



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
11711 INTERSTATE HIGHWAY 35 NORTH, SUITE 110  
SAN ANTONIO, TEXAS 78233-5498

MAY 25 2011

IMCG

MEMORANDUM FOR ALL US Army Installation Management Command Personnel

SUBJECT: Policy Memorandum 11-32-1 — Operationalizing Sustainability

1. References.

a. Under Secretary of the Army Memorandum, 4 Mar 11, subject: Execution of the Army Sustainability Campaign Plan.

b. Army Sustainability Campaign Plan (ASCP), 12 May 10.

c. Installation Management Campaign Plan (IMCP) v3, Apr 11

d. Army Regulation (AR) 11-32, Army Long-Range Planning System, 10 Jan 89

2. Purpose. To establish policy for Installation Management Command (IMCOM) regarding operationalizing sustainability throughout the command and initiate progress towards the IMCOM *Vision November 2011*.

3. Applicability. This memorandum applies to all IMCOM.

4. Policy.

a. The ASCP asserts sustainability is an organizing principle to ensure our Soldiers are capable of achieving any task given them, now and in the future. It is described as a framework for decision making that reflects total commitment to excellence, with continual improvement to achieve policy goals and national priorities.

b. Operationalizing sustainability throughout IMCOM is the assimilation of the principles of sustainability into daily decision making regarding installation management mission requirements and business processes. In viewing each of our installations as a system of systems, we are moving from individual Garrison initiatives to an enterprise-wide synchronization of effort across multiple lines of effort (LOE), where appropriate. Incorporating systems thinking will drive our ability to remain true to our primary mission while continually evolving to remain relevant and a valued asset, and ready to meet the Army's global challenges. IMCOM principles of sustainability are—

(1) Mission Excellence — IMCOM's proficiency in managing its resources necessary to support the installation tenants' ability to achieve their missions.

IMCG

SUBJECT: Policy Memorandum 11-32-1 — Operationalizing Sustainability

(2) Community Collaboration — IMCOM's proficiency in ensuring the long-term viability of its installations through active local and regional partnerships supporting mutually beneficial goals and objectives.

(3) Environmental Stewardship — IMCOM's proficiency in meeting mission requirements through prudent life-cycle use of resources, active environmental management, and replenishable conservation.

(4) Economic Benefit — IMCOM's proficiency in realizing true cost savings, eliminating duplication of effort and expanding services through cross-functional planning and cooperative resourcing.

(5) Systems Thinking — IMCOM's understanding of how principles (1) through (4) are inextricably linked, thereby becoming proficient in identifying and exploiting interrelationships within and between LOEs and operations that optimize resource allocation and process performance.

c. IMCOM will apply the principles of sustainability to installation management operations. Personnel must understand how the principles of sustainability relate to one another and are inseparably linked throughout the Army's tenets of sustainability and lines of operation (outlined in ASCP) and Installation Management Community's LOEs (outlined in IMCP).

d. IMCOM will operationalize sustainability through collaborative, integrated, long-range planning and cross-functional team-based execution that results in efficient resource management and ensures resources are available when needed. For the installation system of systems, this will involve the commitment, communication and coordination of leaders at all levels to a long-range installation management vision and a mission-oriented approach based on a continuing return on Army investment by more effectively applying resources to meet the Army's mission. IMCOM's mission-critical resources include, but are not limited to—

(1) Human capital (personnel quality and quantity, institutional knowledge, knowledge management, technical expertise, and effective team work).

(2) Natural capital (land, drinking water, air quality, airspace, navigable waters).

(3) Infrastructure (fixed [vertical and horizontal] and mobile).

(4) Information technology.

(5) Financial capital (appropriated and non-appropriated funding, integrated sourcing).

IMCG

SUBJECT: Policy Memorandum 11-32-1 — Operationalizing Sustainability

(6) Energy.

e. IMCOM will apply the principles of sustainability as an evolution in installation management planning (strategic planning through a sustainability lens) and implementation, directly supporting the intent of AR 11-32, several other ARs and Department of the Army pamphlets. IMCOM garrisons have been on the forefront of operationalizing sustainability for more than ten years via the Integrated Strategic and Sustainability Planning (ISSP) process. Institutionalizing sustainability through the ISSP process will establish and maintain situational dominance, promote well-organized roles and responsibilities, elevate strategic communications, generate fiscal sustainability, advance leader and workforce wisdom, and drive achievement of energy and environmental sustainability objectives.

f. IMCOM will leverage the ISSP process to enable cross-functional, stakeholder-driven collaborative planning efforts to move IMCOM towards alignment and integration of pertinent installation requirements and forming long-range, mission supporting Installation Strategic Plans.

g. IMCOM will, throughout the ISSP process and during implementation efforts, engage installation Senior Commanders and Tenant Commanders to facilitate embracing the concept of the Installation Management Community and understanding their role in and commitment to sustainability of installation management services, programs and infrastructure.

