



Joint Base Myer-Henderson Hall

Strategic Plan



TABLE OF CONTENTS

Message from the Commander	3
History	4
Purpose and Scope, Mission, Vision	6
Commander's Intent, Endstate	7
Commander's Philosophy	8
Strategic Landscape	9
IMCOM Campaign Plan 2015 and Beyond	10
Future	11
JBM-HH SWOT.....	13
JBM-HH Strategic Link to the I2025B	14
JBM-HH Lines of Efforts (LOE)	15
Where Do You Fit?	16
Key Terms	17
LOE 1 Professional Installation Management	19
LOE 2 Effective BASOPS Support Services	21
LOE 3 Infrastructure Sustainment and Revitalization.....	23
LOE 4 Joint Basing	24
Time Horizon	25
 ANNEXES	
A - Staff Matrix	27
B - Command Philosophy	28
C - Communication Strategy	31
D - Resourcing	33
E - Performance Management	34
F – JBM-HH Strategic Alignment	36
G – References	37



Joint Base Myer-Henderson Hall Message from the Commander

Our nation is at a moment of great transition. As the Commander of Joint Base Myer-Henderson Hall, I am determined that we stand ready and able to meet the challenges of this moment responsibly and that we emerge even stronger in a manner that preserves and maintains our Joint Military Community.

Since the inception of the Joint Base on 31 January 2009, we have constantly refined systems and processes in order to best serve our dynamic community within the National Capital Region that consists of over 12,000 active duty service members across 52 different organizations.



With the need to be more agile and adaptive to future challenges, we must cultivate an environment driven by excellence. Seizing opportunities that foster an innovative culture to become the leading force within the Joint Basing Community. JBM-HH Strategic Plan provides a roadmap to empower and challenge the workforce to meet and overcome potential constraints. Defining long-term strategic goals and objectives for carrying out its core mission.

Aligned with IMCOM 2025 and Beyond and USAMDW/JFHQ-NCR Strategic Plan we are committed to delivering the highest level of service to the National Capital Region. Strengthen our workforce through professional development, improving the quality of installation infrastructure, and enhancing our business practices, which establish our desired endstate to success.

We are committed to providing services and facilities matching the rich history and traditions inherent to our Nation's Capital, and we will continue to set the example and live the Golden Rule. Team Work!



MICHAEL D. HENDERSON
COL, AR
Commanding



About Joint Base Myer-Henderson Hall

The history of the Joint Base at Joint Base Myer-Henderson Hall is one defined by change. The joint base is comprised of three installations, Fort Myer, Fort McNair and Henderson Hall. Fort Myer, Virginia, traces its origin as a military post to the Civil War. Since then it has been an important Signal Corps post, a showcase for Army cavalry and site of the first flight of an aircraft at a military installation and the first military air fatality. The first military test flight of an aircraft was made from the Fort Myer parade ground on Sept. 9, 1908, when Orville Wright kept one of his planes in the air for a minute and 11 seconds. The second test flight ended in tragedy when, after four minutes aloft, the aircraft crashed. Wright was severely cut and bruised, and a passenger, Lt. Thomas Selfridge, became the first powered aviation fatality.

The U.S. Army Band (Pershing's Own) and the U.S. Army School of Music moved to the post in 1942, joined later by the U.S. Army Chorus. The Army's oldest infantry unit, the 3rd U.S. Infantry (The Old Guard) was reactivated in 1948 and assigned to Forts Myer and McNair in Washington to become the Army's official ceremonial unit and security force in the Washington metropolitan area.

Fort McNair, DC is located on the point of land where the Potomac and Anacostia rivers join in Washington, D.C. It has been an Army post for more than 200 years, third only to West Point and Carlisle Barracks in length of service. The military reservation was established in 1791 on about 28 acres of what then was called Greenleaf Point. Maj. Pierre C. L'Enfant included it in his plans for Washington, the Federal City, as a major site for the defense of the capital. An arsenal first occupied the site and defenses were built in 1794. The Army Industrial College was founded at McNair in 1924 to prepare officers for high level posts in Army supply organizations, and to study industrial mobilization. It evolved into the Industrial College of the Armed Forces. The Army War College was reorganized as the Army-Navy Staff College in 1943, and became the National War College in 1946. The two colleges became the National Defense University in 1976. The post was renamed in 1948 to honor Lt. Gen. Lesley J. McNair, commander of Army ground forces during World War II, who was headquartered at the post and killed in Normandy, France, July 25, 1944. Fort McNair has been the headquarters of the U.S. Army Military District of Washington since 1966. Henderson Hall is located in Arlington, Virginia, directly across the Potomac River from the nation's capital. Henderson Hall is situated on Southgate Road on the southern border of Arlington National Cemetery, next door to the Army's Fort Myer. The Pentagon is a short distance to the east, with the Navy Annex just to the south. Built on land acquired through deeds and other actions between 1943 and 1952, Henderson Hall officially became U.S. government property on February 15, 1954, when the governor of Virginia executed a Deed of Cession of Political Jurisdiction. With the move of Headquarters Marine Corps to the Navy Annex in November 1941, and Marine Corps

expansion following the outbreak of World War II, a Headquarters and Service Company was organized at Henderson Hall on March 1, 1942. Subsequently, the unit was designated Headquarters Battalion on April 1, 1943. Henderson Hall owes its name to Colonel – Brevet Brigadier General – Archibald Henderson. “Brevet” indicates an honorable promotion. Born in Colchester, Virginia, Jan. 21, 1783, he was appointed a second lieutenant in the Marine Corps June 4, 1806; promoted to first lieutenant March 6, 1807; to captain April 1, 1811; and was appointed a major by brevet in 1814. In 2005 BRAC joined the three installations to form Joint Base Myer-Henderson Hall. JBM-HH is the first Army-led joint base reaching its full operating capability in Oct. 1, 2009. JBM-HH serves as base support of operations for the Joint Force Headquarters-National Capital Region and U.S. Military of Washington (JFHQ-NCR-MDW), Fort McNair, D.C. JBM-HH provides support for the execution of JFHQ-NCR missions of homeland defense, defense support to civil authorities and world-class ceremonial, musical and special-event missions.





Purpose and Scope

The purpose of our strategic plan is to set the Joint Base Myer-Henderson Hall course over the next twenty years. This plan will ensure we maintain viable infrastructure, allowing the Joint Base to deliver and integrate base support, enabling mission success of the four MDW focus areas and the three IMCOM 2025 lines of effort.

This plan begins in Fiscal Year (FY) 16 with a strategic period of 5 years, but with a strategy projection out as far as 2025. This plan inherits the guidance of our higher echelons and will incorporate the strategic framework synchronizing mission success.



