



Know Your Role

Strategic Update

Director's Corner

This July issue focuses on sharing information provided from leadership within Installation Management (IMCOM) Headquarters. IMCOM HQ has sent down a number of Operations Orders (OPORDs) recently, three of which will be addressed in the following articles. An OPORD is an executable plan that directs the installation on a particular operation. It describes the situation and explains which activities need to be conducted in order to achieve the mission goals. The OPORD is generated at the IMCOM HQ level and then given to lower echelons—Regions, who then send down further to the installations for execution.

OPORDs use a standardized multi paragraph format including five standard topics: Situation, Mission, Execution, Sustainment, and Command & Control. Any and all questions related to OPORDs are directed to the identified action officers, listed within the Command & Control section.

Once an OPORD has been finalized and distributed, any further changes are documented and shared via a Fragmentary Order (FRAGO).

The above information, along with the following articles is provided to continue the installation's strategic communications efforts. As made evident within the highlighted OPORDs, strategic communications involve more than the installation itself. Also included within these efforts are tenant units and stakeholders both inside and outside the gate. Because Fort Meade's footprint is extensive, it is paramount that all parties are kept abreast of the situation and mission at hand in order to achieve mission success.

IMCOM Helps with Sustainability and Planning

Sustainability was addressed in last month's Director's Corner, and we revisit this topic to inform that Fort Meade has been nominated and selected to implement the pilot program of the Integrated Strategic and Sustainability Planning (ISSP) New Starts. Only a select number of IMCOM installations have been selected for this effort.

The HQ IMCOM Enterprise Planning and Assessment Division will send a team of subject matter experts (SMEs) to assist with the implementation of the ISSP process at the installation level. The installation Plans, Analysis and Integration Office (PAIO) will lead the ISSP implementation effort. This will be done through a series of working sessions that are tentatively scheduled to begin in mid September and conclude in mid December.

In order to provide background information related to sustainability planning, the five principles of IMCOM Sustainability are listed below, along with their IMCOM definitions per Policy Memorandum 11-32-1:

1. **Mission Excellence**—IMCOM's proficiency in managing its resources necessary to support the installation tenant's 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 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.

Recent OPORDs

- Click on title to view entire OPORD (requires CAC access)

- [11-480: Integrated Strategic and Sustainability Planning New Starts](#)
- [11-359: Installation Planning Board \(IPB\)](#)
- [11-052: Region Sustainability Awareness Training and Strategic Planning Site Assistance Visits](#)
- [11-487: IMCOM Region Realignment](#)
- [11-368: Award Year 2012 Army Communities of Excellence Competition](#)

"The Army is in the midst of a significant shift in how energy is viewed. We can no longer assume that fuel and power will be available when and where needed. Accomplishing future missions depends on enhancing the security of our energy supplies and sustaining the environment from which they come."

—Ms Katherine Hammack, Assistant Secretary of the Army for Installations and Environment.

IMCOM Realignment

“The Army has to make better decisions that are output-focused, performance-based, and resource-informed.” This is the view that Dr. Joseph W. Westphal, Under Secretary of the Army, shared with members of the Association of the U.S. Army at their annual Winter Symposium.

Supporting the need to make better decisions, IMCOM has published OPORD 11-487: “Installation Management Command (IMCOM) Region Realignment”. Per the actual OPORD, “IMCOM is implementing a series of measures to ensure the most efficient use of command resources, from the enterprise to installation level, to ensure sustainable mission accomplishment”.

Actual changes to take place based off this OPORD are as follows:

- Effective 11 Aug 2011: IMCOM Northeast and Southeast Regions will realign to establish the Atlantic Region.
- Effective 11 Aug 2011: IMCOM West will rename to establish the Central Region.
- Effective 11 Aug 2011: 12 Garrisons will report directly to HQ IMCOM of which Fort Meade is one.
- Effective 1 Oct 2011: IMCOM Pacific and IMCOM Korea Regions will realign to establish the Pacific Region.

Per LTG Lynch, IMCOM Commander, “It is my intent that IMCOM becomes more streamlined, agile, and efficient in conducting installation business”.

As of this date, IMCOM is in the process of developing operational procedures and support requirements between direct reporting garrisons and HQ, IMCOM staff. Additional information will be provided as it is received from IMCOM.

Installation Planning Board (IPB)

The Installation Planning Board (IPB) acts as a governance forum whose main purpose is to synchronize decision making at the installation, prioritize local requirements, enhance readiness, promote stewardship of resources, enhance communications, and highlight issues for elevation to Army senior leaders. These forums are scheduled semi-annually and involve the Senior Commander, garrison staff, tenant units, and stakeholders both inside and outside the gate.

The IPB process has recently been updated and better structured, ensuring all the work done at the various installation boards, councils, and planning efforts (hereafter referred to as feeder boards) are properly captured producing information for decisions, recommendations, and/or course of action analysis to be presented to the Senior Commander and the Installation Commander.

IMCOM has standardized the IPB process by providing OPORD 11-359, that details the various feeder boards whose functions should be represented and reported to the IPB. Garrisons have been tasked with reviewing the charter and intent of all feeder boards and planning efforts to ensure each has a discrete purpose and, where appropriate, consolidate or eliminate redundant forums. All of these planning efforts assist in depicting a common operating picture to be communicated with all installation stakeholders.

LTG Lynch, IMCOM Commander, intends “for the IPB process to result in a documented signatory agreement” between the Senior Commander, Tenant Commanders, and Installation Commander on the “strategic direction of the installation”. The primary output from the IPB is the revised and updated Integrated Priority List (IPL). The IPL lists the Installation Commander’s highest priority requirements. It also identifies areas of concern that may impact the installation’s ability to achieve its mission. For the sake of the IPB, only the top 10 to 12 items from the IPL will be listed. Most importantly, the IPL provides the Installation Commander’s recommendations for programming funds in the Planning, Programming, Budgeting, and Execution (PPBE) process. The PPBE process is responsible for documenting and resourcing all Army requirements, resulting in the Program Objective Memorandum (POM). Per the IMCP, the POM process “is both the playing field and the rules for DoD’s resourcing process. Effective use of that process is critical to resourcing success and stakeholder support.” The revised IPL is then synchronized with the POM.

Fort Meade is awaiting notification as to its next IPB and working towards incorporating the IPB revisions set forth within OPORD 11-359. Additional information can be obtained by contacting the PAIO POC Mr. Raul Schuett—raul.schuett@us.army.mil or 301.677.2796.

DID YOU KNOW?

- FY11 IMCP metric data collection will be input into the Strategic Management System NLT 31 Oct 2011.
- The inaugural U.S. Army Net Zero Workshop was conducted at Fort Detrick, Maryland, from June 14—16, 2011. The workshop provided a venue for pilot installations to come together and share ideas and resources.
- You can submit ideas, suggestions, and/or questions related to the strategic newsletter. Send them to Raul Schuett at raul.schuett@us.army.mil.



Top Image: Listed above are the 5 IMCOM Principles of Sustainability. These 5 principles act as pillars, standing up sustainability and highlighting how all principles are inextricably linked, in order to optimize resource allocation and process performance.

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

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



Where do YOU fit into the FGGM Strategic Plan?