5. Procedures.

a. IMCOM leaders, managers, and supervisors at all levels will demonstrate commitment to, communicate and coordinate IMCOM's strategic and sustainability planning efforts, and take responsibility for creating a culture of sustainability throughout the enterprise through resourcing and executing actions aligned with long-range IMCOM plans.

b. IMCOM Headquarters and Subordinate Commands

(1) The HQ Installation Management Sustainability Working Group (IMSWG) membership will consist of HQ IMCOM personnel (Special Staff, G-staff and subordinate commands) responsible for achieving the tasks outlined in the ASCP and IMCP. IMSWG will:

(a) Provide support and oversight for operationalizing sustainability throughout IMCOM, thus maintaining situational awareness and functional understanding of obtaining, managing and executing resources to sustain our installations.

IMCG

SUBJECT: Policy Memorandum 11-32-1 — Operationalizing Sustainability

(b) Support the facilitation of the ISSP process and implementation efforts at IMCOM installations, as appropriate.

(c) Provide input into the ASCP and IMCP through designated channels as it affects IMCOM's capability to operationalize sustainability and issue long-range, integrated planning and implementation guidance.

(d) Report progress towards achieving the ASCP tasks.

(2) G5 Plans Directorate

(a) Director, G5 Plans, is the ISSP lead throughout the command.

(b) Chief, G5, Strategic Planning Division will:

(i) Chair the HQ IMSWG.

(ii) Ensure all planning efforts are cross-functional and embed IMCOM sustainability principles as required by law, regulation, or policy; and to support ASCP and IMCP.

(iii) Coordinate with the staff of the Office of the Assistant Chief of Staff for Installation Management regarding sustainability policy.

(iv) Participate, as IMCOM integrators of IMCP and ASCP, in the Army Senior Energy and Sustainability Council O6 Working Group.

(3) IMCOM HQ and subordinate command staff at all levels will ensure sustainability principles are practiced and integrated throughout their commands IAW this policy and HQ IMCOM guidance.

c. IMCOM Regions

(1) Region Directors will ensure sustainability principles are practiced and integrated throughout their regions by teaching, coaching and mentoring Garrison Staff, engaging Senior Commanders to solicit their input, monitoring execution, providing oversight and ensuring compliance by Garrisons IAW this policy and HQ IMCOM guidance.

(2) Region staff will support the facilitation of the ISSP process and implementation efforts at their installations IAW this policy and HQ IMCOM guidance.

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SUBJECT: Policy Memorandum 11-32-1 — Operationalizing Sustainability

d. IMCOM Garrisons

(1) The garrison commander will ensure sustainability principles are practiced and integrated throughout their commands and in support of and IAW this policy. He/she leads the ISSP and execution efforts at the installation in conjunction with the installation Senior Commander.

(2) Garrison Chief, Plans, Analysis, and Integration Office directs the strategic and sustainability planning integration efforts at the garrison, coordinates stakeholder participation, and advises the garrison commander during and following the installation-wide ISSP process.

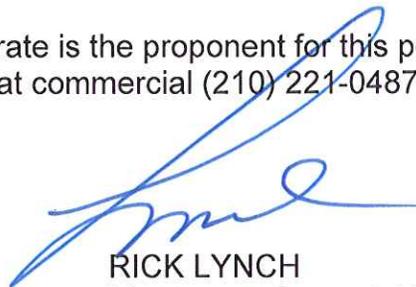
e. Separate programs supporting existing sustainability-related efforts (including, but not limited to, Sustainable Design and Development, Succession Planning, Army Compatible Use Buffer Program, Sustainable Range Program, Environmental Management System, Greenhouse Gas Emissions and Green Procurement Program) will be linked and aligned through the ISSP process. This policy is intended to direct integrated planning and implementation efforts. Responsibility for executing separate programs while maintaining adherence to the principles of sustainability will remain with the program owners.

f. IMCOM execution guidance for operationalizing sustainability is forthcoming.

6. Proponent. G5 Plans Directorate is the proponent for this policy. The POC is Chief, G5 (Strategic Planning Division) at commercial (210) 221-0487.

