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# CALIBRE

WHITE PAPER

## Strategic Planning - IMCOM

AUTHORS

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*Our Success Follows Yours*

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# CALIBRE

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## Strategic Planning - IMCOM

With the drawdown of the U.S. Army due to reduced overseas operations and continuing declines in defense budgets across the board, IMCOM may be facing an inflection point where business as usual is no longer sustainable and incremental responses to budget pressures become untenable. As such, it is an opportune moment to pause, step back, and consider alternative future scenarios for the support of Army installations over the next 20 years. Doing so would combine scenario planning and strategic planning to develop, analyze, and assess alternative models for U.S. Army installation services, facilities, and resources.

The goal of this project would be to develop and diligently and deliberately analyze three to five alternate scenarios for IMCOM's future business model through a structured process of visioning, analysis, discussion, and consensus seeking with key stakeholders.

The product would be either a consensus future vision for IMCOM 20 years hence or a limited set of viable visions to help shape and inform the future evolution of IMCOM among the larger changes affecting the U.S. Army.

### Methodology

This exercise would require nine to twelve months, be highly interactive and iterative with IMCOM strategic planners and leaders, and leverage knowledge and insights from the Army installation community and its key stakeholders. The intent would be to have a finished final report in time to support FY18 POM development and defense.

The overall approach to the project:

- Develop an IMCOM steering committee of thought leaders under the leadership of the OACSIM / IMCOM Strategic Initiatives Group (SIG).
- Conduct interviews with a representative set of garrison commanders to identify and prioritize their current capacity to meet installation requirements, the opportunities and challenges that they see in the immediate and longer term, their concerns, and current efforts to address the changing budgetary and staffing environment.
- Create an advisory group of highly knowledgeable and seasoned experts with strong knowledge of Army installation issues, including Dr. Craig College and LTG (ret)

Richard Formica of CALIBRE, and possibly representatives from leading think tanks and research groups.

- Develop three to five alternative scenarios / visions for installations and their support, such as a hub-and-spoke model of mega-installations with all key services and smaller, spoke installations receiving most of their services from a centralized shared service mega-installation. Other scenarios might focus on: (1) a greatly expanded and enhanced public-private partnership model in which more services and facilities are shared and serviced with other entities; (2) a narrow "military operations only" model that would limit IMCOM services to those directly supporting the warfighting mission; (3) a reduction in the range and intensity of services



provided to a smaller “core” with non-core services either privatized, discontinued, or outsourced. Note: this list is meant to be suggestive of the range of scenarios to be examined and not bias the trajectory of the project from the outset. All scenarios / visions would be selected by OACSIM / IMCOM SIG.

- Develop a “working” model describing how each alternate scenario / vision would operate in a practical sense across the full suite of installation services.
- Analyze the different scenarios / visions based on: actual data such as costs, customer satisfaction, staffing levels, transition costs, authorities and restrictions, etc. to develop a robust and balanced list of advantages and disadvantages associated with each, as well as any statutory or policy restrictions germane to that scenario. Part of the analysis would also include examination of IMCOM implementation strategies to transition from its current business model to that scenario / vision. The purpose of the analysis would be to provide tangible estimates of the costs and benefits and implementation challenges associated with moving from the current model to each scenario, thereby allowing each scenario’s viability to be considered, not in the abstract but in the practical reality of having to provide mission sustaining services to the fighting force.

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- Validate the analysis through interviews with current and recent former garrison commanders, and possibly other key stakeholders to ensure that all key considerations have been taken into account and to identify any unintended second-order effects.

- Compile the analysis into a series of briefings / reports depending on timeline for completion, organize a two-day conference with internal and external stakeholders to discuss and debate those scenarios / visions deemed viable. Through active facilitation, seek a consensus recommendation or whittling down to the two most promising scenarios / visions.
- NOTE: The study would be agnostic on the subject of a future round of BRAC but might indicate the key points of intersection or synergies with any such BRAC round.

The goal would be to provide senior decision makers with viable, significantly different alternatives for managing installations, consistent with the changing size, nature, and make-up of the Army and provide realistic estimates of the costs, cost-savings, and implementation issues associated with moving to a new model.