Mission

JBM-HH synchronizes, integrates, and delivers installation services while sustaining facilities in support of JFHQ-NCR/MDW and the JBM-HH community in order to enable a ready and resilient Joint Force. On order, supports JFHQ-NCR/MDW & JTF-NCR homeland defense, defense support of civil authorities, and other contingency operations in the NCR.



Vision

We are a dedicated, proficient and diverse team, working with our partners and communities to provide superior services and facilities in the National Capital Region.



Commander's Intent

- ❖ Enable Senior Leaders to effectively lead without distraction from housing, ceremonies, public works and community relations
- ❖ Facilitate continuous leader and employee development through resident and non-resident schools
- ❖ Anticipate infrastructure “crucibles” that will negatively impact mission accomplishment
- ❖ When activated, the EOC is capable of exercising effective mission command IAW ADRP 6-0
- ❖ Effective communication and community outreach/partnership
- ❖ Employ a cost culture that improves efficiency and effectiveness
- ❖ Employ a robust organizational inspection program and internal review process
- ❖ Seize opportunities that foster an innovative culture to become a leading force within the Joint Basing Community.
- ❖ Maintain quality customer service in everything we do
- ❖ Program Q4 building renovations through effective communication with IMCOM to create momentum in our capital improvement plan preserving the history of our installation and ensuring mission accomplishment
- ❖ Ensure Force Protection of our people and facilities through technological upgrades of systems and partnership with local and federal authorities



Endstate

Joint Base Myer-Henderson Hall is the U.S. Military’s showcase installation and is the partner of choice in the NCR. Provide services and facilities matching the rich history and traditions inherent to our Nation’s Capital.



Commander's Philosophy

- ❖ Customer service is our business: make our customer feel honored and special
- ❖ Treat everyone with the same dignity and respect as you would want to be treated.
- ❖ Keep our customers informed on things that affect or temporarily degrade our ability to provide service.
- ❖ Achieve the maximum benefit and efficiency from resources provided
- ❖ Share good ideals and best practices.
- ❖ Communicate, engage and team with our local communities.
- ❖ Maintain a work environment that is free of discrimination and unfair labor practices.
- ❖ Develop and implement measures to conserve electricity and fuel consumption.
- ❖ Maintain or improve the natural environment.
- ❖ Never compromise integrity.
- ❖ Demonstrate Values at work and at home.
- ❖ Maintain our core competencies and continually learn new skills...always strive to get better.
- ❖ Set the example and live the Golden Rule. Lead by example.
- ❖ Be accountable to the nation for the care of our Service Members, Civilians and Family Members.
- ❖ Maintain the highest level of care of our equipment and facilities. Use our established systems and processes to provide the best service to our customers.





Strategic Landscape

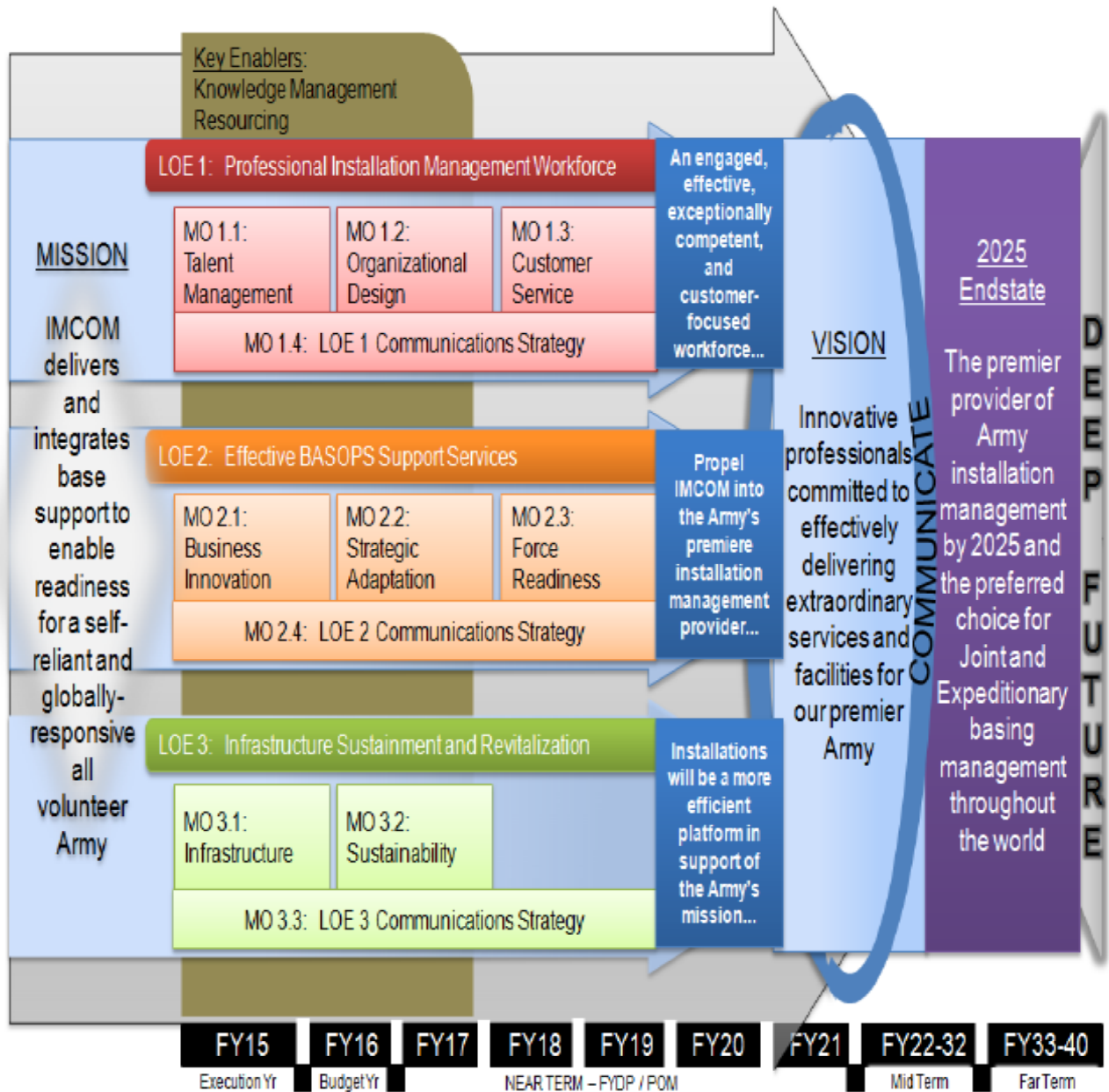
As the result of a Base Realignment and Closure (BRAC) initiative, Joint Base Myer-Henderson Hall (JBM-HH) was formed to create efficiencies among two diverse military services (Army/Marines) in their operations. Geographically dispersed within the National Capital Region (NCR) with locations adjacent to Arlington National Cemetery and across the Potomac River in Southwest Washington, D.C., JBM-HH is minutes from the U.S. Capitol. JBM-HH consists of Fort Myer, VA, Fort McNair, D.C., and Henderson Hall, VA, and in totality is comprised of approximately five million square feet in 248 buildings on 378 historically significant acres. The proximity of these key areas position JBM-HH within the epicenter of the Federal Government landscape as we serve roughly 122,500 service members, family members, retirees, DoD employees and contractors. Our covenants with Arlington County and Southwest D.C. confirm our long-standing commitment to our community and to those who serve and work within DoD. As a team, we strive to create an environment where our community can proudly serve, live and have access to our resources.

