



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
SOUTHWEST REGION
1204 STANLEY ROAD, SUITE 9
FORT SAM HOUSTON, TX 78234-5009

SFIM-SW-PW-M

23 FEB 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Southwest Region Office (SWRO) Installation Management Agency (IMA)
Guidance Memorandum #13 – Master Planning

1. REFERENCES.

a. Memorandum, HQ IMA, SFIM-RM, 22 Dec 03, subject: Fiscal Year 2004 (FY04) Installation Management Agency (IMA) Operations and Maintenance Army (OMA) Funding Letter.

b. IMA Director's NETCALL #10, 17 Jun 03, subject: Master Planning (encl).

c. Army Regulation 210-20, Master Planning for Army Installations, 30 Jul 93.

2. PURPOSE. To provide guidance for execution of master planning and real property programs on your installations.

3. APPLICABILITY. These procedures are applicable to all garrisons within the Southwest Region of IMA.

4. PROCEDURES.

a. Master planning plays a critical role in managing our installations. IMA has placed greater focus on master planning and real property, especially in the implementation of the Army Installation Design Standards (IDS) and updating our master plan components. With this memo, I want to emphasize that master planning is a process, not a set of plans or products that reside on a dusty shelf. It is essential that we place our emphasis on getting the basics right in these times of limited resources and constant demands on our scarce time. As I see it, the essential building blocks for a good master plan include the following:

(1) An accurate Real Property Inventory (RPI). The RPI is the foundation of everything we do, from determining resource requirements and facility shortfalls to providing the justification for military construction. Additionally, we must produce annual financial statements on our real property assets IAW the Chief Financial Officer's Act (CFOA).

(2) An accurate Army Stationing and Installation Plan (ASIP). Maintaining accurate ASIP data is an installation-wide responsibility. The greatest potential for

SFIM-SW-PW-M

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improvement is by improving the accuracy of data on contractors and tenant units on your installations. Accurately documenting the units, contractors, and tenants on your installations provides more accurate facility requirements.

(3) Accurate Real Property Planning and Analysis System (RPLANS) data. The RPI and ASIP come together in RPLANS to determine the facility requirements needed to support the population of the installation. Requirements edits need to be maintained on a regular basis to ensure proper facilities utilization and to support planned and programmed military construction (MILCON) projects. Balancing your Tabulation of Existing and Required Facilities in RPLANS to cross-level excess and deficit facilities categories will go a long way to make sure the right facilities are being constructed, converted, or demolished.

(4) Up-to-date Basic Information Maps. This is the key graphical master plan component. They need to be kept in sync with the RPI.

(5) Installation Design Guide (IDG). HQ IMA identified resourcing development of IDGs as a must-fund activity in FY04 in reference 1a. Development of updated IDGs IAW the new Army standard template must be completed by the end of FY05. SWRO will review and approve IDGs to ensure they are in compliance with the Vice Chief of Staff Army-directed IDS.

(6) Regular Real Property Planning Boards (RPPB). The RPPB is the forum to ensure coordinated development of our installations. As a minimum, the RPPB should be conducted to coincide with the annual Military Construction Army (MCA) and Program Objective Memorandum (POM) submittals to establish and validate the installation priorities. SWRO will be a non-voting member and should be notified as far in advance to enable attendance when possible.

b. There are other regulatory requirements, but the components listed above form the basis for good, solid planning. Getting the basic building blocks right ensure that follow-on products are credible and will allow the development of powerful new initiatives, such as an Enterprise Geographical Information System (GIS). Accurate building blocks ensure planning for important goals such as Army Transformation will not suffer.

c. Several trends impact on the components listed above. IDS implementation will be a major focus in the coming years with “year of emphasis” initiatives to achieve consistent standards at installations across the Army. Garrison Commanders will be required to certify the accuracy of their data, such as the RPI, ASIP, RPLANS, and mapping data. Maintaining key master plan components ensures we are confident in our data. With the **phased IDS implementation, further requirements will also be added to MILCON programming documentation (i.e., provision of land use and future development plans) to ensure future construction is done IAW the standards.**

SFIM-SW-PW-M

SUBJECT: Southwest Region Office (SWRO) Installation Management Agency (IMA)
Guidance Memorandum #13 – Master Planning

5. PROPONENT. The Public Works Division is the proponent for this Guidance Memorandum. The SWRO POCs by topic are:

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Encl
as


HUGH M. EXTON, JR.
Director

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SFIM-SW-PW-M

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Guidance Memorandum #13 – Master Planning

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-----Original Message-----

From: Aadland, Anders B MG Dir IMA
Sent: Tuesday, June 17, 2003 7:21 PM
Subject: IMA Director's NETCALL #10 -- Master Planning

Garrison Commanders

With the Installation Management Agency (IMA) now rounding out its ninth month of existence, we leaders in the agency have had the opportunity to assess many vital installation management functions worldwide -- where we are and where we should be. One area that has surfaced resoundingly as a critical concern, because it is so important to the future of our installations and, to a great extent, not being accomplished to standard, is master planning. At too many installations, garrison commanders and DPWs are reporting that master planning is no longer resourced, is not being done well or at all, or is the victim of other priorities. This is unacceptable -- the master plan is the life's blood of the installation's future.

