

2010
INSTALLATION MANAGEMENT COMMUNITY
LEADER HANDBOOK



IMCOM
SOLDIERS • FAMILIES • CIVILIANS

We are
THE ARMY'S HOME

February 2011
Version 1.1

SUMMARY of CHANGE

Installation Management Community Leader Handbook

This is a rapid action revision, dated 26 January 2011—

o Change Chapter 1, Paragraph 2.a. to read: **a. MISSION:** Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

Foreword

I directed my staff to develop this handbook for all Installation Management Community Leaders and it serves as a sister publication to the Installation Management Campaign Plan (IMCP). Your mission as a leader in IMCOM is a difficult one, with a huge responsibility to the Soldiers and employees you lead and to the Nation. You must effectively use all of your resources to succeed. The intent of this handbook is to share knowledge, support discussion, and impart lessons and information in an expeditious manner. This information incorporates IMCOM's mission, vision, my intent, and the IMCP. While no document will guide us in every situation as unforeseen challenges arise, we must ask ourselves three fundamental questions:

Are we doing the right things?

This first fundamental question has everything to do with being a leader of strong character. When you ask this question, be sure to refer to my Commander's Intent. If your actions fit within this framework, then you will likely answer yes. We must be very focused on requirements. Are we indeed focused on the right things, and are we getting appropriate value out of our activities? Over the past several years we have doubled the amount of money we are investing in family programs, and significantly increased the money we have for running our installations, but we still routinely require more money. We must get in front of the requirements process. We will continually focus on value added. Everyone has requirements. Which are the most important? Which have the greatest value-added?

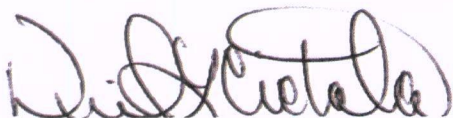
Are we doing things right?

This second fundamental question has to do with both efficiency and safety. During this time of transition and transformation there is a degree of uncertainty. In order to maintain and increase productivity under these conditions, we must increase efficiencies. By analyzing your activities in order to cut out wasted time and energy while maintaining safe practices, you will likely be doing things right. We must look closely at our force structure. I am convinced we in IMCOM have too many people, and too much money. We can indeed have the same output - or even improved output - with a reduced force structure and less money. We must move in that direction.

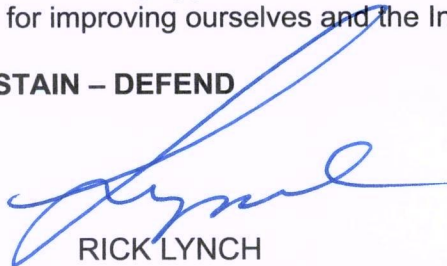
What are we missing?

I feel it is important to periodically take a step back and think about what else you should be doing that is not being done already. Effective and responsible leaders at all levels must ask these three questions so that we can better focus our resources and reinforce the things that are being done well. With increased decision-making opportunities at all levels you can make a difference. Let's all take responsibility for improving ourselves and the Installation Management Community.

SUPPORT – SUSTAIN – DEFEND



NEIL L. CIOTOLA
Command Sergeant Major, USA
Installation Management



RICK LYNCH
Lieutenant General, U.S. Army
Commanding

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Chapter 1 – Commander’s Intent / Mission / Vision / Lines of Effort

1. Introduction.

a. Purpose. This Installation Management Community Leaders’ Handbook describes my mission, vision, and intent for IMCOM. It serves as a sister publication to supplement the Installation Management Campaign Plan (IMCP) and for executing programs comprising IMCOM’s six Lines of Effort (LOEs). These LOEs include: Soldier and Family Readiness, Soldier and Family Well-Being, Leader and Workforce Development, Installation Readiness, Safety, and Energy Efficiency and Security. Additionally, this book will provide information, references, and guidance to better serve our Soldiers, Civilians and Families.

b. Situation. Army operations have significantly evolved. Conflict is persistent, rather than episodic. The new security environment and corresponding changes in strategy have profound implications for the Army. To deal with a state of persistent but uncertain conflict, the forces the Army builds for the future must be versatile and led by agile, adaptive leaders. These forces must be prepared to face unexpected circumstances, complex challenges, asymmetric threats, and a full spectrum of conflict from peacetime engagement to conventional war. The Army must continue to build that force keeping two goals in mind. These two goals are creating a campaign-quality and expeditionary Army capable of supporting the needs of combatant commanders in a joint, multi-national, or coalition force; and preserving the All-Volunteer force so they and their Families are ready when and where we need them. Key to IMCOM’s effective support of the Army’s expeditionary operations is enabling Senior Commanders to focus on their warfighting missions while Garrison Commanders provide the effective leadership to deliver installation management support. This fundamental transformation of the Army’s approach to installation management contributes to readiness by linking services, infrastructure and operational support to Soldiers and Families across the globe. The Army’s present-day communities and those of the future will face more pressures and demands. From implementing new technology, to addressing resource scarcity and providing quality of care for Soldiers and Families, Army communities must be flexible, adaptable and capable of sustaining mission readiness.