Our organization serves a vital mission in the face of greater competition for diminishing federal resources and changing customer needs by providing base operations and technical support services to the DoD. The joint base acts as the ceremonial stage to our citizens and international representatives on a daily basis. JBM-HH continues to pursue key business alliances, a flexible framework, open communication strategies, new technologies, and enhanced operational management techniques. As we adapt to the ever-changing surrounding environment, we are focusing on the mission and increasing our service efficiency to strengthen our position as a responsive, technically innovative organization supporting customer needs and expectations for our current and future missions. We stand ready to support any JFHQ-NCR/MDW & JTF-NCR contingency operation within the NCR.





IMCOM Campaign Plan 2015 and Beyond





Risk

The Army faces both an uncertain fiscal environment and multiple potential threats in a global environment. JBM-HH must address both the short-term and long-term budgetary challenges facing both the command and the Army, while still providing the most essential services and infrastructure sustainment requirements, achieving the proper balance between current and future demands, and addressing long-term threats. We have neither unlimited resources (funding, personnel or natural) nor the predictability to completely eliminate risk; therefore, we must routinely analyze the strategic and operational environments and make informed decisions to mitigate risk. IMCOM's ability to quickly adapt to meet future challenges in structure and to balance current and future demands is essential to its success in providing the Army's future base support capabilities. It is our ability to identify, manage, and mitigate risk that will enable us to successfully support the operating force.



Future

Technological advancements are increasing exponentially. The Army recognizes the need to be more agile and adaptive to future warfare needs and threats to our nation. Our command supports both the operational and institutional forces and must adapt to support their missions. Three major future challenges for JBM-HH are resources, service delivery methods, and infrastructure. To address these challenges, we need to think strategically and invest wisely. (See Annex D).

Resources:

Personnel - Our people are our most precious resource. Their efforts are the engines that drive the command to successful accomplishment of our mission. As IMCOM moves forward, it will be important to find people with the right skills, develop our personnel, and enable them to execute our mission in the most effective ways possible.

Funding - We must develop a cost culture and instill sound business practices. The command will focus renewed attention on the cost of operations. As a command, we need to capitalize on savings at all levels--enterprise, regional, and local.

Natural - With a growing global population and demands for natural resources rapidly increasing, natural resources have become a national security issue. Our command has a great responsibility when it comes to natural resources as we manage large areas of water, energy, and land. It is our inherent duty to manage these resources wisely and find the most effective ways to preserve precious resources for future generations.

Services: One of the ways we enable the operating and institutional forces and take care of Families is through the many services we deliver. We must use our resources wisely by delivering the right services at the right cost and assessing these services through a cost culture, performance oriented and customer feedback lens. These assessments will serve as the basis for adjustments to our services to meet emerging or changing demands. Acquisition strategies, specifically with technology enablers, will be important as we develop more flexible and innovative service delivery methods.

Infrastructure: The Army will continue to change the way we equip, train, and house Soldiers and their Families; our infrastructure will need to adapt to these new requirements. As Military Construction Army (MCA) dollars become more limited, we must stretch our Sustainment, Restoration, and Modernization (SRM) funds by capitalizing on the most effective architectural engineering concepts in order to revitalize our existing facilities and communities.





