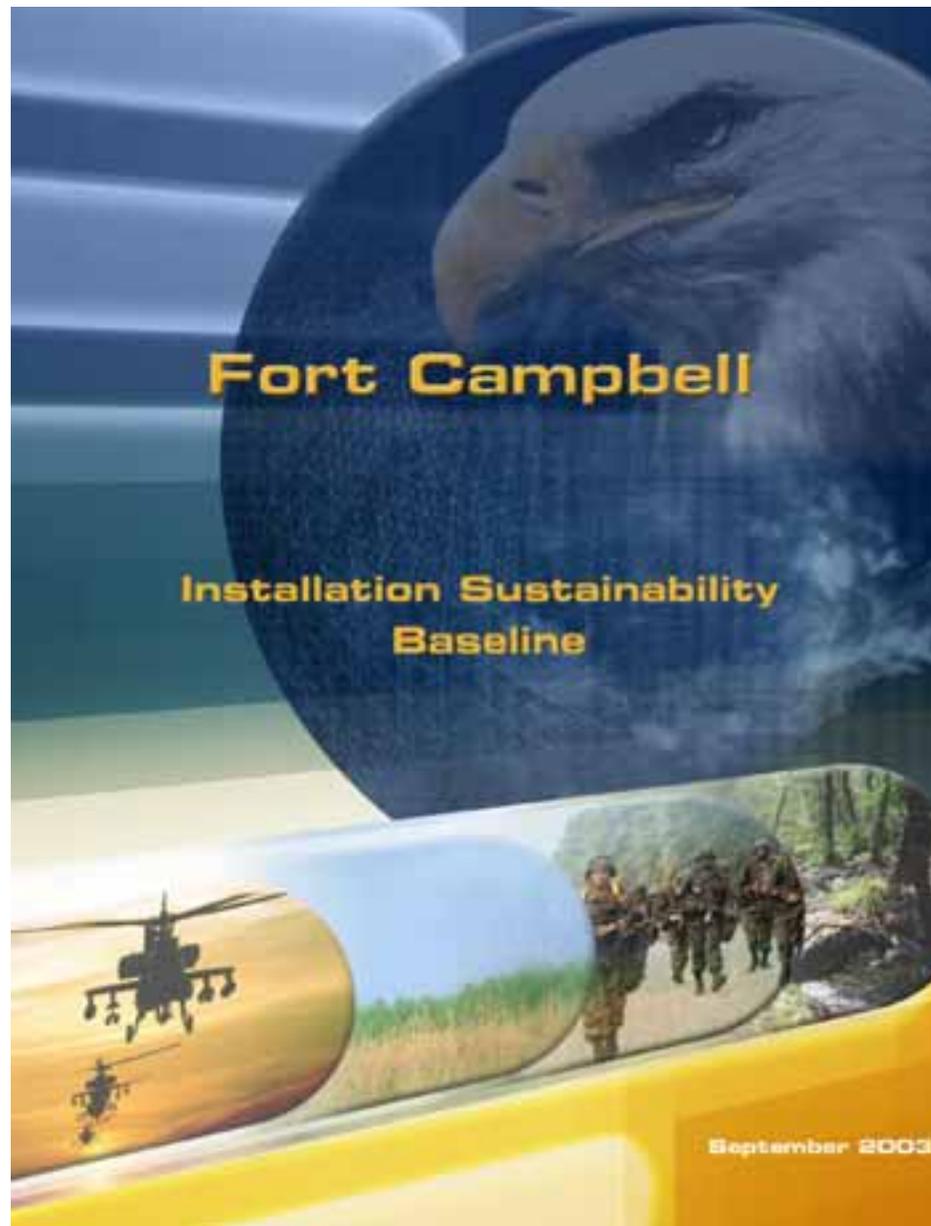


- Sustainability concepts overview
- ID core areas
- Challenge statements
- Links to mission
- ID key players
- Planning timelines

