



Commanding General, Installation Management Command/
Assistant Chief of Staff for Installation Management



Vision November 2011

Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service. It is imperative we improve service delivery and program effectiveness to support Army readiness and the All-Volunteer Force. To do this we must have a shared vision that will focus our efforts and establish irreversible momentum to achieve the higher levels of performance our Army deserves.

This document represents a shared vision of leaders in the Installation Management Community, including the Assistant Secretary of the Army, Installations, Energy and Environment (ASA (IE&E)); Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)); Assistant Chief of Staff for Installation Management (ACSIM) and the Installation Management Command (IMCOM). It describes what will be in place or irreversible momentum achieved by November, 2011 for the Installation Management Community to achieve success into the foreseeable future.

This shared vision has six key dimensions: Situational Dominance (situational awareness plus a common situational understanding); Roles and Relationships (clarifying roles and exercising discipline in how we get things done); Strategic Communications (consistent themes and messages communicated at high frequency across multiple media); Fiscal Sustainability (obtaining, managing and executing resources to sustain our mission); Leader and Workforce Development (building the bench of leaders and workforce we need today and for tomorrow); and Energy and Environment (reducing the consumption of energy while preserving the natural environment).

Rick Lynch
Lieutenant General
Commanding



Vision November 2011

1. Situational Dominance:

- We will reinvent how we use Information Technology (IT) and how we derive and manage knowledge to drive more effective decision making at all levels of the IMC.
- We will acquire and deploy the capability to conduct reliable point-to-point, video-enabled meetings between leaders in the Installation Management Community, down to Garrison Commander and Garrison Directorate level, using available technology.
- We will employ electronic staffing of documents to reduce staffing time, paper consumption and level of effort.
- Leaders down to garrison level will be able to view performance data through a single portal for any and all installations based upon a common set of relevant metrics.
- Employees will input data one time; we will create an interface to enable access and mining of data residing in multiple systems through a single portal.

Discussion:

The cornerstones of Situational Dominance, which enables effective decision making in a timely manner, are situational awareness and a common situational understanding. Its three components are policies, procedures and IT. Getting this right is essential to achieving the other dimensions of our shared vision.

The current level of data collection and reporting leaves us data-rich and information-poor. Data is useless until it is converted to information to drive timely and effective decisions. Reducing the quantity of data and level of inputting activity will increase time available for analysis and speed delivery of relevant information to leaders.

We lack a single portal through which leaders can access relevant information that is derived from all the data that is being collected and reported. This condition does not support the common situational awareness and understanding needed for quality decision making.

By Nov 11, we will develop a strategy to achieve the capability to view decision-quality information through a single portal, accessible from any Army computer. The system will enable strategic, operational and tactical views based on tiered, relevant and near-real-time information, and provide views of all installations. We will reduce data reporting to the level needed to inform decisions, and bridge systems so information is accessible through a single portal. We will deploy capabilities to further support situational dominance such as video teleconferencing, task tracking, document workflow and data dashboards as appropriate.



Vision November 2011

2. Roles and Responsibilities:

- The ACSIM and CG, IMCOM will be dual-hatted for the foreseeable future and will remain in the Pentagon.
- There will be 4 geographically-aligned IMCOM Regions. ACOMs will be supported by robust Liaison Offices (LNOs) staffed with experienced senior-level personnel. The co-located LNOs will help to alleviate time zone challenges and convey 3 and 4-Star issues to the Commanding General, IMCOM.
- FMWRC will be incorporated into HQ IMCOM as the G9. Army Environmental Command will be maintained.
- Requests for information/action will flow in a disciplined manner, i.e. Army Secretariat to OACSIM, OACSIM to HQ IMCOM, HQ IMCOM to Regions, and Regions to Garrisons. The same order in reverse will be followed for requests for information/assistance from DA. Current CACO tasking procedures will remain in place.
- We will enforce discipline in the process whereby we drive activity down to Garrisons, e.g. via OPORDS.