2 Encls

1. White Paper: ISSP Process
2. Strategic Planning Info Paper



RICK LYNCH  
Lieutenant General, USA  
Commanding



# IMCOM White Paper

## The Integrated Strategic and Sustainability Planning (ISSP) Process

The concept of sustainability in the minds of most people in our society is limited in that it conjures up thoughts of longevity of environmental support systems and ecological balance, and within others the concepts of sustainable design and development, i.e. building systems improvements that focus on impacts of building location, energy and water efficiency, and life cycle materials management. Within the Army, sustainability for some also includes the concepts of restricted land, airspace and frequency use translated as encroachment on military training at our installations. IMCOM installations have been on the forefront of integrating sustainability concepts into an installation-wide planning process for more than ten years. This effort has evolved from the narrowed scope of environmental impacts to a broader scope of resource security and stability. Thus the IMCOM principles of sustainability have evolved and include—

- (1) Mission Excellence — IMCOM's proficiency in managing its resources necessary to support the installation tenants' ability to achieve their missions.
- (2) Community Collaboration — IMCOM's proficiency in ensuring the long-term viability of its installations through active local and regional partnerships supporting mutually beneficial goals and objectives.
- (3) Environmental Stewardship — IMCOM's proficiency in meeting mission requirements through prudent life-cycle use of resources, active environmental management, and replenishable conservation.
- (4) Economic Benefit — IMCOM's proficiency in realizing true cost savings, eliminating duplication of effort and expanding services through cross-functional planning and cooperative resourcing.
- (5) Systems Thinking — IMCOM's proficiency in identifying and exploiting interrelationships within and between LOEs and operations that optimize resource allocation and process performance.



Figure 1. IMCOM is the Army's home where mission excellence, community collaboration, environment stewardship, economic benefit and systems thinking ensure a sustainable installation.

The IMCOM process for operationalizing sustainability and integrating the principles of sustainability, the ISSP process, follows the "A-B-C-D-E-F-G" Strategic Planning Model as depicted in Figure 3 below and outlined in Table 1. The aspirations of the process are to:

- Engage community stakeholders (inside and outside the fence-line) throughout the process to provide an open forum to convey and better understand mutual needs.
- Strengthen existing and establish new relationships with our community partners.
- Create ownership of an installation-wide strategic plan, goals, and action plans amongst a broader group of the installation's stakeholders (garrison, tenants, surrounding community, et al).
- Develop 25-year goals that will instill a vision of an enduring installation that adds value to daily operations.
- Communicate the IMCOM principles of sustainability and build a transcending roadmap that establishes an enduring installation ethos.
- Enable innovation through an integrated and collaborative cycle of planning and execution.
- Promote development of a sustainable community inside and outside the fence-line.



#### **A Sustainable Installation...**

- Operates as a living system
- Serves as the "land mass" and "air space" that optimizes military training while contemplating future impacts to training capability given the decisions made and actions taken today
- Provides for the readiness and well-being of Soldiers, Civilians, and Families
  - *Energy efficient and environmentally sustainable facilities (built and natural)*
  - *Strong minds, bodies, and spirits through exemplary cultural/community services*
  - *Knowledge sharing, innovative, and collaborative working environment*
- Adds value to and has mutually-beneficial relationships with the local community (inside and outside the fence-line)
- Is life-cycle cost-effective to operate and proactive in doing so
  - *Eliminating the concept of "waste"*
  - *Understanding the true financial (hidden) cost of decisions and actions*
- Proficiently incorporates appropriate technology and competent expertise
- Demonstrates its understanding of regenerative limits associated with natural resource use (does not use natural resources at a rate faster than nature is able to regenerate) and its responsibility to systematically eliminate its addiction to:
  - *Non-renewable energy sources (fossil fuels)*
  - *Non-biodegradable and toxic compounds*
  - *Resources derived from environmentally annihilative sources/processes*

Personnel who understand how the principles of sustainability are inextricably linked to one another and directly relate to the Army's tenets of sustainability and lines of operation outlined in Army Sustainability Campaign Plan (ASCP) and Installation Management Lines of Effort (LOEs) outlined in Installation Management Campaign Plan

(IMCP) are able to produce an effective plan that conveys the installation's vision, mission and goals, *and how and with what resources* the installation will move from point A to point B in its 25 year journey.