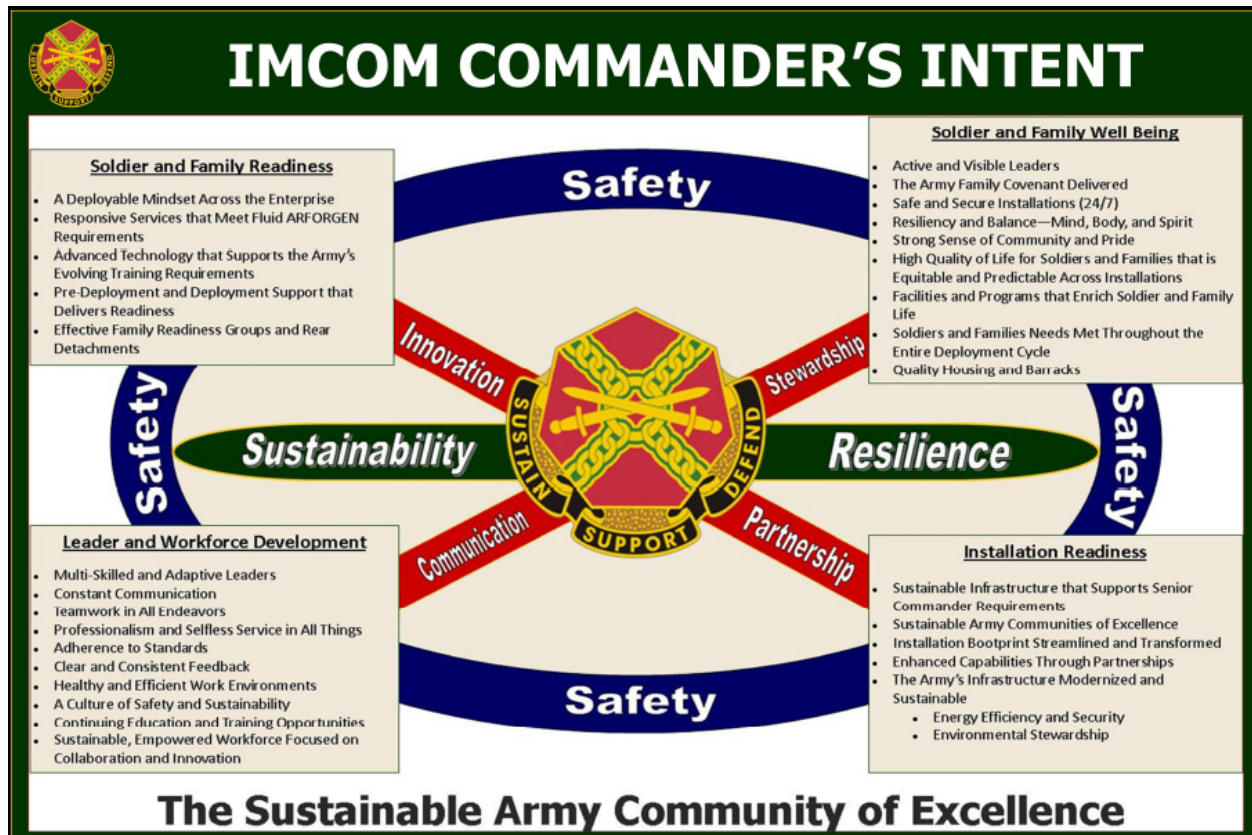
2. IMCOM Commander’s Mission / Vision / Intent.

a. MISSION: Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

b. VISION: Army installations are the Department of Defense (DoD) standard for infrastructure quality and are the provider of consistent quality services that are a force multiplier in supported organizations’ mission accomplishment, and materially enhance Soldier and Family well-being and readiness.

c. IMCOM Commander’s Intent: My intent is to provide the facilities, programs, and services required to support Army readiness, sustain the All-Volunteer Force, and

to provide the infrastructure for current and future mission requirements. I will do so through six LOEs as imperatives in all that we do: Soldier and Family Readiness, Soldier and Family Well-Being, Leader and Workforce Development, Installation Readiness, Safety, Energy Efficiency and Security. I will inculcate sustainable Army Communities of Excellence principles throughout our business processes and procedures, including how to measure progress toward achieving my vision.