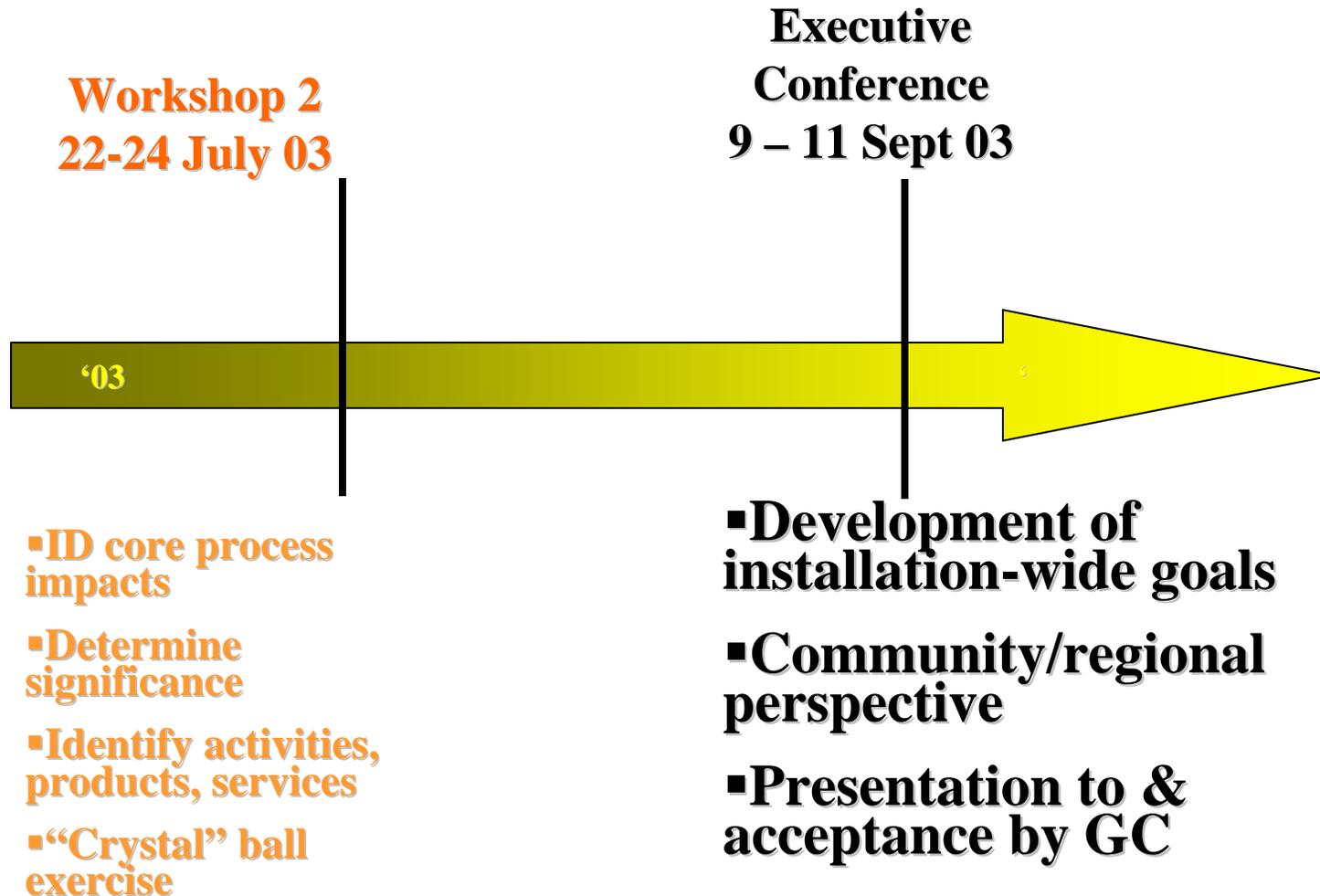
## ▪ BASELINE

- Core processes, activities, products
- Significant impacts on mission, community, environment