The six IMCP LOEs are a reflection of the IMCOM Commander's intent to create Sustainable Army Communities of Excellence and outline the Commander's priorities over the next 6 years (2010-2017). As such, these LOEs will be the foundation for development and integration of future installation strategic plans (ISPs) being developed via the ISSP process.

Applying the principles of sustainability is an evolution in planning and plan execution. Following the ISSP process, cross-functional installation-

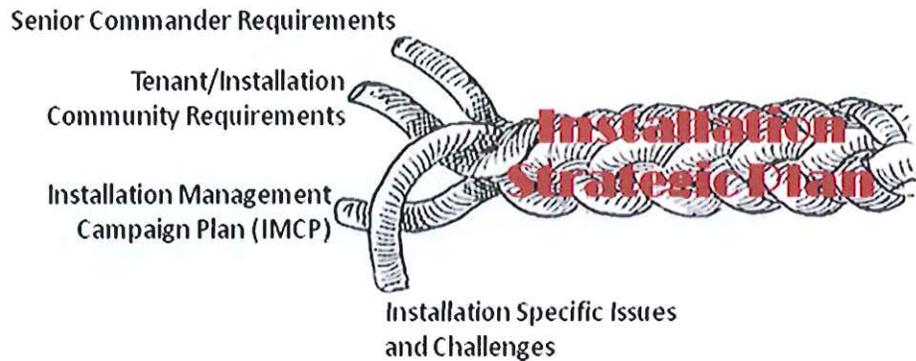


Figure 2. An enduring Installation Strategic Plan captures and strengthens the capability of executing stakeholder requirements.

wide planning efforts drive an integrated installation-wide strategic plan, not a compartmentalized garrison strategic plan or independent tenant plans.

**Integrity: Doing what is right — legally and honorably**

- The intent of institutionalizing long-range planning within the Army is outlined in AR 11-32, Army Long-Range Planning System, 10 Jan 89. The ISSP process builds on the intent of this AR as it provides IMCOM a framework for identifying significant trends and defining a long-term (25 years) focus for near- and mid-term efforts within an unconstrained planning outlook. The ISP provides Leaders with information on long-range direction for prioritization of operational and acquisition efforts and a foundation for the development of programs included in the program objective memorandum (POM).
- AR 5-1, Total Army Quality Management, 15 Mar 02, requires installations to “develop and periodically update, as appropriate, macro-level, cross-functional strategic plans that support continuous organizational performance improvement based upon customer requirements and feedback.”
- ASCP, 12 May 10, Task 10-22 identifies IMCOM as an office of primary responsibility to “Incorporate sustainability into Installation Strategic Plans and other installation plans as they are updated.”
- AR 200-1, Environmental Protection and Enhancement, 13 Dec 07, requires Senior Commanders to “participate in the installation’s planning, sustainability efforts, and [Environmental Management System]” and Garrison Commanders to “ensure that the installation strategic planning office (or equivalent) incorporates sustainability principles into strategic and other installation management plans; coordinate installation strategic plans with the [Senior Commander] prior to finalization.”
- AR 210-20, Real Property Master Plans [RPMP] for Army Installations, 16 May 05, Section 1-1 c. (8) states, “the RPMP – Provides the strategic capability for ensuring installation sustainability into the future through direct support of mission readiness and installation integration into regional planning. Through effective use of an RPMP, future challenges and requirements can be proactively identified and mitigated or solutions programmed well before they become problems, thus ensuring installation sustainability. The RPMP is an important element of the installation strategic planning process.”