JBM-HH SWOT

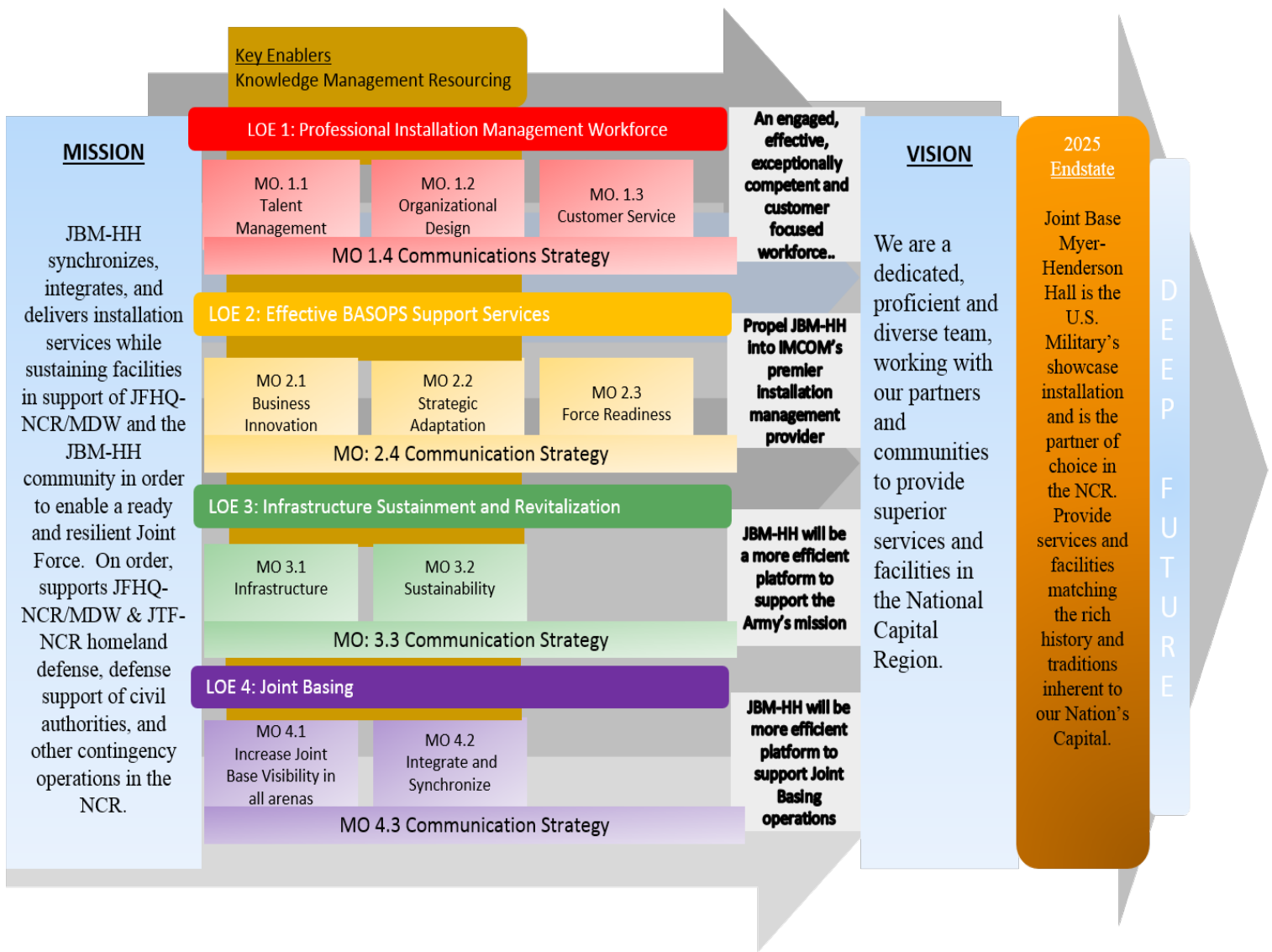
Internal Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Location (access to both military and congressional leadership) • Adaptive and strong leadership team • Experienced workforce (on base and available outside) • Community relationships • Safe and secure community (leverage county system for emergency services) • SharePoint (Historical Data keeping) • Use of Social Media • Access to transportation (Roads, Metro, Bus, etc.) 	<ul style="list-style-type: none"> • Age of building and infrastructure (in & out of base) • Effective communicators (share information down) • Geographical dispersion of personnel • Lacks state of the art technology (website manager, mass notification) • Utilities have no built in redundancy • Reduced and/or unpredictable funding • Current hiring process • Recruiting and retention of qualified civilian workers • Lack of training (local/no cost) • Communication interface with EOC and Local EOCs in NCR community • Lack of historical data / economic studies
Opportunities	Threats
<ul style="list-style-type: none"> • Partnerships / Community Resources • High quality customer service, customer focused • Leverage new emerging technology • Cross training of personnel • Change - As our customers change we need to change • Leveraging unique command structure • Proximity to DOD & DA Decision Makers (Pilot Programs) • Partnership with local high school / trade school for employee development program. • Changes in local elected positions (VA/DC) • CODEL visits to enhance/show off our installation 	<ul style="list-style-type: none"> • Terrorism • Aging Workforce • Government downsizing / Reduced manpower • Reduced and/or unpredictable funding • Retaining a qualified, motivated, and trained workforce in the DC area • Public visibility of all actions/our local news is national news • Out sourcing / Privatization Efforts • Changes in Regulatory or Environmental Guidance • Zoning & Development (ANC / SW DC Soccer Stadium / Waterfront Development)



JBM-HH Strategic Link to the I2025B

JBM-HH ensures we maintain constant focus and alignment with the Army and IMCOM strategies, and the Senior Commander's priorities and focus. Our performance is based on our mission and vision, and is linked to The Army Strategic Planning Guidance (ASPG)

JBM-HH 2025 and Beyond





JBM-HH Lines of Efforts (LOE)

The IMCOM Campaign Plan establishes three LOEs which serve as strategic objectives to enable the IMCOM vision. The overall success of the LOEs hinges upon leadership, at every level, using the six leadership principles of Mission Command to enable their personnel to succeed in completing supporting objectives. Key leader engagement and effective command communications are crucial to achieving successful outcomes (See Annex C).

The leadership principles of Mission Command are:

- **Build cohesive teams through mutual trust**
- **Create shared understanding**
- **Provide a clear commander's intent**
- **Exercise disciplined initiative**
- **Use mission orders**
- **Accept prudent risk**

The four Garrison LOEs and Champions are:

LOE 1: Professional Installation Management Workforce

- **Champion: DHR**

LOE 2: Effective Support Services

- **Champion: PAIO**

LOE 3: Infrastructure Sustainment and Revitalizing

- **Champion: DPW**

LOE 4: Joint Basing

- **Champion: PAIO**

Where Do You Fit?

<p>LOE 1</p> <p>Professional Installation Management Workforce</p>	<ul style="list-style-type: none"> • Organizational Readiness • Results-orientated performance culture • Organizational capabilities through continuous education, training and development • Strengthen the ability to manage talent to ensure successful execution of current and evolving mission • Sustain a workforce of empowered, strong performers, key talent and critical skills in a complex and challenging environment • Provide employees a stable and supportive environment where they can thrive in providing service excellence • Deliver high quality service consistent to all customers. (internal and external) • Facilitate communications across multiple mediums
<p>LOE 2</p> <p>Effective BASOPS Support Services</p>	<ul style="list-style-type: none"> • Leverage technology capabilities through use of emerging technology • Develop process maps by CLS to increase service efficiencies • Enhance/Create a Knowledge Management Tool • Identify compliance Inspection Programs (fire, physical security, and safety) • Sustain Health & Safety Programs • Provide Religious Support • ICE program • Enhance Partnerships • Facilitate communications across multiple mediums
<p>LOE 3</p> <p>Infrastructure Sustainment and Revitalization</p>	<ul style="list-style-type: none"> • Improve the quality of installation infrastructure • Identify, Prioritize and Fund infrastructure projects to improve black and red ISR quality ratings • Reduce excess and deficit space by executing demolitions, re-purposing (conversions) • Develop and resource a comprehensive preventative maintenance program for the JBM-HH facilities and utility infrastructure • Facilitate communications across multiple mediums
<p>LOE 4</p> <p>Joint Basing</p>	<ul style="list-style-type: none"> • Enhance visibility of identified Garrison Joint arenas • Common Output Levels of Support (COLS) • Enhance Joint Base Partnership Council • Facilitate communications across multiple mediums



Key Terms

Line of Effort (LOE): The mechanism that focuses efforts on accomplishing specific strategic objectives and outcomes. LOEs link multiple Major Objectives (MO) with Sub-objectives (SO) that support accomplishment of the overall strategic objective.

Major Objective (MO): The supporting efforts to the strategic LOE outcome which are necessary to collectively achieve the CG, IMCOM vision and endstate. MOs are clearly defined with measurable outcomes. The Army Campaign Plan (ACP), along with other Army strategic efforts, provides a fundamental and enduring source for the development of IMCOM MOs. MO Leads direct each team in the development and execution of its nested Sub-objectives (SO).