The wheel and spokes in the graphic above tell the story of how we will operate every day to achieve success. They define the qualities that we must exhibit to accomplish our installation management mission to the standards of excellence that I expect and the Army demands:

- **Safety.** We will provide a safe environment for those who live, work, train and play on installations. Safety is an imperative that underpins all that we do. Accidents can be avoided by practicing comprehensive risk management and good judgment, on and off the installation. The injury or loss of a single Soldier, Civilian, or Family member to an avoidable accident is unacceptable.
- **Sustainability.** We will operate in a manner that ensures we perform both today's and tomorrow's missions to standard. We will manage resources, conserve and secure energy; operate and build future capabilities to achieve the Army's Triple Bottom Line of Mission, Community and Environment. We will integrate the application of sustainability principles into daily operations in much

the same way that safety has become an integral part of day-to-day activities. It is essential that we assume a “sustainability-mindset” in all aspects of our operations. More information about sustainability is provided in **Appendix A** of this publication.

- **Resilience.** We will stay focused on our mission to provide a more resilient base infrastructure and the services, programs and facilities needed to support Commanders, Soldiers, Civilians, and Families in the face of unforeseen demands and challenges. We will continue to support the deployment of the Army Comprehensive Soldier Fitness program to provide the critical skills our Soldiers, Army Civilians, and Family members need to remain resilient in our current and future environment.
- **Innovation.** We will harvest best practices from installations, other government agencies, industry and academia to bring to bear the best solutions to deliver services, programs and facilities in support of Commander Readiness and the All-Volunteer Force. We will pursue emerging technologies and seek enterprise solutions for services and infrastructure demands, and deploy them to installations to reduce costs and improve results.
- **Stewardship.** We will be good stewards of the resources entrusted to us. Effective stewardship balances our need to train and maintain a high state of readiness and quality of life with its mandate to be responsible members of the communities with which we co-reside. We share both an environment of declining resources and the responsibility to consume fewer resources within our surrounding communities. We will operate in a cost culture environment enabling well-informed resource management decisions to ensure that taxpayer dollars are spent wisely and responsibly. We will establish a resource framework directly linked to performance across the entire scope of Army Installation Management, supported by relevant and reliable metrics.
- **Partnership.** We will collaborate with communities via Community Covenants and other venues to enhance the quality of life of remotely located Soldiers and Families by way of enhanced communications of Army program availability and community support for their service. I expect Garrison Commanders to engage community leaders to encourage community services to support active and reserve component needs.
- **Communications.** Communicate, communicate, communicate! I can't stress this enough. Use every opportunity to listen to your leaders, customers and subordinates. Know your responsibilities and communicate your objectives to your workforce and supported Commander. Be open to feedback, but always step forward to lead. Use your Public Affairs Officers to get the message out to the communities that support us.

d. Installation Management Campaign Plan (IMCP). The IMCP provides direction for planning, preparation, and execution of the full range of tasks necessary to address our Services and Infrastructure Core Enterprise (SICE). The IMCP can be found in Army Knowledge Online (AKO) at this URL:

<http://www.imcom.army.mil/hq/kd/cache/files/D46D0DD8-423D-452D-4213C8335482DBEC.pdf>

e. IMCOM Headquarters Terms of Reference (TOR). The IMCOM HQ TOR provides guidance about the roles and responsibilities of the IMCOM Command Group. The IMCOM TOR is provided in **Appendix B**.

Chapter 2

Installation Organization Key Information

1. Garrison Terms of Reference (GTOR). The GTOR provides guidance on the roles and responsibilities of the Garrison Command Group and is derived from AR 600-20, Army Command Policy. A weblink to AR 600-20 can be found at the following URL: http://www.army.mil/usapa/epubs/pdf/r600_20.pdf

a. Senior Commander (SC).

(1) The SC is normally the senior general officer at the installation, the Reserve Senior Commander for US Army Reserve (USAR) or the Adjutant General of the state concerned for the Army National Guard (ARNG). The SC's mission is the care of Soldiers, Civilians, and Families to enable unit readiness. The SC will routinely resolve installation issues with IMCOM (or their own installations in the case of USAR/ARNG) and, as needed, the associated Army Command (ACOM), Army Service Component Command (ASCC), or Direct Reporting Unit (DRU).

(2) The SC uses the Garrison as the primary organization to provide services and resources to customers in support of accomplishing this mission. All applicable commands support the SC in the execution of SC responsibilities; therefore, the SC is the supported commander by the IMCOM Region Director (RD), the Garrison, and tenants.