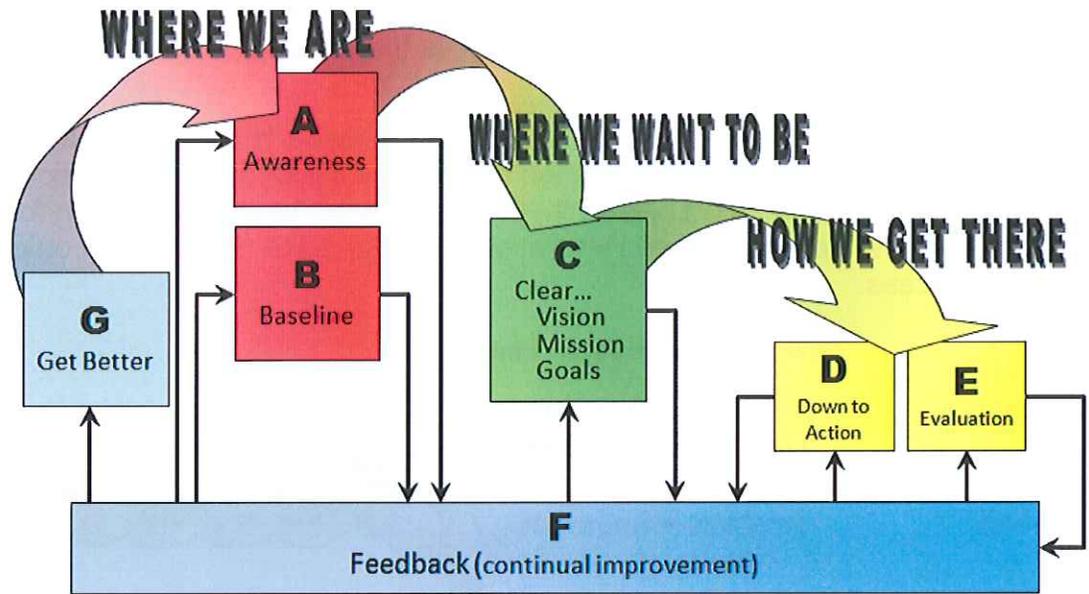


Figure 3. "A-B-C-D-E-F-G" Strategic Planning Model.

Table 1. ISSP Process Highlights

Working Session	Description
Awareness	<p><i>Installation pre-session preparation:</i> Planning to Plan. Identify any higher-level plans that have been updated/published. Establish an Installation Management Sustainability Working Group (IMSWG). Host 'Lunch 'n' Learn' type sessions to discuss recommended reading material to self-educate and build a sustainability concepts knowledge base. IMSWG obtains HQ IMCOM training to clearly understand the ISSP process, its relationship to other planning efforts (IMCP) and programs, and expectations/ deliverables. Review Army Communities of Excellence (ACOE) feedback reports. Conduct scan of common operating environment to identify anticipated changes in missions, requirements and operational challenges at the installation. Garner a shrewd understanding of resourcing installation management efforts. Map the ISSP process to develop an installation specific 'Gated' strategy and timeline. Identify and review logistics requirements to execute the <b>"Leadership Engagement" facilitated session.</b></p>
	<p><b>"Leadership Engagement"</b> [Facilitated]: Initial (90 minutes) brief to the Command group to discuss and clarify IMCOM sustainability concepts and principles, clearly convey the ISSP process and expectations, and communicate commitments.</p>
	<p><i>Installation post-session activities:</i> Evaluate your ISSP process map and strategy to determine any missing objectives and actions. Back-brief the Senior Commander, major tenant Commanders, Garrison Directors and Leaders, and other major stakeholders not present during the "Leadership Engagement" briefing. Document commitment to sustainability planning and implementation by Senior Commander, major tenant Commanders, Garrison Directors and Leaders, and other major stakeholders.</p>

**Table 1. ISSP Process Highlights (continued)**

<b>Baseline</b>	<p><u>Installation pre-session preparation:</u> Continue ‘Lunch ‘n’ Learn’ type sessions to further develop understanding of sustainability concepts, IMCOM sustainability principles and Army sustainability tenets. Conduct sessions with Installation staff to assess capabilities in meeting both supported commander requirements and garrison mission capabilities that reflect a sustainable installation, review and evaluate legal and other requirements (LORs) to garner an understanding of potential partnerships and identify opportunities to eliminate duplication of effort. Update ISSP process map and strategy, if needed. Identify and review logistics requirements to execute the <b>“Issues and Challenges”</b> facilitated session.</p>
	<p><b>“Issues and Challenges”</b> [Facilitated working session(s)]: Document core competencies and major activities. Conduct strength, weakness, opportunity and threat (SWOT) analysis with respect to sustainability principles. Identify significant and inextricably linked aspects and impacts based on sustainability principles (mission excellence, community collaboration, environmental stewardship, economic benefit, and systems thinking) and installation management LORs. Identify significant issues and challenges to mission accomplishment, installation gaps in performance capabilities with respect to the ISP and IMCP objectives, supported commander and tenant mission, and community requirement gaps. Adjust team membership based on the session outcome.</p>
	<p><u>Installation post-session activities:</u> Re-evaluate your ISSP process map and strategy. Create/Review an organizational profile. Conduct a Gap Analysis to create a baseline document that utilizes the ACOE performance excellence criteria and integrated management system framework, and identifies potential for installation-wide integrated planning. Document planning requirements analysis.</p>
<b>Clear... Vision Mission Goals</b>	<p><u>Installation pre-session preparation:</u> Back-brief the Senior Commander, major tenant Commanders, Garrison Directors and Leaders, other major stakeholders, and any new team members not present during the “Issues and Challenges” working session. Incorporate input to previous session results from new members. Cross-walk the Baseline facilitated session results to ensure issues and challenges are significant and adhere to the IMCOM sustainability principles.</p>
	<p><b>“Strategic Goal Setting”</b> [Facilitated working session(s)]: Describe an ideal ‘sustainable installation’ vision. Develop a long-range mission statement. Review documented baseline gap analysis. Develop long-term (25-year) strategic sustainability goals and subordinate mid-term (operational) and short-term (tactical) objectives to ensure the “land mass” and “air space” referred to as an installation is available and capable of providing a flexible platform for future missions in coordination with being a ‘good neighbor’ within its surrounding community. Given time allowances, teams develop a list of quick wins that are aligned with the long-term goals.</p>
	<p><u>Installation post-session activities:</u> Re-evaluate your ISSP process map and strategy. Back-brief the Senior Commander, major tenant Commanders, Garrison Directors and Leaders, other major stakeholders, and any new team members not present during the “Strategic Goal Setting” working session.</p>