### **CALIBRE SYSTEMS, INC.**

CALIBRE Systems, Inc. is uniquely qualified to perform this project, based on our extensive strategic planning experience, detailed knowledge of the DOD PPBE process, and deep knowledge and experience of the U.S. Army’s installations.

Some of CALIBRE’s relevant experience includes:

- **Army Financial Manager and Comptroller (FM&C) Strategic Plan** – CALIBRE supported the Office of the Assistant Secretary of the Army (OASA(FM&C)) by planning and facilitating a strategic plan refresh for the Director of Management and Control within OASA (FM&C). We used proven methodologies and techniques to remove the tedious time-consuming investment required to create strategic plans and a roadmap for the future. By incorporating necessary input from other Army agencies, CALIBRE was able to build greater collaboration with cross organizations in a compressed period of time. The completion of the strategic plan also identified process improvement opportunities to achieve desired strategic metrics and the



momentum and buy-in to meet and monitor improved performance across the Army headquarters enterprise.

- **DLA Strategic Alignment** – CALIBRE led and facilitated the strategic planning process to ensure the Defense Logistics Agency (DLA) Acquisition community was properly aligned to the DLA Director’s vision, DOD Better Buying Power 2.0, and the Senior Procurement Executive guidance. We worked closely with key stakeholders to develop acceptance and ownership of the strategic plan by conducting multiple offsite workshops. By building working relationships with acquisition leadership, we ensured stakeholder buy-in ensuring the strategic plan was realistic and sustainable. In addition to facilitating the development of viable vision, mission and value statements, CALIBRE built the strategic plan into a roadmap to organizational excellence by:
  - › Conducting an organizational assessment and detailed gap analysis of the current state of operations against the newly developed acquisition strategic plan;
  - › Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and
  - › Coaching leadership and process owners to develop specific, measurable, attainable, realistic and time bound (SMART) objectives to execute the strategic plan.
- **BRAC 2005 support** – CALIBRE has provided extensive support to the U.S. Army

in analyzing its installation requirements as part of the BRAC 2005 process and in implementing the resulting closures and other changes. CALIBRE supported The Army Basing Study (TABS) for BRAC 2005, and provided all aspects of program support for the Army's successful implementation of BRAC 2005, the Army's EIC efforts, and the Army's Capacity Analysis, and we continue to support the Army's BRAC property disposal efforts. Many of the individuals who supported these efforts are available for supporting this effort. These personnel include the 2005 TABS modeling and analysis team lead as well as members who supported the Reserve Component process action team, the environmental team, and the scenario development teams.

- **Installation Training Area Management (ITAM)** - Under the Training Support System (TSS) contract, CALIBRE provided over a decade of ITAM services to over 17 installations in delivery of our efficient, cost-effective, high-quality, and innovative approach to meet the requirements of installation range managers. We utilized our 15 years of experience and lessons learned to implement innovative practices to achieve efficiencies across all the components of the ITAM program, which include:
  - › Training Requirements Integration (TRI)
  - › Range and Training Land Assessments (RTLA)
  - › Sustainable Range Awareness (SRA)
  - › Geographic Information Systems (GIS)
  - › Land Rehabilitation and Maintenance (LRAM)

- **Meter Data Management System (MDMS)**
  - Under contract to USACE, CALIBRE developed, fielded, hosts, and maintains the Army's Meter Data Management System, which provides a detailed, comprehensive portrait of the energy usage of those installations that have fielded advanced meters and are reporting into the MDMS enterprise. CALIBRE currently hosts and maintains MDMS in a secure environment. We continue to connect installations into the enterprise and provide analysis of the data to assist installations in making wise decisions to manage their energy needs and costs.

## About CALIBRE

Founded in 1989, CALIBRE Systems is an employee-owned management consulting and technology services company supporting government and industry. CALIBRE is committed to the success of our customers, and delivers enduring solutions that solve management, technology, and program challenges.

## Solutions that Make a Difference

We work in multidisciplinary teams, partnering with you to deliver practical, timely, best value solutions that solve your management, technology, and program challenges and help you achieve your business objectives. This collaborative work style helps produce the results you seek – today and where you want to be tomorrow.

