

US ARMY ENVIRONMENTAL CENTER



STRATEGIC PLAN

FOCUSING ON THE FUTURE

LEADERSHIP AND INNOVATIVE SOLUTIONS

FOR THE ARMY'S

ENVIRONMENTAL PROGRAMS



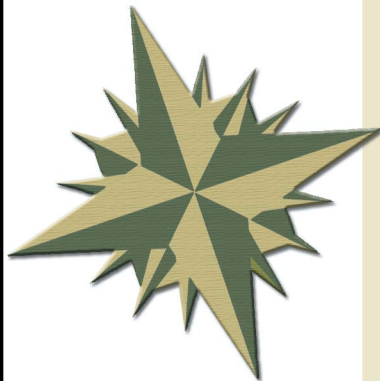
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The World's Premier Military Environmental Center ■ The Army's Point Organization for Integrating Environmental Programs to Maximize Army Readiness and Training ■ A Team of World-Class Professionals Committed to Excellence, Empowered to Shape the Future

OUR VISION



COL STANLEY H. LILLIE
COMMANDER
US Army Environmental Center



THE COMPASS

The Army Environmental Campaign Plan and its included Operational Directive (December 2000) integrate environmental stewardship into the Army Transformation Strategy. This plan also builds on the *US Army Environmental Strategy into the 21st Century*, published in 1992.

The Environmental Campaign Plan consists of four areas that support the transformation axes of Trained and Ready, Transforming the Operational Force, and Transforming the Institutional Army. Each area has individual actions assigned through the Operational Directive. The specific areas are:

- ◆ Requirements, Acquisition, and Logistics
- ◆ Training and Doctrine
- ◆ Installation Management
- ◆ Operations

The Installation Management Action Plan (IMAP) sets the goals and objectives for the environmental programs and sustainable installations and further guides the development of this plan.

OUR RESPONSE TO CHANGE

Since we are an integral part of the success of the Environmental Campaign Plan and implementation of the Operational Directive, the US Army Environmental Center (USAEC) must ensure it remains positioned and responsive to support the Army in meeting these new demands. Every member of USAEC is committed to helping meet the Army's changing needs. USAEC has a demonstrated track record of anticipating changing requirements and providing critical products and services to meet those needs.

The Army is changing. In order to keep pace with the Army's plan to incorporate environmental stewardship into the transformation to a more agile, responsive, and sustainable force, the Army Environmental Center is changing. We have adopted an updated vision and mission statement and developed this strategic plan.

Our strategic plan, "Focusing on the Future: Leadership and Innovative Solutions for the Army's Environmental Programs," is the means to manage our changes and lead us to our goals. In doing so, the plan looks inward to the development of our personnel and organization; it looks upward to our support of the Headquarters, Department of the Army (HQDA); and it looks outward to our support of the Army's major commands (MACOMs) and installations.

We must always remember our mission focuses on supporting readiness and training; the Army is a good steward of the environment; and our mission places us as the Army's point organization to integrate environmental programs.

The path for change begins here.

GUIDING PRINCIPLES

Throughout the development of this plan, the following principles guided all decisions:

- ◆ Support the Army in the Best Manner Possible
- ◆ Position the Center to Capitalize on Future Growth Areas
- ◆ Take Care of Our People
- ◆ Provide Career Growth Opportunities, Where Possible
- ◆ Improve Linkage with the Office of the Director of Environmental Programs (ODEP)
- ◆ Institutionalize "Installation Support"
- ◆ Streamline Functions/Look for Synergy
- ◆ Spread the Load
- ◆ Capitalize on Strengths

FOCUS AREAS

- ◆ Sustainable Ranges and Installations
- ◆ Regulatory Review, Monitoring and Analysis
- ◆ Environmental Reporting
- ◆ Acquisition Support
- ◆ Pollution Prevention/Compliance Integration
- ◆ MACOM and Installation Support
- ◆ Support to Environmental Integration
- ◆ Base Realignment and Closure and Active Sites Restoration
- ◆ Technology Transfer

PARTNERSHIPS: THE BRIDGE TO SUCCESS

This Center will continue to build close partnerships with other Army agencies, including the US Army Corps of Engineers, the US Army Center for Health Promotion and Preventive Medicine, the Army Environmental Policy Institute and other Defense Department and federal agencies to provide the most complete, comprehensive and cost-efficient support to the Army.

OUR ROADMAP TO THE FUTURE

This strategic plan is built upon three goals that look inward (to develop our people and organization), upward (to support HQDA) and outward (to support MACOMs and installations).