# *Sustainability Baseline Document*



# Fort Campbell Sustainability Plan



# *Goal Setting Conference*

**9-11 SEPTEMBER 2003**

**Cole Park Commons**

**Fort Campbell, KY**



# ***Installation Sustainability Goals***

- **Training Support**
  - ✓ **Goal 1: Optimize use of existing installation training lands and ranges to support the mission.**
  - ✓ **Goal 2: Obtain contiguous and noncontiguous lands and airspace for unrestricted ground and air maneuver use.**
- **Transportation: Lead a partnership to establish a comprehensive regional transportation system that enhances Fort Campbell as a strategic deployment platform, and improves quality of life.**
- **Procurement**
  - ✓ **Goal 1: Eliminate waste disposal by 2028.**
  - ✓ **Goal 2: Procure 100 percent sustainable goods and services by 2028.**
- **Infrastructure**
  - ✓ **Goal 1: No adverse impact to the quality of water resources due to point and non-point sources on Fort Campbell. Efficient use of existing water resources.**
  - ✓ **Goal 2: Sustainable buildings and infrastructure that meet mission requirements.**
- **Regional Development**
  - ✓ **Goal 1: Develop and implement a comprehensive regional development plan that enhances the installation's readiness mission**
  - ✓ **Goal 2: Develop and implement a regional sustainability outreach/education/awareness/incentive program**

# Fort Campbell Sustainability Program

**Executive  
Conference  
9 – 11 Sept 03**

**Workshop 4  
Team Work Sessions  
Nov-Dec 03**

'03

- **Community/regional perspective**
- **Development of installation-wide goals**
- **Presentation to & acceptance by GC**

- **Initiatives**
- **Actions**
- **Targets**
- **Metrics**
- **Resourcing**
- **Ownership**

# *Sustainability Plan*

- **Team product – Nov-Dec 03**
- **7 Year Initiatives (Strategic)**
- **Business Plan actions for 05-12**
- **Targets for initiatives and actions**
- **Resourcing – manpower and funding**
- **Metrics for initiatives and actions**



# Fort Campbell Installation Sustainability Program Map

## STRATEGIC PLAN OBJECTIVE P9: DEVELOP A SUSTAINABLE INSTALLATION

Enable Fort Campbell to fully execute present missions without compromising either our ability to accomplish future missions or the ability of our neighboring communities to realize their aspirations.