The ISSP process has afforded installations an unconstrained outlook and has proven itself with value-add results in the form of resource-efficient initiatives and effective community-wide partnerships, such as the *Fort Bragg Freedom City Training* — the rapidly developed military operations urban training (MOUT) site built with 50 salvaged

steel transport containers; *Midlands Area Joint Installation Consortium* — the military-community partnership around Fort Jackson, SC that has placed 3,506 acres of land under conservation easement; and the *Partnering to advance net-zero energy technology at Fort Campbell* — to build and demonstrate net-zero energy housing in partnership with national research laboratories and the installation’s housing partner.

**Table 1. ISSP Process Highlights (continued)**

<p><b>Down to Action</b></p>	<p><i>Installation pre-session preparation:</i> Determine if team/working group makeup needs to be adjusted based on “Strategic Goal Setting” session results. If new team members are identified, brief to bring up to speed. Teams/Working groups continue to meet. (Do not allow teams to “move out” on initiatives without a clear definition of how it fits within the parameters of the team-developed Strategic Plan and initial objectives, and approval of the appropriate commander). Cross-walk the “Strategic Goal Setting” results to identify gaps in performance capabilities with respect to the Installation Strategic Plan (ISP) goals and IMCP objectives, supported commander and tenant mission, and community requirement gaps. Assess and adjust your ISP to close the gaps.</p>
	<p><b>“Strategic Objective Development and Action Planning”</b> [Facilitated working session(s)]: Teams/Working groups continue to develop objectives and actions to support each goal. Organize objectives into a strategy map. Create measures and targets for each objective. Develop operational and tactical initiatives to support action planning. Create action plans that align resource requirements to strategic objectives.</p>
	<p><i>Installation post-session activities:</i> Re-evaluate your ISSP process map and strategy. Continue to work objectives and action planning not completed during the facilitated session. Identify clear tasks that incorporate proven business management principles identified using the ACOE performance excellence criteria and integrated management system framework. Ensure actions and initiatives reflect sustainability principles. Align financial and manpower resources. Emphasize resourcing processes. Finalize and publish your ISP. Secure Senior Commander signature on the ISP. Execute ISP and IMCP action plans.</p>
<p><b>Evaluation</b></p>	<p><i>Installation activities:</i> Track performance of IMCP related actions through IMCOM channels using the Strategic Management System (SMS). Evaluate your strategy at each step (A-G) to determine if intermediate steps need to be taken to reflect real-time systems changes. Ensure objectives, actions and initiatives executed are meeting the IMCOM principles of sustainability (mission excellence, community collaboration, environmental stewardship, economic benefit, and systems thinking) and installation management LORs. Track progress toward achievement of the ISP actions (using SMS) and status of the Integrated Priority List. Report as appropriate at the Installation Planning Board.</p>
<p><b>Feedback &amp; Get Better</b></p>	<p><i>Installation activities:</i> Conduct a performance review. Evaluate your strategy to ensure objectives, actions and initiatives reflect sustainability principles. Assess and adjust your ISP action plans to close the gaps with respect to supported commander mission capability gaps; add action items as necessary to the ISP; identify and add metrics as needed to track interim progress or results at the installation level. Prepare a documented gap analysis. Document a corrective actions plan. Take corrective actions. Communicate gap analysis and corrective actions plan. Track progress toward achievement of the ISP actions and status of Integrated Priority List – report as appropriate at the Installation Planning Board.</p>