GOAL 1

Develop and sustain a quality organization of environmental and support professionals, programs and projects.

- OBJECTIVE 1:** Develop and sustain a flexible, responsive, motivated, innovative professional workforce with supportive leadership and infrastructure to perform the USAEC mission.
- OBJECTIVE 2:** Cultivate internal collaborative processes and open communication.
- OBJECTIVE 3:** Attain recognition of USAEC for excellence in environmental programs, products and services.

GOAL 2

Provide quality support to the Army Secretariat and Army Staff in the management of the Army's environmental program.

- OBJECTIVE 1:** Proactively represent Army interests in the development of federal, regional and state environmental legislation, regulations and policy.
- OBJECTIVE 2:** Provide technical support and input to policy and guidance development, and planning, programming, budget and execution decisions.
- OBJECTIVE 3:** Provide technical program/project management and timely response to existing and emerging issues.
- OBJECTIVE 4:** Collect, organize, analyze and share Army environmental information.
- OBJECTIVE 5:** Maintain a continuing emphasis on the achievement of cost savings, reductions and avoidances in implementation of the Army's environmental programs.

GOAL 3

Provide quality support to MACOMs and installations in the execution of the Army's environmental program.

- OBJECTIVE 1:** Proactively represent MACOM and installation interests in the development of federal, regional and state environmental legislation, regulations and policy.
- OBJECTIVE 2:** Provide technical support and guidance, program/project management and timely response to existing and emerging issues.
- OBJECTIVE 3:** Assist MACOMs and installations in the collection, organization, and analysis of Army environmental information.
- OBJECTIVE 4:** Serve as an advocate for MACOM and installation needs.
- OBJECTIVE 5:** Maintain a continuing emphasis on the achievement of cost savings, reductions and avoidances in the implementation of the Army's environmental programs.

Objectives and measurement of metrics for each goal are guided by principles within the Government Results and Performance Act, thus ensuring direct linkage between USAEC performance, mission and expectations from Army leadership.

- **INTEGRATE, COORDINATE AND OVERSEE IMPLEMENTATION OF THE ARMY'S ENVIRONMENTAL PROGRAMS FOR THE ARMY STAFF**
- **PROVIDE A BROAD RANGE OF ENVIRONMENTAL PRODUCTS AND SERVICES TO SUPPORT HQDA, MACOMs AND COMMANDERS WORLDWIDE**
- **PROVIDE LEADERSHIP, FOCUS, DIRECTION AND INNOVATIVE SOLUTIONS TO THE ARMY'S FUTURE ENVIRONMENTAL CHALLENGES**
- **DEVELOP AND SUSTAIN A VALUE-BASED TEAM OF WORLD-CLASS PROFESSIONALS DEDICATED AND EMPOWERED TO ACCOMPLISH THE MISSION**

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THE PROCESS

Beginning in October 2000, USAEC senior management met to craft the new vision, mission statement and strategic plan for the Center. In addition, a recommended reorganization was developed to accompany the new strategy. The plan and the related reorganization were briefed to and approved by the Director of Environmental Programs, the Deputy Assistant Chief of Staff for Installation Management, the Assistant Chief of Staff for Installation Management and the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health.

THE ORGANIZATION

The reorganization of USAEC reflects our commitment to supporting the transformation effort and assisting MACOMs and installations. The Public Affairs Office will expand its focus to include public outreach as part of Armywide initiatives, and we have increased the capability of our Office of Counsel to better meet USAEC's customer needs. The restoration programs are the roots of this organization and our support to these programs will not change. The Integration and Installation Support Office will provide installations with a clear point of entry for help.

The Range and Munitions Division and the Conservation Division focus much of their energy on supporting Army range sustainment and range response programs. Combining assets within the Pollution Prevention, Compliance, Acquisition and Technology Division demonstrates the linkage among these program areas and the synergy this will provide to Army customers. We are integrating our management and support of Army Environmental Reporting Programs into one unit focused on providing timely information to decision-makers, improving data quality, easing the load on installations and reducing costs.

Our Financial and Human Resources Division is focused on fiscal management and the efficient overall operation of the Center. Although this Center has been active in monitoring and commenting on changing regulations for many years, our new Office of Legislative and Regulatory Activities reflects the Army's increased focus in this arena for the future. Our Regional Environmental Offices have established themselves as indispensable in communicating the Army's position on environmental issues to federal and state agencies, and in assisting installations in developing understandings with these agencies.