STAKEHOLDERS



INTERNAL PROCESSES



LEARNING & GROWTH



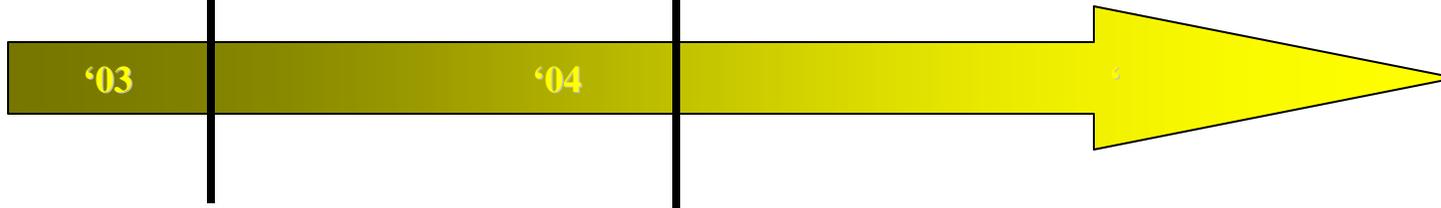
RESOURCES



# *Fort Campbell Sustainability Program*

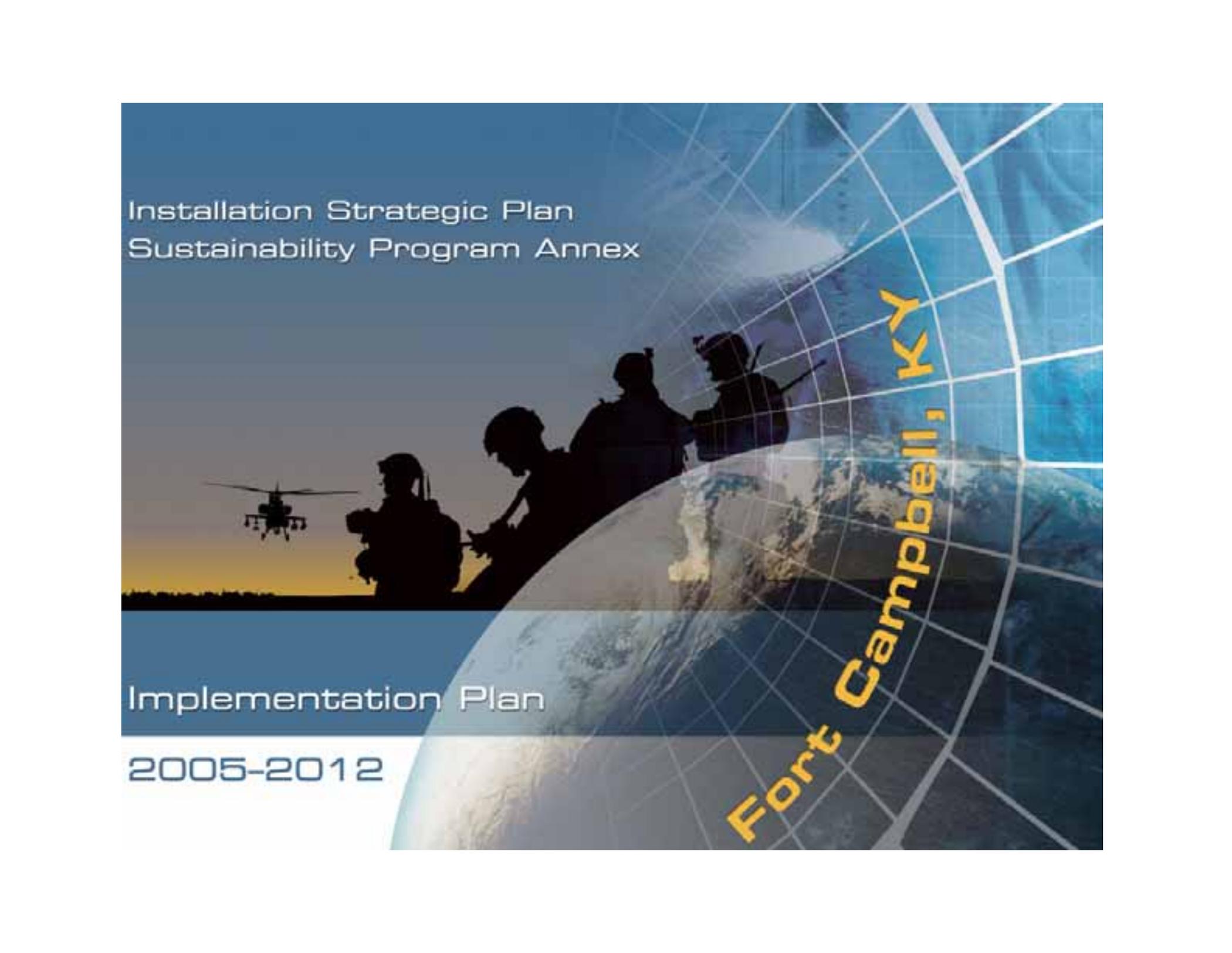
**Workshop 4  
Team Work Sessions  
Nov-Dec 03**