Sub-objective (SO): Sub-objectives (SOs) are the directed activity from the MO Leads. When executed over the timeframe of the plan, SOs will collectively define achievement of MOs. SOs will direct action and activity from the headquarters level and may drive and influence activity at the garrison level. Action and activity at the SO level may influence policy change and/or implementation and change of Army regulations, drive IMCOM regulations and operations orders, and guide execution of resources within all echelons of IMCOM. SO Leads direct work within each SO.

Outcomes: The result, consequence or conclusion reached as a process of executing an action. As it relates to this plan, the accomplishment of SO actions and activities influence the successful outcome of the MOs, and the accomplishment of MO actions influence the overall successful outcome of the LOE.

LOE Champion: The Champion is the LOE advocate across the command. This individual ensures the overall LOE is in synch with the CG's guidance and the LOE Lead is provided the right resources at the right time in order to enable success.

LOE Lead: The LOE Lead is charged with the overall execution of the LOE. The LOE takes direction from the Champion and guides the MO Leads toward success.

Base Support: Refers to the resources involved with operating and maintaining Army installations. It is comprised of two components, Base Operations Support and Sustainment, Restoration, and Modernization.

Base Operations Support: One of two major components of base support; this component is focused on installation services. Examples of base support functions include: Child and Youth Services; Warfighter and Family Services; Morale, Welfare, and Recreation; Airfield Operations; Command Support; Law Enforcement / Physical

Security; Information Services Technology Management; Environmental Quality (Conservation / Pollution Prevention / Compliance); Real Property Services. Hereinto referred to in this document as BASOPS, it is the foundation for LOE 2.

Sustainment, Restoration, and Modernization: The second of the two major components of base support; this component is focused on facilities and infrastructure. Sustainment, Restoration, and Modernization (SRM) are budgetary terms used to describe work performed on real property. Sustainment may contain maintenance and repair which means to restore a real property facility, system or component to such a condition that it may effectively be used for its designated functional purpose. Restoration means the restoration of real property to such a condition that it may be used for its designated purpose, and may contain repair or construction. Modernization means the alteration or replacement of facilities solely to implement new or higher standards, or to accommodate new functions, or to replace building components that typically last more than 50 years. Modernization is mostly construction, but can contain repair if replacing components. In this document, the restoration and modernization components were intentionally replaced with the word revitalization, and infrastructure sustainment and revitalization have become the foundation of LOE 3.

Revitalization: The concept of renewing our existing facilities and communities by using innovative restoration and modernization techniques that capitalize on forward-leaning architectural engineering concepts. Revitalization efforts should focus on making installations such a great place to live, work, and play, that IMCOM installations are the first choice of military personnel and their Families.

Community: IMCOM is a multifaceted community. As an enterprise, our community is global--touching population centers throughout the world. At the installation level, community is more narrowly focused. Each installation coordinates with and impacts the populations living both inside and outside the confines of the installation. As we move into the future, we must seek to leverage mutually beneficial partnerships between these communities to gain efficiencies.

Customers: Customers are commands, organizations, and individuals to whom IMCOM currently provides services, including: Soldiers, Families, Civilians, Retirees, Veterans, Wounded Warriors, Survivors, visitors, and tenant organizations.

Potential Customers: This term encompasses commands, organizations, and individuals who are within an IMCOM installation footprint and are entitled to services but are not currently accessing them. In addition, a potential customer includes previously untapped customer bases that are primarily a civilian-based population around the immediate vicinity of the installation. These civilian customers may be gained through opening services to the public (with proper legal vetting) that are being underutilized by the existing customer base on the installation.

Mission Command: The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower

agile and adaptive leaders in the conduct of unified land operations (or support of land operations). See Annex B for more information.

Optimization: The ability to get the most out of your money, people, and infrastructure in a resource constrained environment.



LOE 1 Professional Installation Management Workforce



Develop JBM-HH Succession Plan that aligns with the mission and vision embodying a premier performing workforce. Ensure an organization result-oriented culture through leadership training and talent management. Provide the workforce with a career development design to empower sustainment for the current and future leaders of The Joint Base.

Outcome: An engaged, effective, exceptionally competent, and customer-focused workforce committed to installation management support to national security, Army commanders, and a world-wide joint force.

MO 1.1: Talent Management

Sub-objectives:

- 1.1.1 Increase Developmental Opportunities
- 1.1.2 Enhance training program and socialize awareness
- 1.1.3 Foster innovation to enhance Installation management career programs
- 1.1.4 Increase Availability and Attendance for Required Training at JBM-HH
- 1.1.5 Develop a premier Training and Education Program
- 1.1.6 Effectively empower the workforce to create and sustain strong performers in a complex and challenging environment

- 1.1.7 Enhance workforce knowledge of Career Program Requirements and Completion of Required CES Courses
- 1.1.8 Strengthen management talent within the workforce to meet current and evolving mission
- 1.1.9 Reduce Recruitment Processing Time



MO 1.2: Organizational Design

Outcome: Provide a guide process for integrating people that fosters the future by aligning to the structure that supports effective readiness for installation service delivery.

Sub-objectives:

- 1.2.1 Develop an effective measure to meet installation design
- 1.2.2 Execute TDA Change Plan & Mitigate

MO 1.3: Customer Services

Outcome: Provide staff a stable and supportive environment where they can thrive in providing service excellence. Leverage the Interactive Customer Elevation (ICE) system, providing the highest quality customer service to our internal and external customers.

Sub-objectives:

- 1.3.1 Provide JBM-HH employees a stable and supportive environment where

they can thrive in providing service excellence

- 1.3.2 Deliver high quality service consistent to all customers.
(internal and external)



LOE 2 Effective BASOPS Support Services

Develop and refine BASOPS services that meet the needs of the Army by improving effectiveness through innovation and assessing performance; building partnerships; developing acquisition strategies that reap a positive cost benefit; and engaging customers through performance assessment feedback (See Annex E for performance management information). Improve readiness platforms that are adaptable to mission requirements, sustain a resilient force and Families, and successfully transition every Soldier to a 'Soldier for Life'.



Develop innovative process application of information, imagination and initiative to maximize the resource to meet customers' expectations and demand.

MO 2.1: Business Innovation

OUTCOME: Provide innovative and extraordinary services that meet the demands of customers at an optimum value for our Army and taxpayers.

Sub-objectives:

- 2.1.1 Leverage technology capabilities through use of emerging technology
- 2.1.2 Develop process maps by CLS to increase service efficiencies
- 2.1.3 Enhance/Create a Knowledge Tool
- 2.1.4 Develop an enterprise management tool, to minimize contracting constraints

MO 2.2: Strategic Adaptation



OUTCOME: Meet the needs of JBM-HH by providing a safe and secure environment. Improving effectiveness through innovation and assessing performance; building partnership; developing enterprise management tools that reap positive cost benefit and engage customers through performance feedback.