One of IMA's key goals is to increase emphasis on installation master planning and, on a broader scope, installation strategic planning. To fulfill our role in Army Transformation, installations must move forward with vision to become "Objective Installations." This will require accurate data, proactive planning, top-notch leadership and extensive coordination among stakeholders. Regardless of where you are, what MACOM your installation came from, or what names you've given to your master planning and real property planning organizations and fora, you must have the following fundamental pieces of this process to be successful:

Real Property Master Planning. All installations must develop, coordinate and produce real property master planning. A key mission of the DPW, this constitutes the critical first step in a process that defines the long-term vision and end-state of an installation. Critical elements include: real property inventory, Installation Status Report (ISR), Installation Design Guide (IDG), future development plans, and service-based costing data. The real property inventory is the cornerstone of the master plan and is worthless if not accurate and up-to-date. But the accuracy of our inventories has been suspect. To correct this requires the leadership attention of all GCs and DPWs. The IDG must now mirror the recently DA-approved Installation Design

Standards (IDS) that provide common standards for facilities on all Army installations.

Installation Master Plan. Master planning is often thought of only as setting local military construction (MILCON) priorities; but it encompasses far more than that. Facility utilization decisions, OMA- and AFH(O)-funded construction/repair projects, stationing actions, and the priorities/desires of tenant organization commanders are all important components of master planning. These elements and the Military Construction Army (MCA) program must complement each other to achieve systematic and orderly development and evolution of the installation master plan. The Installation Real Property Planning Board (RPPB) is the forum in which these decisions are developed. The Garrison Commander is the Chair of the RPPB and the DPW is the executive secretary. Real Property Master Planning is regulated by AR 210-20.

Installation Strategic Planning. Important as it is, the Real Property Master Plan is but one component of a comprehensive Installation Strategic Plan (ISP). The ISP sets the overarching azimuth for the installation's future, embracing the Malcom Baldrige management principles now embedded in the Army Performance Improvement Criteria that define Army Communities of Excellence. The ISP includes all the functional area master plans applicable at your installation, such as ranges and training areas, energy utilization and conservation, environmental management, non-appropriated fund capital purchases and construction, information technology, force protection and physical security, human resources, emergency response, and contingency, mobilization and deployment support. You have staff elements working each of these functional plans; however, all too often they are developed independently, without benefiting from an integrated framework, and in those cases the sum is less than the total of the parts. As we standardize garrison organizations and better define primary installation missions/METL and functions, real property master planning and installation strategic planning are essential in setting and achieving priorities that will endure -- they drive the synergy and common focus needed for Army installations to succeed and for IMA to fulfill its fundamental mission.

Installation Planning Board (IPB). The IPB is the key forum to obtain local consensus on the installation master plan, vision and

priorities, as integrated in the ISP, from the senior leadership level of all installation stakeholder/tenant organizations. The IPB should meet no less than semiannually, chaired by the Installation Commander (IC) or designated Senior Mission Commander (SMC), facilitated by the GC, and supported by the entire garrison staff. As stated earlier, the installation Real Property Planning Board, facilitated by the DPW, is one of several intermediate-level fora that provide vital input to the IPB. The IPB is the place to synthesize the various supporting plans into the vision that constitutes the Installation Strategic Plan, and to achieve direction, priorities and buy-in from the major organizations on that installation. There is no Army Regulation requiring the IPB, but this forum results from the application of Malcom Baldrige management principles (some installations refer to the IPB as an Executive Steering Committee.) Bottom line: the IPB is that forum that brings the SMC/IC authorities to the table to witness first-hand and guide the overarching concept for the future of the installation, hear the concerns and priorities of stakeholders, and issue guidance and approval of the ISP.

In closing, let me reiterate -- master planning is not an occasional pursuit; it is not optional; it is a continuous process that must be worked skillfully and hard. It is the process that enables proper decisions on the use and preservation of our land and infrastructure, ensures good stewardship of construction resources and builds enduring installations. Improving installation master planning Army-wide is one of IMA's most fundamental and important objectives. We must overcome the negligence of the past and revitalize this process through better training, better vision, better real property inventory data, better coordination with stakeholders, best management practices, common standards and consistent criteria for success. Set aside any debate between mission and garrison responsibilities. Remember, we all serve the same soldiers, families, and civilians that live, work and/or play on Army installations. We need your concerted leadership efforts to set the vision and direction of your installation into a comprehensive master plan; this is essential to providing the quality services our Soldiers deserve and making optimal use of scarce resources. AA.