Jan-Apr 04  
Strategic plan update



**Initiatives  
Actions  
Targets  
Metrics  
Resourcing**

Strategic Plan Sustainability Program Annex



Installation Strategic Plan  
Sustainability Program Annex

Implementation Plan

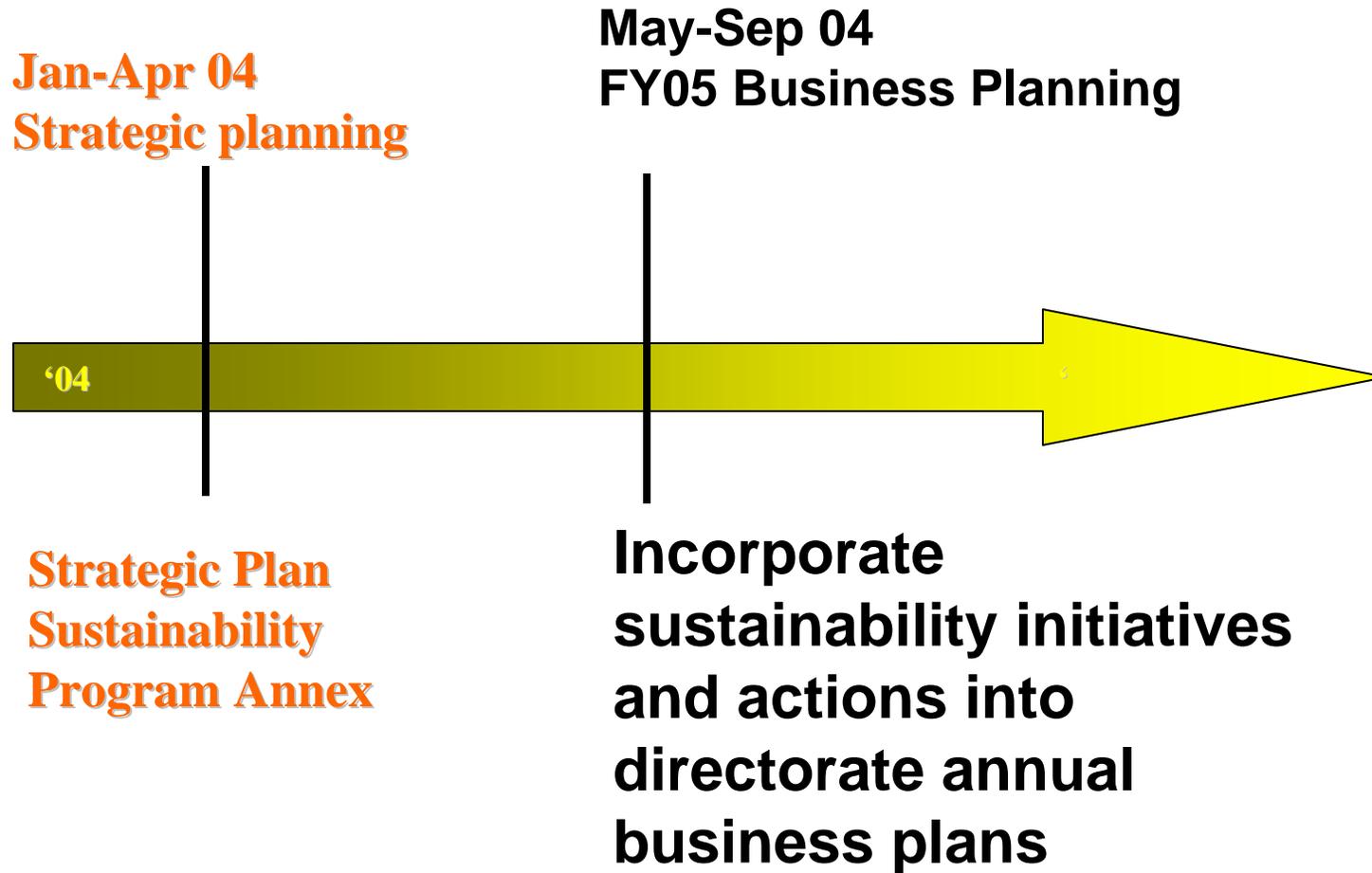
2005-2012

**Fort Campbell, KY**

## *Sustainability Plan*

- **FY05-12 time frame**
- **9 Goals (25 year)**
- **19 Initiatives (7 year)**
- **114 Actions (FY05-12)**
- **Approximately \$110 Million over 8 years for full implementation (\$100 Million for Training Support – UXO/EO clearing and training area acquisition)**
- **Approximately 48 staff-years over 8 years for full implementation (28 staff-years for Procurement – policy and procedures development, contract language, contract reviews, training)**
- **Actions incorporated in Business Plans beginning in FY05**

