Building Institutions for Regional Sustainability

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Building Institutions

Joint Regional Flag Officer Council
Washington Military Sustainability Partnership

SERPPAS
Southeast Regional Partnership for Planning and Sustainability

Western Regional Partnership

San Diego Regional Sustainability Partnership

Sustainable Sandhills
Building Institutions for Regional Sustainability

- Why Sustainability at a Regional Scale?
- Cases of Institution Building
- Typology
- Challenges
- Implications
Sustainability Drivers

- Triple Bottom Line Plus – mission, environment, and community + economics
- Systems Thinking – multiple scales; address the problem at the appropriate scale, recognize the linkages
- Natural Resource Scarcities – water supply, water quality, air quality, land, habitat
- Encroachment – compatible land use, threatened & endangered species, safety zones, noise and smoke buffers
- Economies of Scale – drive the market; often markets do not yet exist
Policy Drivers

- *Sustainment of Ranges and Operating Areas*, DoD Directive 3200.15
- Regional Environmental Coordinators (REC) and Regional Environmental Offices; DoD Instruction 4715.2, *DoD Regional Environmental Coordination*
Continuum of Engagement

**Public Outreach, Information Exchange**
- Lessons learned
- Trying not to “reinvent the wheel” – efficiency and effectiveness

**Coordination**
- Individuals or groups moving in concert in a situation where no party has the power to command the behavior of others

**Collaboration**
- The pooling of tangible resources, e.g., information, money, labor, etc.
- By two or more stakeholders
- To solve a set of problems which no one stakeholder can solve individually

Source: Wondolleck & Yaffee, 2000
What is an “Institution”?

- Structures and mechanisms
- Social order and cooperation
- Governing the behavior of a set of individuals
- Identified with a social purpose and permanence
- Transcending individual lives and intentions
- Making and enforcing of rules

Core Planning Team

- Central planning and implementation entity
- Has most responsibilities for implementing the regional sustainability initiative
  - Contributes resources (time, material, personnel, or dollars)
  - Manages logistics (scheduling workshops, conducting briefings, directing projects)
  - Guides decision-making process; makes decisions
  - Promotes the effort to new partners in the region
  - Becomes champion for actions; identifies champions to carry on
- Membership will vary
- Link activities in the region under “sustainability”
Hawai‘i Regional Sustainability Initiative

Pacific Area Command

Regional Mission Commands

Hawai‘i Joint Interservice Regional Support Group (JIRSG) Installation Commanders

Core Planning Team
JIRSG Sustainability Working Group (JSWG)

Hawai‘i Environmental Forum (HEF)

Regional Sustainability Planning Group (RSPG)
JSWG, HEF, HSP3, Regional Mission Commands, Community Stakeholders

Hawai‘i Sustainability and Pollution Prevention Partnership (HSP3)

Green Building Team

Energy & Water Team

Transportation Team

Procurement Team
## Typology - Joint

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<th>Regional Sustainability Initiative Typology</th>
<th>Key Characteristics</th>
<th>DoD Role</th>
<th>Stakeholders</th>
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| Joint                                      | - Critical mass of DoD assets with recognition of mutual dependency  
- Existing DoD regional leadership group/council  
- Major sustainability issue(s)  
- Critical role in regional economy  
- Shared ecological resources | - DoD initiated  
- DoD lead  
- DoD supported  
- DoD forms Core Planning Team | - Services: Army, Navy, Air Force, Marine Corps  
- Coast Guard  
- Reserves  
- National Guard  
- Office of the Secretary of Defense  
- State-level environmental agencies  
- Community SMEs, nongovernmental organizations |
## Typology - Collaborative

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| Collaborative                             | - Significant assets by more than one Service (or jointly used)  
- Major sustainability issue(s)  
- Shared ecological resources | - DoD initiated  
- Partnership lead  
- Partners jointly support/DoD contributes  
- DoD member of Core Planning Team | - Services  
- State-level natural resource offices  
- Other federal agencies |
Typology - Community

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| Community                                  | - Significant asset by one Service (could be jointly used)  
- Major sustainability issue(s)  
- Shared ecological resources | - Installation initiated with Community Partners  
- Community lead  
- Community & DoD supported  
- Core Planning Team composed of Non-profit Board of Directors  
- DoD member of planning teams as appropriate | - Fort Bragg  
- Community activists  
- Local businesses  
- Local governments |
Challenges
(adapted from Scholz & Stiftel, 2005)

- Problem Relevance & Responsiveness
- Representation
- Decision Process
- Organizational Learning & Adaptation
- Public Learning
- Institution Building
Implications

- Getting it started is the “easy” part – longevity is the trick:
  - Relevancy
  - Resources
  - Leadership
- Far too early to tell if new institutions will lead to positive change
- Need will continue to drive innovation
- Need to learn from experience to guide where is this going next
References

- Southeast Regional Partnership for Planning and Sustainability [http://www.serppas.org/](http://www.serppas.org/)
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