



Know Your Role

Strategic Update

Director's Corner

Army Themes

America's Army is the Strength of the Nation

- **Restoring Balance**
- **Maintaining Our Combat Edge**
- **Modernizing the Force**
- **Building Resilience**
- **Reconstituting the Force**
- **Transforming the Institutional Army**
- **Seeking Efficiencies and Affordability**

The previous "Know Your Role" issue relayed the intent of Army leadership. Taking this communication effort a step further, the June issue focuses on the concept of sustainability and how it is intertwined throughout the Army themes. Two themes specifically addressed within this issue are "Seeking Efficiencies and Affordability", and "Transforming the Institutional Army".

Sustainability is a planning principle that enables Fort Meade to succeed at its mission today and well into the future. Per IMCOM Policy Memorandum 11-32-1 (May 25, 2011), institutionalizing sustainability principles into the installation's operations will "establish and maintain situation 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".

Further emphasizing the need to integrate sustainability into all that we do is the June 2011 OPORD 11-480: Integrated Strategic and Sustainability Planning New Starts. This effort began by first realigning sustainability integration responsibility from the Army Environmental Command to G5 Plans. This shift in responsibility is intended to integrate sustainability into all installation management activities including planning, training, procurement, and operations—to ensure future installation capabilities.

The OPORD mission states that "NLT 12 September 2011, IMCOM will initiate a minimum of one (1) Integrated Strategic and Sustainability Planning (ISSP) New Start at one (1) of the Installations identified in Annex A in support of the Army Sustainability Campaign Plan, Installation Management Campaign Plan, and IMCOM Policy Memorandum 11-32-1." Fort Meade is one of the installations identified within Annex A.

Per the IMCOM White Paper on the Integrated Strategic and Sustainability Planning (ISSP) Process—"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 image on page 2. The aspirations of the process are to:

- Engage community stakeholders (inside and outside the fence-line) throughout the process
- 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

LTG Lynch, IMCOM Commander, spells out his intent within the OPORD—"This operation supports all the Lines of Effort (LOEs) of the IMCOM Campaign Plan. It is my intent to operationalize sustainability throughout IMCOM by assimilating the principles of sustainability (mission excellence, community collaboration, environmental stewardship, economic benefit, and systems thinking) as a routine business practice. We will evolve from individual Garrison sustainability initiatives to an enterprise-wide, synchronized campaign across multiple LOEs. Doing so will continue irreversible momentum to achieve the higher levels of performance our Army deserves and will focus our efforts to ensure our ability to accomplish our mission while continually evolving to remain relevant to the Army's global challenges. Endstate/success in this operation is to apply sustainability principles in our daily operations in much the same way we have integrated safety practices and principles."

"We are better positioned than ever before to make resource-informed decisions, and accomplish audit initiatives. We can and we owe it to the warfighter and families to find ways to do that."

—Dr. Joseph W. Westphal, Under Secretary & Chief Management Officer, Department of the Army.

Seeking Efficiencies and Affordability

With today's Department of Defense cost-conscious driven culture and continuous change, all installations are being impacted and required to justify needs and resources. Installation leadership will continue to be good stewards of resources in order to meet customer and workforce needs. The good old days when fund requests were approved without justification are over. Every dollar matters.

Collaborating with other installations and industries to promote the development and sharing of information, identification / documentation of best practices and daily business processes will enhance mission success and workforce motivation. We will continue to focus our attention on delivering high quality services.

Every workforce member adds value to the installation. Daily output must be captured within each directorate's Action/Business Plans. Sustainability is a major facet of installation readiness. FGGM will sustain our great quality service by ensuring that all directorate business processes are captured through proper documentation.

Regardless of directorate, we hope that all workforce members will collectively work as a team in support of each other as we pursue installation sustainability and address future issues or concerns. More importantly, we will continue to build a healthy and loving community for everyone that lives, works, visits or plays on the installation.

Transforming the Institutional Army

As we move Fort Meade's Strategic Plan into the 21st century, in support of the Department of Defense Strategic Management Plan (SMP), the Army Campaign Plan (ACP) and the IMCOM Campaign Plan version 3 (IMCP v3), it is paramount that as a Garrison we adapt our FY 12 Strategic Plan to meet the ever changing needs of the Army and the IMCOM enterprise. All in support of "A Balanced Army for the 21st Century"—the Army's vision.

IMCOM Commander General, LTG Lynch's intent states "I will inculcate sustainable Army Communities of Excellence principles throughout our business processes and procedures, including how to measure progress toward achieving my vision".

Fort Meade's senior leaders will strategize, implement, evaluate and adapt business processes and procedures; while integrating sustainability into our Strategic Plan to better support the SMP, the ACP, the IMCP v3, as well as our Soldiers, Families and Civilians that live, work and play on the installation.

A key initiative to accomplishing this feat is business transformation. Business transformation is a change management strategy that attempts to align the installation's initiatives related to people, processes and technology more closely with the Fort Meade mission and vision. Simply put, business transformation, is about enabling operational excellence, innovating and transforming processes, change management, improving customer and employee satisfaction all while reducing costs and transforming into a resourceful and more responsive installation. Business transformation is required in order to execute change.

The 2011 Army Business Transformation Plan is organized into three sections outlined by the Office of Business Transformation Office:

- Business Transformation Plan—provides an executive overview of the strategic framework and vision to align the Army's institutional management with its Force Generation (ARFORGEN) capabilities, the institutional integration approach, and enterprise implementation plan.
- Business Systems Architecture and Transition Plan—details the Army Business Systems Architecture and Transition Plan. This plan utilizes a three-phased implementation strategy that emphasizes end-to-end business processes and creates a strong linkage between architecture development and business systems transition planning.
- Army Business Initiatives—describes priority initiatives that will accelerate Army business process improvement and cost savings. These initiatives include, for example, Civilian hiring reform and a new program for Army corrosion prevention and control.

DID YOU KNOW?

- Sustainability efforts have been further emphasized from the highest levels of government. On October 5, 2009, President Obama released Executive Order 13514. This directive ensures all federal agencies integrate sustainability into their strategic plans.
- You can view the 2011 Army Business Transformation Plan by visiting http://www.armyobt.army.mil/downloads/2011_army_business_transformation_plan.pdf.
- You can submit ideas, suggestions, and/or questions related to the strategic newsletter. Send them to Raul Schuett at raul.schuett@us.army.mil.



FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

Plans, Analysis, and Integration Office (PAIO)
4216 Roberts Avenue
Ft. Meade, MD 20755

Director: Bernadette Baldeo
Managing Editors: Jettie Muller & Ted Hartman
Co-Editors: Raul Schuett & Corey Johnson
Contributors: Dan Wilson, Annette Duberry, and Milton McLean

Excellence in Installation Support

Top Image: Depicts the IMCOM "A-B-C-D-E-F-G" Strategic Planning Model from which the Integrated Strategic and Sustainability Planning (ISSP) process is derived.

We're on the Web!
<http://www.ftmeade.army.mil/paio/>
<https://meadc21978dm030/index.html>



Where do **YOU** fit into the FGGM Strategic Plan?