Sub-objectives:

- 2.2.1** Sustain and maintain Health & Safety Programs
- 2.2.2** Identify compliance inspection Programs (fire, physical security and safety)
- 2.2.3** Maintain Emergency Response Capabilities
- 2.2.4** Force Protection

MO 2.3: Force Readiness

OUTCOME: Deliver high quality service to meet Force Readiness mission requirements. We are committed to providing spiritual, mental, emotional, over all being to our Soldiers, Marines, Civilians, Families and Retirees.

Sub-objectives:

- 2.3.1** Provide Religious Support
- 2.3.2** Integrate elements of R2C into
- 2.3.3** Provide Family, Morale, and Welfare Programs
- 2.3.4** ICE Program



LOE 3 Infrastructure Sustainment and Revitalization

Provide, operate, sustain and revitalize installation infrastructure in the most efficient manner, minimizing environmental impacts in support of the Army's dynamic mission globally, including both joint and expeditionary environments. This infrastructure will be operated by a team of professionals driven to develop innovative solutions resulting in extraordinary services.

MO 3.1: Infrastructure

OUTCOME: Provide, operate, sustain and revitalize installation infrastructure in the most efficient manner, minimizing environmental impacts.

Sub-objectives:

- 3.1.1 Reduce excess and deficit space (as per RPLANs) by executing demolitions, re-purposing (conversions), and stationing actions
- 3.1.2 Identify, Prioritize and Fund infrastructure projects to improve black and red ISR-I quality ratings
- 3.1.3 Privatize/modernize the water and sewer distribution system in entire

MO 3.2 Sustainability

OUTCOME: Maintain and enhance a sustainable comprehensive maintenance program. Develop a streamline reporting process, to better support the JBM-HH mission.

Sub-objectives:

- 3.2.1 Reduce Energy Consumption by 3% per year and Water consumption by 2% per year through the implementing energy saving technologies
- 3.2.2 Develop and resource a comprehensive preventative maintenance program for the JBM-HH facilities and utility infrastructure
- 3.2.3 Engage regulators to develop streamlined reporting and notification processes; partner with local groups to realize waste disposal and recycling efficiencies; and simplify historic resources identification by updating the National Register nomination form



LOE 4 JOINT BASING

MO 4.1 Increase Joint Base Visibility in all arenas

OUTCOME: Maintain and enhance Joint Base Visibility

Sub-objectives:

- 4.1.1 Marketing
- 4.1.2 Utilize COLS more efficiently
- 4.1.3 Enhance Customer Service

MO 4.2 Integrate and Synchronize Joint Basing

Sub-objectives:

- 4.2.1 Enhance Joint Base Partnership Council
- 4.2.2 Facilitate communication across multiple mediums





Time Horizon

JBM-HH 2016

How we see ourselves: Providing installation management services for the NCR and our tenant organizations.

Key Actions:

- Take risk to look at modernization of infrastructure and services that will enable the force of the future.
- Reorganize, reshape, and capitalize on efficiencies to become leaner, more agile workforce that is cross-functional, adaptable, and proactive.

JBM-HH 2021

How we see ourselves: Become a more effective Joint Base by providing and developing organizational structure and training opportunities that will enable a more capable workforce, and provides an identified set of services and measurement of services that meet customer demand, and identifies new technologies for investment.

Key Actions:

- Make continued progress towards a cost/performance based culture.
- Apply and program resources and influence policy that will enable future strategy.



Annexes

A - Staff Matrix

B - Mission Command Philosophy

C - Command Strategy

D - Resourcing

E - Performance Management

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G - References



Annex A – Staff Matrix

1. Situation: This annex provides an overview of how the IMCOM 2025 and Beyond staff matrix will be used to support the action plans and execution of the strategy.
2. JBM-HH matrix in the development of plans.
 - a. The matrix lists the Major Objectives (MO) and Sub-objectives (SO) developed during the planning process.
 - b. The matrix provides a vehicle for assessment and identification of potential gaps in JBM-HH. During the planning process, MO and SO Leads identify requirements, decision points and milestones. The matrix allows the plotting of decision points and milestones in alignment with the Program Objective Memorandum and the Future Years Defense Program, which supports resource planning, integration, and coordination within IMCOM and the Army.
3. JBM-HH Strategic Plan in the Execution Process
 - a. The JBM-HH matrix supports accountability and execution as measured at the MO and SO level. The SO Leads will present informational updates or decision briefs to senior leadership during the Plans Steering Group (PSG) and/or the Plans Update Board (PUB).
 - b. Once a quarter each LOE Lead will provide an update to leadership.
 - c. The matrix is not a static document; rather it is in essence a living document that will evolve as the operational environment and priorities change. Throughout plan execution, SOs will be added, completed, changed, and/or deleted as necessary. Changes in Army guidance to IMCOM or future development of the Army Campaign Plan may require examination and subsequent change to the JBM-HH Strategic Plan Major Objectives or Sub-objectives.
 - d. Each LOE Lead will develop metrics to track progress towards accomplishing the MOs and SOs. Initially, the MO/SO completion status will be tracked internally. Ultimately, the intent is to automate the process using the Strategic Management System (SMS).
 - e. At the time of publishing, there are 14 MOs and 37 SOs as depicted Annexes B-D.
 - f. The proponent of this annex is PAIO.



Annex B – Command Philosophy

1. Army's definition and IMCOM's philosophy of Mission Command.

a. According to Army Doctrine Publication (ADP) 6-0, Mission Command, defines Mission Command as: "The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations." While IMCOM does not conduct unified land operations, the principles of Mission Command remain the same, i.e., as the basis of all military operations (operations and support) occur as human interactions.

b. Commanders implement Mission Command through balancing the "art of command" with the "science of control". To that end, IMCOM personnel often interchange business terminology with Army terminology due to the unique nature of the command. The business terms most commonly used in IMCOM that relate to the art of command and the science of control are governance and staff synchronization. Both the business and military terms have the same general objective: to provide leadership, guidance, and oversight of strategic, operational, and tactical execution.

2. Art of Command/Governance.

a. Army doctrine defines the art of command as the creative and skillful exercise of authority through timely decision-making and leadership. To that end, IMCOM commanders and senior leaders need to constantly use their judgment for such things as delegating authority, making decisions, determining the appropriate degree of control and allocating resources.

b. As an art, command also requires providing leadership. ADP 6-22, Army Leadership, defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. There is no greater motivation for our command than to provide for our nation's Soldiers on a day-to-day basis.

c. There are three major components of the art of command:

1) **Authority** is delegated power to judge, act, or command. Commanders/senior leaders are legally responsible for their decisions and for the actions, accomplishments, and failures of their subordinates. All commanders/senior leaders have a responsibility to act within their higher commander's intent to achieve the desired endstate of this strategy.

