

## Helping our Heroes Stay on Guard: Resilient Planning for Massachusetts Army National Guard Facilities

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**Background/Objectives.** In order to be prepared to conduct operations both today and in the future, the Army is integrating energy and water considerations across the enterprise by focusing on resilience, efficiency, and affordability. The Massachusetts Army National Guard operates 117 facilities totaling more than 2 million square feet and identified 36 critical facilities to be included in this resilient infrastructure planning effort.

**Approach/Activities.** To understand the mission critical needs and functions of each facility, interdisciplinary teams conducted site visits across the state of Massachusetts. The teams reviewed existing installation plans, water and energy usage and supply data, and existing performance metrics. Baseline energy and water needs, as well as increased needs for critical missions were established in conjunction with facility operations. The teams assessed threats by identifying current and future hazards (both natural hazards and physical terrorist attacks, cyber-attacks, utility disruption (both accidental and targeted)). Vulnerabilities to mission impact as a result of these threats were evaluated, as well as opportunities. Once a baseline understanding of risk and resilience was established for each facility, the teams identified physical and operational strategies to mitigate risk with corresponding best management practices. Solutions were prioritized and laid out in implementation plans with defined funding opportunities.

**Results/Lessons Learned.** An Installation Energy and Water Plan (IEWP) was developed to provide a roadmap for supporting Army installations in achieving increased security, resilience, readiness, and mission assurance. The IEWP is intended to serve as a useful, “living” planning tool to reduce the number of energy and water security and management planning requirements from four to one. This IEWP integrates higher-level strategic guidance, plans, and policies with installation- and facility-level data into a holistic roadmap that enables the installation to work constructively toward enhancing mission readiness through energy and water management and security and resilience.