Collaborative installation-wide planning with visible Command support and community participation will drive integrated long-term partnerships and execution efforts that operationalize sustainability at our IMCOM installations. Mary Barber, USAG Fort Carson Sustainability Coordinator since their planning sessions in 2002, recently commented, "Our Garrison Commander-hosted monthly breakfasts, annual conference and other educational events in partnership with the community; our attempts to be transparent and accountable to all stakeholders; and our team's visibility throughout southeastern Colorado demonstrate our commitment and understanding that sustainability requires a shared vision and direction." Gretchen Kent, Fort Huachuca PAIO Chief, recently stated with respect to the IMCOM ISSP process, "One direct result of the Sustainability planning [process] was the basic understanding that the issues were complex and we needed some expert advice." She continued with specific reference to the 2008 Fort Huachuca ISSP efforts, "What is really interesting to me is that even though we have not done a formal update of the sustainability plan, many of the issues continue to be worked -- something about the planning process 'embedded' the need in many of the participants (not just in the USAG) and they continue to work the issues, more than 2 years after."

Prudent management of the overall (installation) system is a necessity for successful planning, execution, evaluation and continual process improvement. David Barber (IMCOM-EU Environmental Division), in reflecting on the planning and implementation sides of the sustainability coin, "It is one thing to go through this inspiring process and develop an actionable plan, but without Leadership commitment at all levels to resource that plan it is easy to fall back into the routine of reactive vs. proactive management. As a Leader you cannot say let's be a sustainable installation with a defined vision then put your resources (people, time, money) into daily operations and activities that don't contribute to the 'Triple Bottom Line'. We have to bridge the gap between fielding the [ISSP] process that allows us to establish a roadmap for a sustainable future and start providing focused resources needed to reach that end-state." As installation action plans are developed and aligned with resource [human, financial, natural and man-made capital] requirements via time-lining, it becomes apparent today what short- and mid-term POM cycle human resource priorities are needed in the future. Through collaboration, inside and outside the fence-line, installations can leverage resources with its partners.

IMCOM installations that have embraced the sustainability planning challenge understand that their local communities look to the installation for leadership, inspiration and momentum for achieving regional sustainability. Forts Bragg, Jackson, Benning, Lewis, Carson, Hood, et al., have welcomed their local community as a team player in this joint endeavor of shaping sustainable installations. Sustainable Fort Carson received the 2010 Community Sustainability Award. Cindy McLaughlin, wife of the Garrison Commander, USAG Fort Carson stated during the 18-19 November 2010 Southern Colorado Sustainable Communities Conference, "What I learned at the conference is that "sustainability" is far reaching and means so much more than being good stewards of our environment. There is opportunity in everything we do, from the foods we choose; to the time we take to make sure we are caring for ourselves which all contribute to a stronger, more sustainable family and community. And, for me, it was

great to see in real programs that the Army recognizes this and is putting effort behind making our team, the Army family, as resilient as possible.”

Key features that attribute to the success of the ISSP process include:

- Leadership support for the long-term planning period (25-years into the future) that transcends command and reflects an enduring installation
- Active participation from garrison staff, installation tenants and community stakeholders (inside and outside the fence-line)
- Collaborative cross-functional teams that know how to plan for and optimize resource allocations for mutual benefit
- Resourced operational implementation initiatives (3-5 years) and tactical action plans (1-3 years) that are reflective of IMCOM’s principles of sustainability and installation-specific issues and challenges
- An agreed upon governance structure which clearly articulates roles and responsibilities within a complex installation-wide hierarchy

Useful Links:

- Army Sustainability: <http://www.sustainability.army.mil/>
- Army Family Toolbox: <http://www.imcom.army.mil/hq/armyftool/>
- Army Sustainable Range Program: <https://srp.army.mil/>
- Army Compatible Use Buffer Program: : <http://aec.army.mil/usaec/acub/index.html>
- Army Environmental Policy Institute: <http://www.aepi.army.mil/> (see *Army Sustainability 2001-2008* and *Army Sustainability Report 2009*)
- IMCOM Strategic Planning Division: <https://www.us.army.mil/suite/page/608972>
- IMCOM Workforce Development: <https://www.us.army.mil/suite/page/616432>
- IMCOM Talent Management Division: <http://www.imcom.army.mil/hq/about/organization/directorates/hr/workforce/>
- GSA Strategically Sustainable: <http://www.gsa.gov/portal/category/26433>
- Army Energy and Water Management Program: <http://army-energy.hqda.pentagon.mil/>
- Engineering Knowledge On-line, Sustainable Design and Development: <https://eko.usace.army.mil/fa/sdd/>

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INFORMATION PAPER

IMPL-S  
2 MAY 11

SUBJECT: IMCOM Strategic Planning

1. Purpose: To clarify the distinct characteristics and interrelationships between the Installation Management Campaign Plan (IMCP), Installation Strategic Plans (ISPs), Installation Planning Board (IPB), and Integrated Strategic and Sustainability Planning (ISSP) process, as well as any associated metrics.

