

Part II: Barriers & Best Practices

What's going to get in your way?
What are you going to do about it?

What have federal employees told us about implementing sustainability?

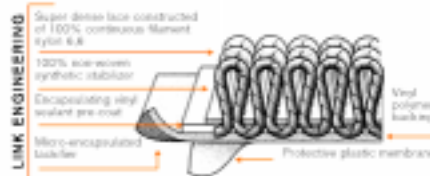
- 10+ training events
- Agencies include:
 - US Air Force and AF Reserve Command
 - US Army
 - Centers for Disease Control
 - Georgia DoD Pollution Prevention Partnership
(all military installations in the state of GA)

Barriers - The Big 10

10. Unclear payoffs/measures of success
9. Conflicts with mission requirements
8. Resistance to change
7. Lack of incentives/rewards
6. Existing procedures/standards
5. Risk of failure
4. Lack of management buy-in
3. Lack of resources
2. Lack of necessary knowledge
1. Perceived economic impacts

First cost offsets/ solve multiple problems at once

- Look for opportunities to save on one system by optimizing another
- Look beyond the solution you used last time
- Question assumptions: could the problem be reframed?



Free external resources



- Take advantage of products and services offered by local, state, and federal agencies

- Dept of Energy
- EPA
- State environmental agencies
- Local utilities
- University tech assist programs

Additional internal resources/ piggybacking

- Look for opportunities to leverage internal resources, e.g.,
 - P2/environmental dollars and people
 - O&M projects
 - Force protection investments
 - Headquarters money



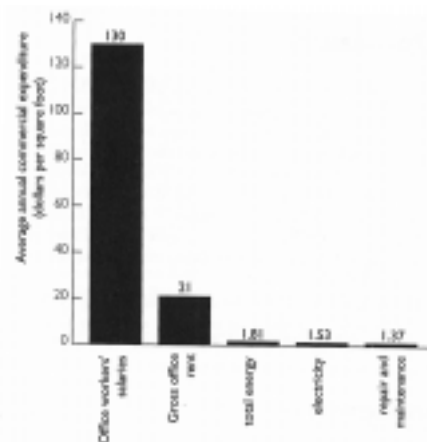
Rapid payback/ high SLOS strategies



- Choose strategies with rapid payback and high Sustainability Likelihood of Success (SLOS):
 - Risk
 - Reliability
 - Value
 - Difficulty

True cost accounting/ additional metrics of success

- Carefully document nontraditional costs and benefits when justifying sustainable solutions:
 - Life cycle costs
 - Quality of life impacts
 - Productivity impacts
 - Long term environmental risks



Data from Building Owners and Managers Association, Economic Research Institute; Statistical Abstract of the United States 1991.

Education/training



- Provide education/training for the whole project team (including external parties)
- Don't forget about upper management!
- It takes special effort to ensure that all functions are represented

Vision/mission development and focus

- Develop an integrated vision and targeted mission description
- Contributions/buy-in from all stakeholders
- Periodic updates
- More on this after the break...



Awareness enhancement



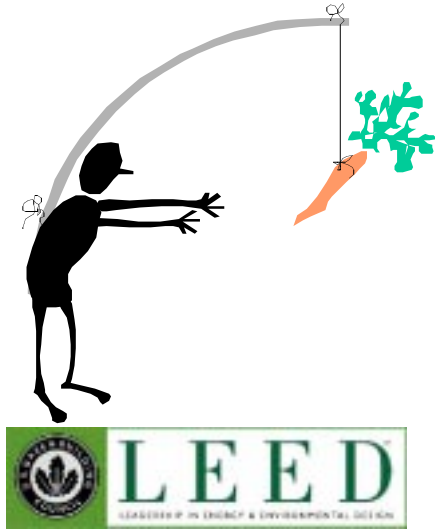
- Find opportunities to keep sustainability at the forefront of everyone's awareness:
 - Lunch n' learns
 - Web site
 - Visible strategies
 - Labeling
 - Pilot projects

Pilot projects/ “safe” trial and error

- Use designated pilot projects as a mechanism for hands-on learning about sustainability
- Avoid the caged guinea pig conundrum
- Take advantage of the lessons of others



Explicit goals



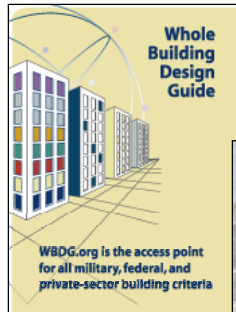
- Be clear about what is required and expected of all stakeholders
- Make goals attractive to stakeholders
- Resistance can be managed by reducing unknowns
- More on this after the break...