2) **Decision-making** requires knowing if, when, and what to decide and understanding the consequences of any decision. Commanders/senior leaders will understand a situation, receive information, develop meaning, and apply judgment in order to make sound decisions in support of this strategy.

3) **Leadership** at all levels of IMCOM will drive this strategy using the six leadership principles of mission command:

- a. Build cohesive teams through mutual trust
- b. Create shared understanding
- c. Provide a clear commander's intent (or relaying of commander's intent)
- d. Exercise disciplined initiative
- e. Use mission orders (or enable subordinates to maximize initiative and ingenuity in accomplishing mission orders)
- f. Accept prudent risk

3. Science of Control / Staff Synchronization.

a. The science of control consists of systems and procedures used to improve the commander's understanding and support accomplishing missions. Control is based on objectivity, facts, empirical methods, and analysis. Commanders/senior leaders of IMCOM will use the science of control to overcome the resource and procedural constraints under which we operate through analysis and measurement. Control is not for the sole purpose of compliance, but more importantly, it is for leaders to empower their personnel. The science of control supports the art of command.

b. There are four major components of the science of control:

1) **Information** - Commanders/senior leaders make and implement decisions based on information. Information enables us to exploit opportunities, respond to developing issues/threats/requirements, modify plans, or reallocate resources. The command's information priorities are set forth by the Commander's Critical Information Requirements (CCIR). In addition, there are many supporting resource and readiness input platforms that inform leadership. All these information requirements form the Common Operating Picture (COP) of the command and informs the CG, IMCOM. Knowledge Management (KM) practices serves as a facilitator of mass information gathering and historical information.

2) **Feedback** - This is another critical component of information. Whether it be through After Action Reports (AARs); Interactive Customer Evaluation (ICE); social media; or other performance assessment mechanisms, feedback is critical to informing leadership and improving on future processes and procedures.

3) **Communication** - This serves as the means through which commanders/senior leaders exercise immediate and personal control over their forces/employees. Communications links information to decisions and decisions to action. No decision in

support of this plan can be executed without clear communication between commanders/senior leaders and subordinates. This command encourages effective communications at all levels--effective communications is characterized by the free and unhindered sharing of meaningful information and knowledge across all echelons.

4) **Structure** - Organizational structure helps commanders exercise control. IMCOM's organizational structure needs to facilitate coordination among all our echelons (headquarters, region, garrison), as well as with external stakeholders. This plan sets forth a major objective to optimize organizational design (structure).

4. Degree of Control: The degree of control is determining the appropriate degree of control to impose on subordinates. IMCOM will have a philosophy of powering down enough control to subordinates in order to have the freedom to take action as situations develop. For effective delegation and empowerment, subordinate commanders and senior leaders need to understand what risks the higher commander will accept and what risks will remain with the subordinate commander/senior leader.

5. Application of the JBM-HH mission command philosophy: In mission command, the commander is the central figure. Guided by the principles of mission command, Commanders skillfully balance of the art of command with the science of control. They exploit and enhance uniquely human skills while systematically regulating forces and warfighting functions. They understand and use human relationships to overcome uncertainty and chaos and maintain the focus of their forces. Collaboration and dialogue helps commanders build mutual trust, create a shared understanding and purpose, and receive human information not collected by their mission command system. They consider the impact of leadership, operational complexity, and human factors when determining how to best use available resources to accomplish the mission. Applying the mission command philosophy helps commanders exercise authority skillfully and master the systems and procedures that help forces accomplish missions. In the context of this plan, Mission Command will help commanders and senior leaders in IMCOM integrate and synchronize operations that will work towards managing expectations of our customers and achieving the outcomes, vision, and endstate of JBM-HH Strategic Plan.

6. The proponent for this annex is JBM-HH Command Team.



Annex C – Communication Strategy

1. The HQ, IMCOM Public Affairs Office (PAO) will project command communications that are intentionally fed from the LOEs. The PAO will utilize multiple mediums in order to be transparent and communicate effectively to JBM-HH personnel, current and potential customers, and the general public. Through constant communication, the goal by 2025 is for the JBM-HH target audience to be more informed and aware of JBM-HH innovative professionals and extraordinary services and facilities that support their premier Army.

Figure C1

Target Audience

IMCOM
 Customers
 Future Partners
 The Public
 The Media

“PAO-led LOE

IMCOM 2025 & Beyond Communications Strategy

A Nation more informed and aware of IMCOM’s innovative professionals and extraordinary services and facilities that support their Premier Army.

<p>LOE 1 (MO 1.4) An internal workforce more informed of professional opportunities. Current/potential customers and the public more informed of our innovative workforce and opportunities to join our team.</p>	<p>LOE 2 (MO 2.4) An internal workforce invested in the Command’s strategy. Current/potential customers and the public more informed of IMCOM’s deliver of quality BASOPS and who see great value in what IMCOM provides to our communities.</p>	<p>LOE 3 (MO 3.3) An internal workforce that takes pride in our buildings, communities, and environment. Current/potential customers and the public more informed of infrastructure improvements and sustainability initiatives that provide a better quality of life for Soldiers, the Joint force, and their families.</p>	<p>LOE 1 (MO 1.4) An internal workforce more informed of professional opportunities. Current/potential customers and the public more informed of our innovative workforce and opportunities to join our team.</p>
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Intentional Command Messaging of LOE Activity

(information / successes)

2. Command messaging of LOE activity will occur through multiple mediums to the entire target audience listed in Figure C1 with the intention of being as transparent as possible without violating operation security protocols. Some of the mediums to be used, but not limited to follows: Facebook, Twitter, Flickr, Share Point, public websites, news releases, interviews, and town halls.