2. Facts:

a. AR 5-1, Total Army Quality Management, 15 Mar 02, Section 1-4 (f.) (1) and (3) requires the establishment of goals in support of the organization's strategic plan; and the empowerment of cross-functional teams to make improvements and be held accountable for the results of their actions.

b. AR 200-1, Environmental Protection and Enhancement, 13 Dec 07, Section 1-24 (m.) requires Garrison Commanders to ensure that the strategic planning office incorporates sustainability principles into strategic and other installation management plans; and to coordinate planning efforts with the [Senior Commander].

c. AR 210-20, Real Property Master Plans [RPMPs] for Army Installations, 16 May 05, Section 1-1 c. (8) highlights the RPMP as an effective element of the installation strategic planning process.

d. The Army Sustainability Campaign Plan (ASCP), 12 May 10, Task 10-22 identifies IMCOM as an office of primary responsibility to incorporate sustainability into Installation Strategic Plans and other installation plans as they are updated. Completion of ASCP strategic tasks will be reported, monitored, and tracked using the HQDA approved strategic management system (SMS).

e. The IMCP is the IMCOM Commanding General's overarching guidance and direction for the Command. The metrics outlined in the IMCP are designed to drive behavior toward achieving the Keys to Success (KTS) goals as stated under their respective Line of Effort (LOE). The KTS sub-tasks are the actionable objectives intended to compel attainment of its associated goal. Garrisons will be reporting IMCP KTS-level metrics through SMS and Army Communities of Excellence (ACOE) annual assessments.

f. The CG's intent with respect to Sustainability is to manage resources, conserve and secure energy, operate, and build future capabilities to achieve the Army's Triple Bottom Line of Mission, Community and Environment plus Economic Benefit. His intent is to integrate sustainability principles into daily operations without losing sight of our primary mission and long-term goals.

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g. The ISSP is a collaborative strategic planning process grounded in the IMCOM principles of sustainability by which a systems approach is used to identify the near- and long-term installation specific aspects and impacts, issues and challenges associated with implementing the ASCP and IMCP, and translating these into an integrated long-range installation-specific strategic plan, the ISP. This process is intended to truly integrate current installation planning efforts viewed as isolated so that these efforts are inseparable.

h. The ISP is the installation-specific strategic plan that outlines the intent, roles and responsibilities associated with the integrated installation-wide long-range (25-year) goals, and mid- to short-term objectives, actions, initiatives, and targets that contribute towards a sustainable installation. ISP is built upon the requirements of the Senior Commander and other significant tenants that optimize military mission while contemplating future installation management impacts to mission capability given the decisions made and actions taken today. The collaborative development and execution of the ISP reveals mutually-beneficial relationships with the local community (inside and outside the fence-line), builds a life-cycle cost culture and demonstrates an understanding of regenerative limits associated with natural resource use. The ISP calls attention to the actions necessary to close gaps associated with supporting Senior Commander requirements while realistically remaining a valued asset to the Army, as well as documenting actions to be undertaken to achieve the objectives of the IMCP given installation-specific challenges and operating environment. Completion of ISP strategic tasks will be reported, monitored, and tracked using the HQDA approved SMS.

i. The IPB serves as the platform to provide a common operating picture of installation resources, mission/population changes and a prioritized list of projects/initiatives to tenants. Attendance at the IPB by stakeholders and all staff leads and required subject matter experts is expected to ensure cross-functional engagement in installation strategic planning. The deliverables of the IPB are the Integrated Priority List (IPL), status of projects on the IPL, and revalidation of the IPL to ensure it is in synch with changing requirements. Status of other actions to improve delivery of services and infrastructure are also briefed at the IPB, but not necessarily the metrics associated with the IMCP and ISP. The IMCP and ISP metrics will be reported through the HQDA approved SMS and ACOE performance excellence criteria and integrated management system framework.

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