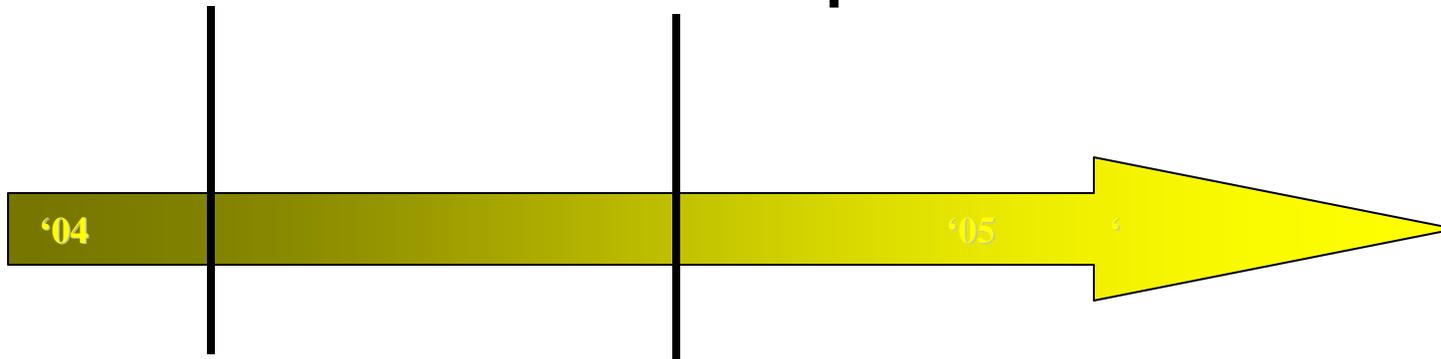
# *Fort Campbell Sustainability Program*



# *Fort Campbell Sustainability Plan*

**May-Sep 04  
Business Planning**

**Aug 04-Dec 05  
EMS Implementation**



**Incorporate  
Sustainability  
Initiatives and  
Actions into  
directorates  
Business Plans**

Significant sustainability impacts =  
significant EMS Aspects/Impacts

Strategic plan targets/objectives =  
EMS targets/objectives

# Fort Campbell Example



# ***Fort Hood Sustainability Performance Indicators***

**Mission Readiness**

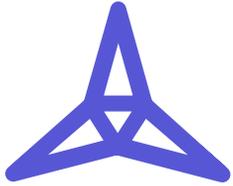


**Environment**



**Community**





# Fort Hood Sustainability Goals and Status

- All Infrastructure and energy systems are planned, designed, constructed, and maintained to be sustainable and secure 

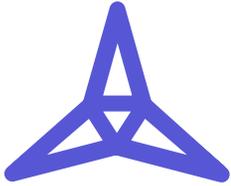
R	A	G
---	---	---
- Fort Hood will actively reduce its impact on regional air quality from all sources 

R	A	G
---	---	---
- Provide high quality potable water and reduce consumption while maintaining mission readiness and quality of life 

R	A	G
---	---	---
- Training landscapes managed to support current and future mission requirements while sustaining cultural, natural, and land resources 

R	A	G
---	---	---
- Fort Hood will use sustainable products and services, with active regional involvement, to minimize waste and environmental impact. 