Command Relationships and Responsibilities (AR 10-87):

- The ACSIM is dual-hatted as the CG, IMCOM and is supervised by the Chief of Staff, Army.
- The Assistant Secretary of the Army (Installations, Energy & Environment (ASA (IE&E))) sets the strategic direction, determines objectives, establishes policy, sets standards and proposes programming and funding for Army installations and real property.
- The Assistant Secretary of the Army (Manpower & Reserve Affairs (ASA M&RA)) establishes policy and standards for people, quality of life, and well-being programs.
- The Commander, IMCOM is responsible to the Secretary of the Army (SA) for execution of assigned responsibilities contained in 10 USC 3013(b). The Commander, IMCOM exercises Administrative Control (ADCON) authority and responsibility on behalf of the SA and in this regard is primarily responsible for the administration and support of Army forces worldwide for certain ADCON functions.
- The Commander, IMCOM communicates and coordinates directly with ACOM, ASCC, and other DRU commanders; HQDA; other DOD headquarters and agencies; and other Government departments, as required, on matters of mutual interest subject to procedures established by the Chief of Staff, Army.

IMCOM Region Directors teach, coach and mentor Garrison Staff, engage Senior Commanders and solicit their input, monitor execution, provide oversight and ensure compliance by Garrisons.

We will operate IAW AR 10-87 and General Order No. 3, Assignment of Functions and Responsibilities within Headquarters, Department of the Army.



Vision November 2011

3. Strategic Communications (StratComm):

- We will employ consistent themes and messages, communicated at high frequency using multiple media, to reach all stakeholders with useful information delivered in clear, understandable and logical style.
- Installation Management Community leaders, Liaison Officers and their Spouses will have standard messages and fact sheets available on key topics to tell the IMCOM story successfully.
- We will engage Senior Commanders to facilitate embracing the concept of the Installation Management Community.
- We will expand the reach of our strategic communications efforts, and measure how successful we are.
- We will employ a consolidated PAO and StratComm supported by G-9 marketing assets to optimize our communications capabilities. We will resource the organization, tools and messages to ensure their effectiveness.
- We will target all age groups of the community (Soldiers, Families, Retirees and Civilians) on the value of our services and programs.
- Garrisons will augment their own StratComm platforms (Army One Source, Facebook, Twitter, AKO, etc.) to communicate the IMCOM standard messages with local flavor.

Discussion:

Public Affairs fulfills the Army's obligation to keep the American people and the Army informed, and helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.

The Installation Management Community uses strategic communication to promote awareness and understanding of Department of the Army interests, policies and objectives among key stakeholders. Messaging is used to advance the IMCOM Commander's Intent and priorities.

Branding is used to associate value with Installation Management Community programs and services while fostering predictability and managing customer expectations. The Installation Management logo and theme, "We Are the Army's Home", is the IMC brand.

All of the above are important in keeping Soldiers, Families, Civilians and the public informed of the services and programs available to them, as well as enabling leaders, spouses and liaison officers to be informed ambassadors. We will continue to resource and expand these critical outreach efforts to improve the quality of life and readiness of those we support.



Vision November 2011

4. Fiscal Sustainability:

- We will engage Senior Commanders as to their role in the fiscal sustainability of installation management services, programs and infrastructure.
- We will be masters at articulating validated requirements that can be traced to true needs (not wants) and mission readiness.
- We will eliminate “smoke and mirror” practices of claiming cost savings/avoidance that do not impact our budget bottom line.
- We will develop a facilities investment strategy we can sustain that strikes the proper balance among MILCON, Sustainment, Restoration, Modernization (SRM), and Demolition that meets mission requirements and maximizes efficiencies.

Discussion:

The Secretary of Defense initiative to reduce costs across the services enables us to showcase what we are doing/have done in the Installation Management Community to cut costs, as well as invite our stakeholders to partner with us for mutual cost savings.

We will engage Senior Commanders in minimizing and managing installation cost impacts, and will make certain required un-programmed requirements or shifts in funding priorities in the year of execution are planned for and executed effectively. We will leverage the strength of Senior Commander (including ACOM) voices in identifying new requirements to the Department of the Army.

We will validate our requirements as relevant to readiness and sustainment of the All-Volunteer Force. New requirements articulated in Commanders' Needs Assessments will identify trade-offs and the net impact on readiness. Cost savings/avoidance will be traceable to reduced requirements for future years.