(3) The SC is normally in a dual-hatted position. When this occurs the Commander exercises discrete authorities as the SC and as a Mission Commander (MC). The SC responsibilities and authorities are installation focused; the responsibilities and authorities as the MC are mission focused.

(4) The SC is responsible for synchronizing and integrating Army priorities and initiatives at the installation. On IMCOM-managed installations there is a requirement for a strong collaborative relationship between the SC and the IMCOM RD. The SC commands the installation but funding of almost all installation activities flows through the RD.

b. Region Director (RD).

(1) Supervises the Garrison Commander and provides direction, guidance, and programmatic oversight of all Installation Management services.

(2) Manages all IMCOM resources within the region, provides budgeting and programming guidance, allocates resources to Garrisons, and tracks budget implementation in accordance with IMCOM funding guidance.

(3) Serves as the senior mentor for all Civilians within the region and provides guidance on workforce development, training, and career progression.

(4) Partners with Senior Commanders to ensure Garrisons implement SC priorities and requirements, perform within allocated resources and resolve issues at the lowest level in compliance with IMCOM guidance.

(5) Provides the primary IMCOM interface with Army Service Component Command (ASCC) leadership at OCONUS installations.

c. Garrison Commander (GC) / Garrison Manager (GM). The GC leads the organization, supervises the daily management of all respective IMCOM services, assigned to the Garrison's Table of Distribution and Allowances (TDA), delivered to the installation and its resident activities, and directs the implementation of policies, procedures, and program necessary to accomplish assigned missions. USAR Regional Support Commands (RSC) and ARNG State (minus major training sites – DRRS-A installations) will likely have GC/GM duties assigned as an additional duty to a senior staff member. ARNG and USAR installations will have assigned Garrison/Installation Commanders who will perform many, if not all, identified duties on behalf of the RSC Commander or State Adjutant General (the SC). For IMCOM, if a military GC is not designated, a Civilian Garrison Manager will fulfill most responsibilities normally associated with the GC as follows:

(1) Commands assigned/attached activities.

(2) Formulates policy for, directs, supervises and coordinates the operation of the Garrison directorates/offices.

(3) Is responsible for the delivery of respective Installation Management services to all resident and non-resident activities.

(4) Cultivates the Army Garrison role in local community affairs to advance interests/quality of life of Soldiers and Families of the installation and ensure public support.

(5) Under the guidance of the SC, exercises direct authority for the development and execution of force protection plans for the installation.

(6) Under the guidance of the SC, exercises tasking authority over resident activities for resources to ensure delivery of installation support services and execution of installation contingency plans.

(7) Sets installation-wide policy as delegated by the SC.

(8) Oversees Garrison Appropriated Fund/Non-Appropriated Fund budget planning and execution.

(9) In coordination with the SC, sets priorities for Sustainment, Restoration, and Modernization (S/RM) resources.

(10) In coordination with the SC, sets priorities for Military Construction Army (MCA).

(11) In coordination with the SC, establishes the installation master plan.

d. Deputy to the Garrison Commander (DGC). The DGC is the second in command under the GC. The Deputy:

(1) Serves as the principal advisor to the GC on all installation management policies, plans, programs, and procedures.

(2) Assumes management authority and responsibility of the Commander (except that associated with the Uniform Code of Military Justice) in the absence of the Garrison Commander.

(3) Supervises the administrative support to the Garrison Command Team.

(4) Performs and executes programs and tasks assigned by the GC. This includes, if tasked, the direction and oversight of the Garrison Command Staff.

e. Deputy Garrison Commander for Transformation. Installations transforming under Base Realignment and Closure (BRAC) normally have a senior leader responsible for overseeing transformation. These duties include oversight of major construction and reorganization of the installation.

f. Garrison Command Sergeant Major (CSM). The CSM is the senior noncommissioned officer on the Garrison Command Team. The duties of the Garrison CSM mirror those of the IMCOM CSM duties found in **Appendix B** of this publication. In addition, the Garrison CSM:

(1) Serves as the principal advisor to the Garrison Command Team and where applicable the Garrison Commander on the well-being of Soldiers and their Families.