Resource center/ more information

- Having good information is the key to making effective decisions
- Resources should include:
 - Product samples
 - References
 - Case studies



New guidelines



- Many federal agencies are developing sustainability-related guidelines and resources:
 - GSA
 - USACE/NAVFAC/DoD
 - Park Service/Forest Service
- Installation-specific guidelines are also being developed

Add experienced personnel/ “deep” train existing personnel

- There are multiple sources for posting for “green” hires
- A variety of specialty courses are now available around the country and online



Green Team/SFU



- Not everyone can be specialists
- Green Teams can provide organizational continuity
- May require investment and/or shifting of responsibilities
- Should be multidisciplinary and cross-functional

Process auditing/review/feedback

- The Green Team should be responsible for reviewing project plans/designs
- Should have authority to recommend and monitor changes
- Minimizes and distributes risk of failure



Partnering/mentoring



- External resources can also be used to leverage information
- A/E RFQs/SOWs
- Green team mentoring is a logical follow-on to training

Manage penalties/ incentive programs

- Provide a “safe” environment for trial and error
- Acknowledge risks of innovation
- Incentives can be
 - Formal
 - Informal
 - Inverse (risk averting)
- Metrics must be clear!



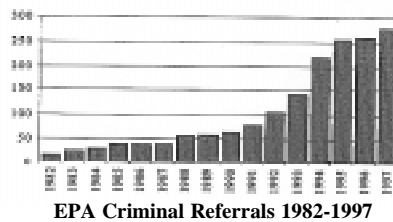
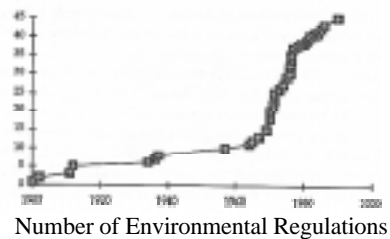


Positive publicity

- This is a key benefit for upper management
- Seek opportunities to:
 - Collaborate with local agencies
 - Address significant local problems
 - Lead the way on a national level

Emphasize policy trends

- Many mandates, laws, and requirements are pushing in this direction:
 - Executive orders
 - FAR
 - Agency directives
 - Environmental legislation
 - Energy goals





(Hoffman 2000)

Proactive alignment measures



- Acknowledge the need for alignment
- Seek external assistance for alignment and roll-out if necessary
- Ongoing alignment maintenance is usually necessary

Policy change

- You can wait for policy changes from here... 
- ...or you can make them happen here. 
- Policies apply on multiple levels
- The right people need to be involved
- Ask forgiveness, not permission



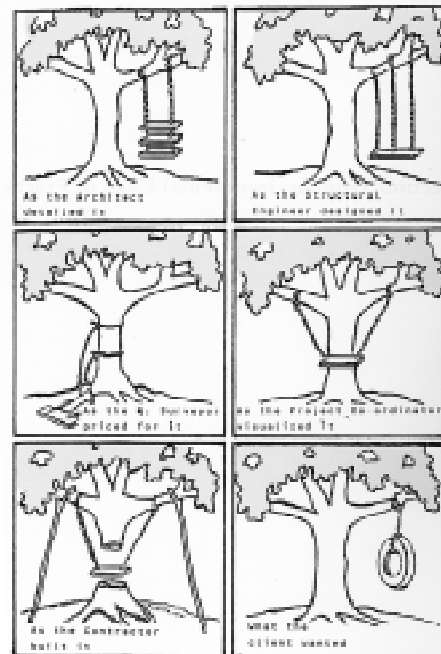
Documentation of decisions



- Many procedures are in place that *intend* to increase efficiency, but instead facilitate action without thought
- Documentation is the key to ensuring that your hard work actually gets realized

Multifunction team integration

- Process fragmentation can kill the best laid plans
- Team members need to know the powers and limitations of other stakeholders
- Provide structured opportunities to work together



(Halliday 1995)

Problem reframing/ “spin doctoring”



- Acknowledge the interests and motivations of people you seek to convince
- Frame the problem, proposed solution, and potential benefits in terms they'll understand
- Plan your arguments and be sure to get the right evidence
- Find a trusted interpreter