

## Appendix D

### VISION STATEMENT

Vision Statements are prepared to address planned, anticipated or expected changes to mission, additional units arriving or departing, or a major refocus (equipment change, AOR, etc).

Vision statements are tied to the installation or command strategic plan and mission statement. Whereas these provide specific direction to the installation or wing commanders, the “vision statement” provides a pragmatic response to ensure compliance and success.

At the most basic level, the installation community planner analyzes factors internal and external to the installation. The analysis is conducted to identify opportunities and constraints to the success of the mission. Based on the findings of this analysis the decision-makers choose the path offering the best options and alternatives.

The installation community planner is a key player in this exercise. There are many ways to identify all the factors in the constraints and opportunities. One, which is advocated by the Air Force and many other agencies, is “charrettes”. The U.S. Air Force Project Manager’s Guide for Project Definition has an excellent chapter on charrettes. Charrettes provide a tool for the expeditious collaborative effort among installation units to quickly give the commander workable options and alternatives.

The vision statement development using the charrette process is accomplished over several days. It may be broken into phases covering different levels depending on the complexity of the mission of installation use change.

From the vision statement, the group may then further expand to develop goals, objectives, and actions.

## VISION STATEMENT DEVELOPMENT

Development of the vision statement is a people-intensive process. It involves all those on the installation involved in facility management or land use, particularly those in decision-making positions. The charrette is a form of “community workshop”. It should be lead by a trained facilitator; preferably, someone not familiar with the installation issues, so you have an unbiased party to arbitrate between competing units.

One technique that is tried and true is to divide into groups of six to eight. Assemble 5x8 cards with each having a constraint or opportunity noted on the card. Pass out about ten 5x8 cards to each table. Have extra cards to write-up other constraints or opportunities as they are voiced by the group.

Each table will rank the cards and present the top three major constraint and opportunity cards. A recorder will write down the top three selected constraints and opportunities from each table. As each table presents their respective cards they will state that in twenty (20) years, they are pleased to see that the situation was addressed and \_\_\_\_\_; and the table fills in the blank with what they envision has been done to achieve the mission.

This is repeated for each table, and each of the top three from each table, until the group has established a set of visions for the future of the installation in response to the mission.

Then, the process is repeated using the 5x8 cards, this time with the vision statements. Each table analyzes the statements and selects the top three, and provides a report to the facilitator and recorder. It is expected that each table will find similarities between visions and consolidate. The rank visions are discussed by the group. Commonalties are identified by the tables and the recorder and facilitator note and reconsolidate until we have a workable set of statements that can be re-written into a final “vision statement”.

## SAMPLE INSTALLATION VISION STATEMENT

The installation General Plan serves as a reminder that this installation is foremost in the Air Force. Since the first beddown many years ago, this installation has been under constant growth and change. Consequently, in some areas of the installation land is scarce; however, in others land is plentiful. To meet the evolving Air Force needs, we need to locate our facilities with foresight.

First, the wise use of our land is the prime installation aim. There must be a long range projection of planned and potential uses to clearly identify areas of potential development or use. This is the beginning point for the installation decision-makers.

Second, the major constraints and opportunities are recognized in three areas of the installation: West Side; South End; and East Side. The North End is relatively free of constraints and will be the focus of future intense land uses. The three constrained areas have restrictive opportunities for development or use and those will be carefully explored to ensure good stewardship and legal compliance of all environmental laws or policy.

Third, this is the starting point for all programming, design, and construction decisions. These efforts must be coordinated to achieve and maintain an infrastructure that will support the long range needs of the installation, Air Force, and DoD.

## SIDE BARS

CHARRETTES FOSTER COLLABORATION AND SAVE TIME

CHARRETTE: AN INTENSIVE WORK SESSION

CHARRETTES ELIMINATE DISTRACTIONS, DELAYS