(2) Participates in official ceremonies, conferences, inspections and visits as required.

g. Equal Employment Office (EEO). The EEO Official/Office provides strategic and tactical advice to the Commander on civilian employment practices, EEO requirements, principles and objectives. The Commander will provide leadership, support and resources to ensure full compliance of Federal EEO Laws and Army regulations. Equal Employment Opportunity and Affirmative Employment Programs are essential elements of readiness that contribute to mission accomplishment and the national security mission.

h. Installation Safety Office (ISO). The Installation Safety Office manages the safety and occupational health programs for the installation and the command to minimize accidental loss of military and civilian resources. It fosters the integration of

safety and occupational health programs and activities into all Army operations to minimize risk to people, equipment, facilities and the environment. The ISO is made up of a garrison safety team and a mission safety team with different functions, but may be co-located for unity of effort. The SC may choose the lead for the ISO from either the garrison team or the mission team.

i. Directorate of Emergency Services (DES). The DES manages the installation law enforcement, physical security, fire and emergency services and ground and aero-medevac functions. On those installations where there are Military Police mission units (BDE/BN), those commanders may carry an additional duty as the IMCOM DES and will have a civilian deputy. This includes all first responders to emergency situations as well as those functions that plan responses, educate the community and disseminate public safety-related information. The DES includes a Police/Provost Marshal Division and the Fire Protection and Prevention Division. The Police Chief/Provost Marshal is normally the DES Director.

j. Directorate of Human Resources (DHR). The DHR manages programs designed to enhance morale and promote readiness. Through human resources programs, Commanders are enabled to provide leadership in executing their military and civilian personnel management responsibilities. In addition, human resources programs and activities promote the readiness of individuals, Families, and communities by developing, coordinating and delivering education and social service programs that promote self-reliance, resiliency and stability during war and peace.

k. Directorate of Plans, Training, Mobilization and Security (DPTMS). The DPTMS is the S2/S3 "Operations" staff. It encompasses a myriad of staff to include Plans and Operations, Security and Intelligence, Mobilization, Training and Anti-Terrorism/Force Protection and Base Defense offices. It provides command and control of the Installation Operations Center, directs crisis operations during contingencies and exercises. It manages the Anti-Terrorism/Force Protection mission, Destructive Weather program, visual information program, tenant unit taskings, airfields and Training Support Systems (TSS). The TSS includes training ranges, Integrated Training Area Management (ITAM), Training Support Centers (TASC), and Battle Command Training Centers (BCTC).

l. Resource Management Office (RMO). Resource management provides sound stewardship of financial and manpower resources. Resource management includes programs, services and functions related to programming and budgeting, finance and accounting, cost analysis, support agreements, manpower and equipment documentation and management, management controls, and review and analysis.

m. Directorate of Public Works (DPW). Public works programs and activities maintain the installation's infrastructure and environment. The DPW includes infrastructure maintenance and improvement, to include installation property, buildings and facilities; energy management; sustainability programs, oversight of installation environmental assets to ensure compliance with environmental policies, programs, and

legislation; management of installation housing programs and facilities; and planning for new construction and improvement to installation facilities and grounds.

n. Directorate of Family, Morale, Welfare and Recreation (DFMWR). The DFMWR manages morale, welfare and recreation activities comprising a range of business, social, recreational, physical, and entertainment programs encompassing the Army's commitment to improving quality of life.

o. Plans, Analysis and Integration Office (PAIO). Plans, analysis and integration programs provide support directly to the Garrison Command Group. The PAIO oversees and integrates action plans across the Garrison into a cohesive strategic plan, measures performance against the plan, and ensures Garrison leadership maintains visibility of overall Garrison success in implementing the IMCOM Commander's strategic vision and ensuring all long-range plans fully support installation sustainability goals. The PAIO directs and manages continuous improvement projects to close performance gaps and manages performance and requirements determination reporting such as the Installation Status Report (ISR), Customer Management Services, Army Communities of Excellence (ACOE), and the Army Stationing and Installation Plan (ASIP).

p. Staff Judge Advocate (SJA). Legal support on an installation is provided by a consolidated legal office composed of an existing Office of the Staff Judge Advocate, which is typically organic to a major tenant and unit / Garrison Table of Distribution and Allowances (TDA) legal assets which are normally under the supervision of the senior SJA, the Command Judge Advocate (CJA) or the Chief Counsel and can be augmented by garrison SJA personnel.

q. Internal Review and Audit Compliance Office (IRACO). The Internal Review (IR) program provides the Garrison and MC with an independent and objective analysis of their operations. The Chief of IR is the principle advisor to the Commander on all audit and review related issues. Internal Review's mission is to conduct reviews that provide Commanders solutions to problems that may limit their ability to provide adequate support to Soldiers and their Families. In addition, the IR Office manages audits, surveys, and reviews performed by external agencies as required by law, directed by regulation or by the Commander. Further, the IR Office conducts follow-up reviews to determine whether internal and/or external recommendations have been satisfactorily implemented.