R	A	G
---	---	---



# Example Training Lands Objectives/Initiatives

**Goal: Training landscapes managed to support current and future mission requirements while sustaining Cultural, Natural, and Land Resources**

**Overall Rating**

**Objective #2: Implement critical measures of LSMP.**

**R** **A** **G**

## Initiatives:

**•Assess on-going training landscape needs**

**R** **A** **G**

Red = <50% Completed by Sep each year

Amber = 50% Completed by Sep each year

Green = Completed by Sep each year

**•Reduce Endangered Species Training Restrictions**

**R** **A** **G**

Red = Reduce Core ES restrictions by <25%

Amber = Reduce Core ES restrictions by 26% - 89%

Green = Reduce Core ES restrictions by 90%

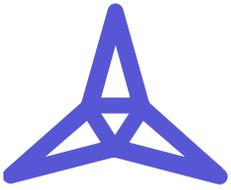
**•Capping of Cultural Sites**

**R** **A** **G**

Red = Capping < 3 sites per year

Amber = Capping 3 - 7 sites per year

Green = Capping >8 sites per year



# Example Infrastructure Objectives/Initiatives

**Goal: All infrastructure and energy systems are planned, designed, constructed, and maintained to be sustainable and secure**

**Overall Rating**

**Objective #1: Ensure that 100% of HVAC equipment replacements, change-outs, and/or renovations meet the increased efficiency goals as identified in the IDG. (Percent of total inventory in compliance)**

**R** **A** **G**

**Initiatives:**

- Review FY02/03 database to determine equipment likely to be replaced in the next five years, along with associated initial costs and recurring savings, by Oct 04. Update report annually.

**R** **A** **G**

Red= POCs to be assigned and tasked.

Amber= Existing conditions surveyed, LCCA in preparation.

Green= Report completed.

- Develop and implement policy guidance that supplements IDG by the end of the third quarter FY04 and update annually.

**R** **A** **G**

Red= Energy related sustainable measures to be identified

Amber= Drafting policy letter to mandate the implementation of measures

Green= Policy letter distributed to the impacted divisions/agencies for implementation



# Documentation of Sustainability Planning Process

- **Begun in Dec 03**
- **The Guide to Creating a Sustainable Installation in 25 years or Less**
- **Integrated training package – stands up sustainability component of strategic plan and Environmental Management System (EMS) in one process**



# The Guide

- **Details the 18-month planning process**
- **Written by installation staff and HQ who have done it, as told to installation and HQ staff who want to**
- **Contains hotlinks to actual example documents, briefings, memos, etc that support the planning process**
- **Available Dec 04**



# Integrated training package

- **Training support package**
  - ✓ **Workshop 1: Identify Challenges (Threats)**
  - ✓ **Workshop 2: Build the Baseline (strengths ,weaknesses)**
  - ✓ **Workshop 3: Sustainability goals (opportunities)**
  - ✓ **Workshop 4: Targets/Objectives (The Plan!)**
- **Pilot testing in FY04/05**
- **Beta-version available 2Q 05**



# Costs of planning

- **Large installation: 1 FTE + \$100k**
- **Medium installation: 1 FTE + \$60k**
- **Small installation: 0.5 FTE + \$25k**
- **External costs include training, facilitation, documentation, meeting logistics**
- **Can we afford to do it?**
- **Can we afford not to do it?**



# Your Thoughts?

**Vision without action is a daydream.  
Action without vision is a nightmare.**

*Asian Proverb*

**Without vision, people perish.**

*Proverbs,*



# Backups





# Pieces of the Puzzle



**HQ Guidance and Mission**

Aligns organizations and activities to the next level up strategy.



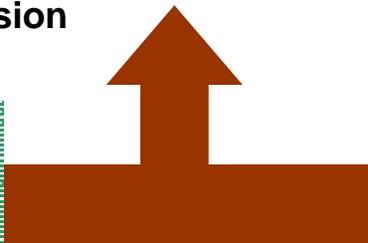
**Installation Strategic Plan**

Identifies and plans for external variables that could impact mission (environment, community, economic)

Defines how the installation will support the future mission

Management and implementation of the strategic plan with respect to the environment

**Installation Sustainability Process**



**Environmental Management System**

# Strategic Planning, EMS and Sustainability