3. The proponent for this annex is JBM-HH PAO.



Annex D- Resourcing

1. The Installation's resourcing programs must support the needs of a force that will be smaller, leaner, more agile, and ready to perform a full range of potential missions. JBM-HH Strategic Plan supports DoD and Army strategies. As stated in the commander's message to this plan, prioritization of finite resources is a key enabler for all three IMCOM Lines of Effort (LOEs).
2. The Resource Management Office (RMO) the principal resource advisor to the JBC, and the resource strategist responsible for aligning resources, including both funding and manpower, within command priorities, to execute the JBC's intent. The RMO provides support throughout the command on all financial and resource management matters and has overall responsibility for planning, programming, budgeting, and execution (to include receipt and distribution) of resources. The RMO is responsible for management controls over the administration and utilization of command resources, the command's acquisition program, and to ensure fiscal integrity, efficiency, and stewardship of resources. The RMO supports strategic decisions to move the command into the future by emphasizing a cost culture which capitalizes on efficient and effective installation service delivery.
3. The Army's Total Obligation Authority (TOA) is expected to continue to decline. Every echelon across the command must continuously strive to gain efficiencies in their processes to balance mission within resourced levels.
4. Installation leaders must continue to be responsible stewards of resources by actively working all aspects of acquiring and overseeing contracted services. This includes taking a strategic view of planning and managing resources across every echelon and functional area of responsibility, then applying necessary resources to each acquisition to ensure cost, benefit and risk are balanced in accordance with command intent. Similar attention must be applied to ensure the command and its customers receive maximum value, for every dollar spent, through regulatory, policy driven and innovative oversight and management controls.
5. Through our efforts on audit readiness and the establishment of standard practices in operating our financial systems the command will have improved visibility of resources and reliable data to enable leadership to effectively make sound business decisions with our resources. The RMO remains committed to promoting a highly trained and empowered workforce capable of providing world class financial operations and advice throughout the command.
6. The proponent for this annex is JBM-HH RMO.



Annex E – Performance Management

1. The DJBC and CoS are the CG's leads for performance management with the PAIO as the action office. Currently, Garrison is reviewing and assessing how we measure performance within the command. Annex A addresses headquarters metrics in regards to accomplishment of LOEs; this annex is intended to address long-range performance management of Garrison at all levels in support of IMCOM 2025 and Beyond.
2. With the reshaping of Army forces and constrained resources, JBM-HH, as well as the rest of the Army, continues to look for ways to identify and utilize performance based improvements of our internal processes. Performance management is just one of the business innovation tools we use to improve our delivery of services to deliver “the right level of service at the right cost”.
3. The PAIO is coordinating with region and headquarters staffs to develop meaningful Common Levels of Support (CLS) and Installation Status Report (ISR) “pacing” items and metrics to provide leaders at each echelon timely information to make informed decisions.
4. Performance Assessment Review (PAR): The command will continue to measure garrison performance using DA Strategic Management System (SMS) to capture and portray critical measures for leader decisions. All garrison staff will use PAR to show quarterly results to the garrison commander and region director.
 - a. The PAR depicts performance metrics from CLS, shows trend indicators, measures resources in the form of manpower and budget execution, provides customer service indicators and allows for comments and action plans for underperforming Service Support Programs (SSP)
 - b. PAIO will use feedback from both the garrisons leaders and region support to refine the PAR process to ensure it provides leaders at all levels with timely information and comparisons against established standards to make resource and risk decisions at each level.
5. A bi-annual Installation Planning Board (IPB) of the senior installation is conducted for decision making and review of major Garrison and Installation objectives. The IPB is the single most important forum to ensure the installation's success in achieving the Senior Commander's (SC) priorities and meeting the customer's needs/

a. All primary stakeholder (garrison directors, other installation service providers, tenant commanders, and leaders from your local community partners) are fully engaged in the IPB – their key operation and plans may have a significant first or second effect in the overall installation.

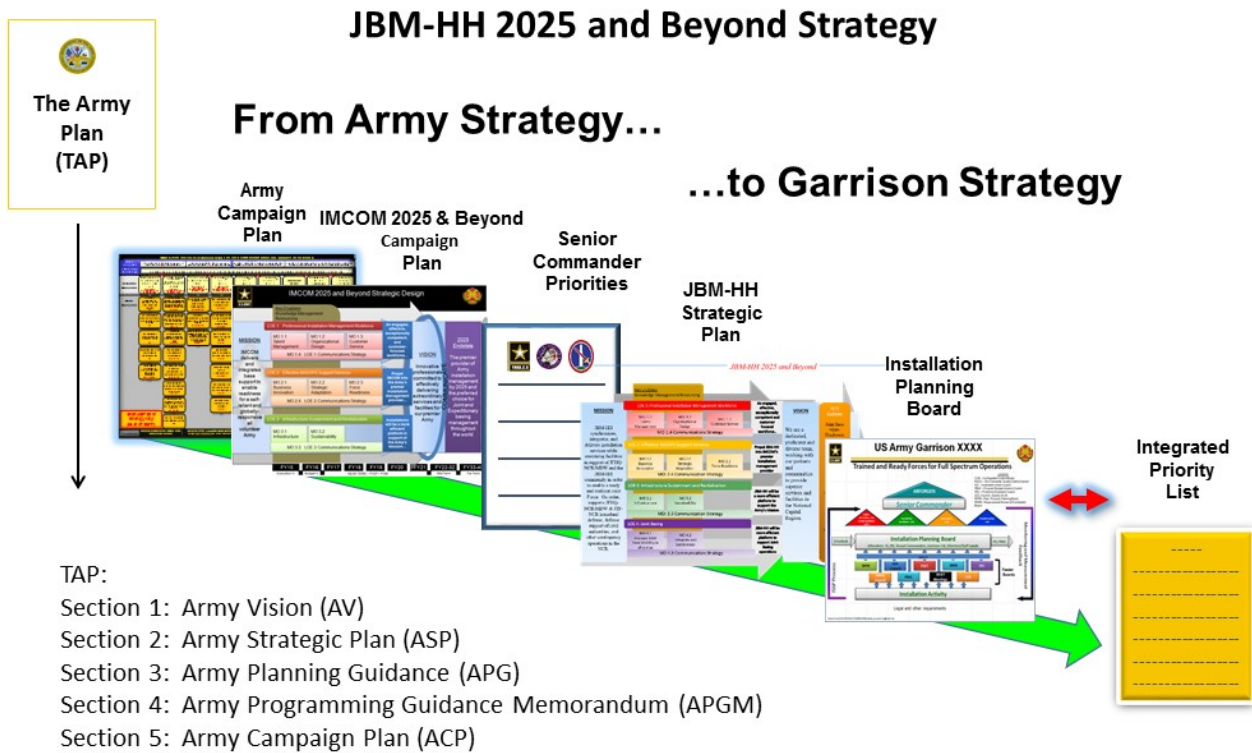
b. There are two primary products resulting directly from the IPB – a comprehensive set of IPB minutes, and an updated installation Integrated Priority List (IPL) for the coming year.

6. The proponent of the annex is JBM-HH PAIO.



Annex F – JBM-HH Strategic Alignment

The JBM-HH Strategic Plan was purposely aligned with the IMCOM 2025 and Beyond Campaign Plan, the SC Priorities and the current Army strategic vision, and priorities. Depicted below is a snapshot of JBM-HH strategic themes and efforts of alignment.





Annex G - References

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