r. Directorate of Logistics (DOL). The DOL provides logistical programs and services that enable readiness. These include receiving, storing, issuing and managing retail supplies; providing Organizational Clothing and Individual Equipment (OCIE); managing Clothing Initial Issue Point (CIIP); providing field (tactical) maintenance, and selected national (sustainment) maintenance services; providing transportation management services; managing hazardous materials; providing installation dining facility services; and providing installation level planning for mission support, training support, and deployment and mobilization support.

s. Public Affairs Office (PAO). The PAO is responsible for keeping the community informed and educated, and also to tell the Army and IMCOM story through all communication venues inclusive of press releases, internet, newspapers, and social media.

t. Religious Services Office (RSO). The RSO develops, coordinates, and executes a comprehensive command master religious program in support of the installation, unit ministry teams, and the total community through worship, pastoral care, Family enrichment programs, religious education, community outreach programs, and ministry of presence.

u. Information Management Office (IMO). The IMO provides Command, Control, Communications, Computers, and Information Management (C4IM) support to the Garrison. The IMO maintains liaison with the installation Network Enterprise Center (NEC).

2. Standard Garrison Organization (SGO).

a. The SGO aligns installation management functions in a common organizational structure, achieves a common way of managing installations worldwide, creates optimal professional relationships among related functions, eliminates redundancy in Garrison staffing, sets the structure for delivery of Common Levels of Support (CLS), assists in connecting Garrison TDAs in accordance with an Army baseline, and provides a consistent naming convention for the benefit of our customers.

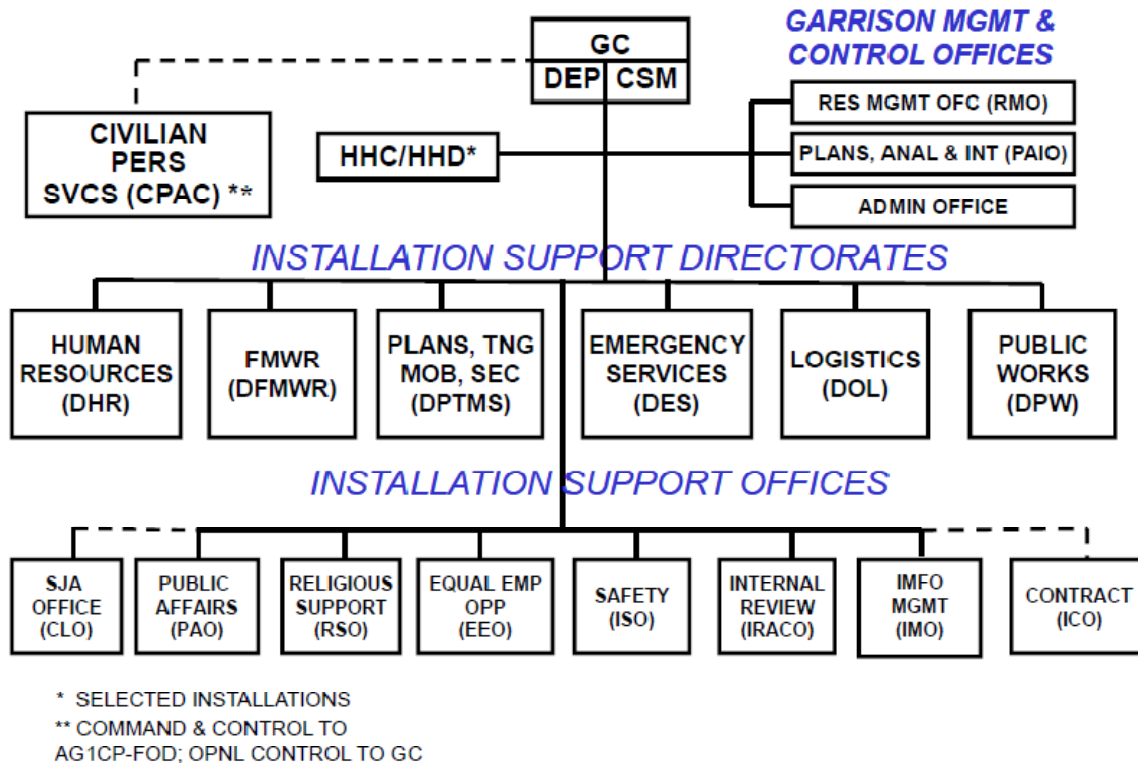
b. The SGO is a core model that is flexible and will be sized to meet mission requirements. An Army regulation is currently in draft which will codify the major components of the SGO and apply to all installations in all Army components (Active, Reserve, Guard). It can be modified by the Commanding General, IMCOM, Chief Army Reserve (for Reserve Support Commands) or Director, Army National Guard (for ARNG installations) to meet non-standard organizational needs at some installations.