We will establish a defensible Facilities Investment Strategy including Military Construction (MILCON) and Sustainment, Renovation and Modernization (SRM) and preserve both the priority of projects by above the installation authorities and the intended allocation of SRM at each installation.



Vision November 2011

5. Leader and Workforce Development:

- We will institutionalize effective, periodic performance counseling; leaders will model the process and we will use Individual Development Plans to document objectives and training requirements.
- We will establish a Talent Management Center to grow and manage talent and establish a continuous learning culture within the Installation Management Community.
- We will establish the Installation Management Academy; incorporate physical classroom training, mobile training teams and virtual training. The curriculum will include needs-based technical, cross-cutting, leadership and customer care training.
- We will identify gaps in our workforce capabilities and employ developmental assignments, succession management, mobility and recruiting to close the gaps and build depth and breadth in the workforce.

Discussion:

Leader and workforce development includes identifying the skill sets required, providing training and developmental opportunities, and executing performance counseling. We will drive people to achieve their full potential, improve performance, keep people motivated and keep their skills current. This will be achieved through demanding self development, institutional development (schools), and organizational self development.

We will establish a Talent Management Center to enable aligning skills to mission requirements, succession planning and overseeing an enterprise workforce development strategy for the Installation Management Community. This will build the bench from which we draw to fill vacancies in leadership and employee ranks.

Our approach to institutional training will be to provide a best value method of delivery, to include classroom, distance-learning, and mobile training team capabilities. The Installation Management Academy will establish a centrally managed curriculum executed in a decentralized manner that most effectively meets mission requirements, while also leveraging established Civilian Education System and leader development programs.

We will establish a standard process for performance counseling, which includes three critical components: Performance to Sustain; Needed Improvements; and Required Training. Performance counseling is conducted on a routine basis, is modeled by leaders at every level, provides a broadening and developmental event for the one being counseled, and documents a list of courses or developmental assignments to be completed.

By putting these initiatives in place we will create irreversible momentum to ensure we have the professional workforce we need to meet future challenges.



Vision November 2011

6. Energy and Environment:

- We will operationalize sustainability by moving from individual Garrison initiatives to an enterprise-wide synchronization of effort across multiple lines of effort.
- We will solicit Senior Commander and other installation tenant engagement to assist all Soldiers, Civilians, Families and contractors to develop a personal commitment to reducing energy consumption and preserving natural resources.
- We will emplace a strategy of environmental sustainment through our everyday actions, such as replacing high energy light bulbs or instituting a plastic water bottle reduction program, through education, incentives and alternatives.
- We will produce an Energy Portfolio, Water Portfolio, and Environmental Portfolio.
- Select installations will participate in the ASA(IE&E) Net Zero initiatives.

Discussion:

The Installation Management Community will lead the way for the Army in achieving energy security, reducing energy consumption and sustaining the environment on our installations. The rising cost of energy outstrips our progress in reducing its consumption. We will take bigger strides to reduce the impact of energy consumption on mission readiness.

Many installations have implemented great initiatives resulting in reduced energy consumption and costs, or use of alternative and renewable energy sources. We will document each of these successes, prioritize them by their potential impact on readiness and cost reduction if implemented Army wide, and assess their feasibility for implementation. Some of the initiatives will fall into the “just do it” category without in-depth assessment, such as replacing incandescent light bulbs as we did in the past.

We will engage Senior Commanders and tenants to join in reducing energy consumption through personal and collective practices. We will launch StratComm and education campaigns to educate tenants on the impacts of energy consumption, waste, water usage and depletion of natural resources on readiness and the environment.

All Garrisons will follow the IMCOM design criteria for designing and programming all Sustainment, Restoration and Modernization (SRM) and Military Construction (MILCON) projects as required by HQ IMCOM Memorandum, 11 Jan 2010, Subject: Energy and Water Conservation Design Guide for SRM and MILCON Projects which provides implementation guidance for standards set by the Army Facilities Standardization Committee.

By Nov 11, Garrisons will be reporting significant progress toward achieving the objectives of the Army Energy Security Implementation Strategy and the Army Sustainability Campaign Plan. Garrisons will use their Garrison Energy and Water Management Program (GEWMP), as required by IMCP version 2, Annex F: Energy and Water Efficiency and Security Action Plan, to generate irreversible momentum to achieve and report tangible progress.