c. The SGO defines the organizational structure and management layers of the Army Garrison two levels down from the Garrison Commander, to Directorate and Division levels. The branch structures below the division level are left to the Region Director's discretion. The current approved organization chart, issued 03 May 07, for the SGO is provided on the next page.

d. One of the changes pending to the current organization chart will significantly alter the Network Enterprise Center (NEC), formerly the Directorate of Information Management (DOIM). The NEC/NETCOM transition resulted in the Network Command (NETCOM) assuming the NEC functions except for Records Management, Visual Information (VI) and the Information Management Office (IMO) functions. Records Management will reside in the HR Directorate and VI will be aligned under the Directorate of Plans, Training, Mobilization and Security (DPTMS).

e. There have been a number of additional minor changes to the SGO structure since it was issued in 2007. These changes are mostly name changes. For example, the MWR Directorate is now the FMWR Directorate with the addition of the word “Family” in the name. The Installation Legal Office (ILO) will be renamed the Consolidated Legal Office (CLO) and will be under the supervision of the SC. These and other changes will be captured whenever the SGO structure is revised.

STANDARD GARRISON ORGANIZATION (SGO)

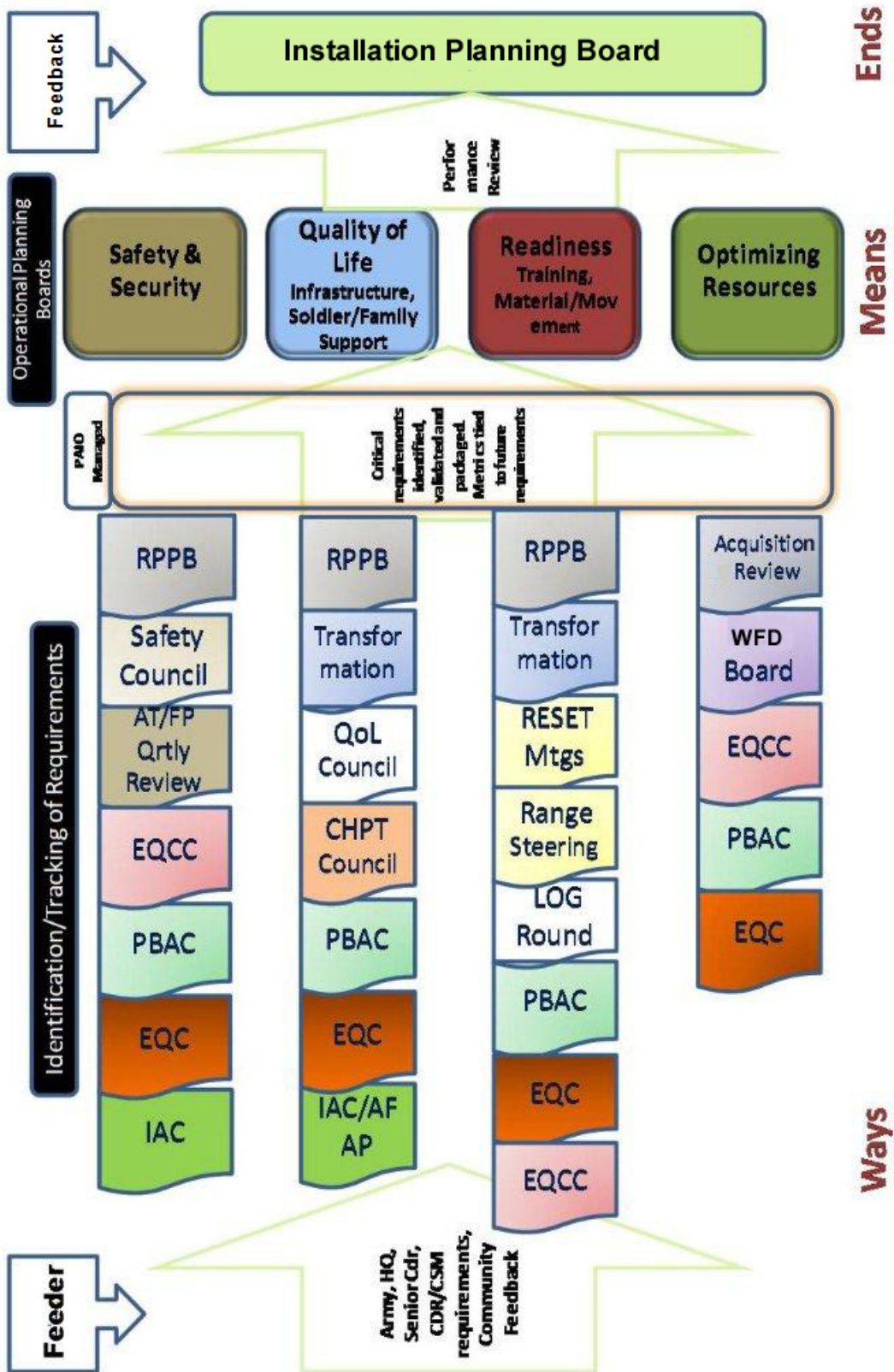


3. Operational Effort.














a. The GC must develop business practices to build enduring, sustainable, and continually improving quality communities, infrastructure, and training lands that support mission readiness tied to the IMCP. They must establish their installations as valued neighbors and trusted partners with surrounding communities. To this end, successful governance of an Army Installation requires the integration of information from numerous meetings, councils, committees, boards, and feedback systems to advance the operational effort at an Army Installation. A successful framework for integration should include elements of cross-functional coordination utilizing informal, lateral communications, as well as: 1) a common vision, purpose or goals, 2) a common data source, 3) a supporting organizational structure and 4) an overarching management system.

b. Garrisons facilitate a variety of boards and planning activities which integrate regulatory, planning, and constituent informational requirements. The board and planning activities conducted at an installation create a battle rhythm which facilitates a pattern of communications and control to coordinate individual planning efforts and prioritize conflicting goals. Examples of these boards and planning activities are the Real Property Master Planning Board (RPMPB), Antiterrorism and Force Protection Master Plan, Cultural Resources Master Plan, Energy Management Plan, Environmental Quality Control Committee, Environmental Management System, Executive Quality Council, Human Resources Master Plan, Information Technology Master Plan, Non Appropriated Fund (NAF) Capital Purchase and Minor Construction Master Plan, Range and Training Land Master Plan, and Installation Safety Council. Each of these boards and activities should produce a product that is presented to the SC and/or GC in an appropriate forum and provides feeder information to the Installation Planning Board (IPB).


c. The IPB serves as the platform for identifying and providing a common operating picture of installation capabilities and tenant requirements. The IPB is co-chaired by the SC and the RD. The IPB enhances communications and decision making at the installation, prioritizes local requirements, enhances readiness, promotes stewardship of resources, and highlights issues for elevation to Army senior leaders. The IPB results are utilized to establish initiatives for the installation's strategic plan. The IPB exists to disseminate information and show integration of Garrison functions, particularly as they relate to the SC and other installation tenants. The feeder systems and the IPB are tailored to the needs of the installation's mission and organization. The IPB is not a decision making body, but receiving tenant feedback and concerns are vital functions. A graphical depiction of this model is provided on the next page:



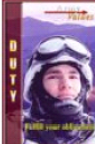
4. Ethics. Violating ethics principles may result in disciplinary or corrective action, including criminal prosecution. Protect yourself from disciplinary action by seeking the advice of the agency ethics official. Comply with all laws providing equal opportunity to all persons, regardless of their race, color, religion, sex, national origin, age, or handicap.

Do's	Don'ts
 Place loyalty to the Constitution, the laws, and ethical principles above private gain	 Don't use nonpublic information to benefit yourself or anyone else
 Act impartially to all groups, persons, and organizations	 Don't solicit or accept gifts from persons or parties that do business with or seek official action from DoD (unless permitted by an exception)
 Give an honest effort in the performance of your duties	 Don't make unauthorized commitments or promises that bind the Government
 Protect and conserve Federal property	 Don't use Federal property for unauthorized purposes
 Disclose waste, fraud, abuse, and corruption to appropriate authorities	 Don't take jobs or hold financial interests that conflict with your Government responsibilities
 Fulfill in good faith your obligations as a citizen, and pay your Federal, State, and local taxes	 Don't take actions that give the appearance that they are illegal or unethical
 Comply with all laws providing equal opportunity to all persons, regardless of their race, color, religion, sex, national origin, age, or handicap	


5. Army Values. The Installation Management Command is the Army's home. As such, we represent the Army's values and reflect its fundamental linkage to all dimensions of the Army. Army Installations are the foundation of Soldier and Family readiness; our values are the same.




Loyalty
Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers.




Duty
Fulfill your obligations.




Respect
Treat people as they should be treated.




Personal Courage
Face fear, danger, or adversity.



Selfless Service
Put the welfare of the nation, the Army, and your subordinates before your own.



Honor
Live up to all the Army values.



Integrity
Do what is right, legally and morally.

6. Strategic Communications.

a. Strategic communications is the process IMCOM uses to integrate all actions and information across all functions and engage key stakeholders to promote awareness and understanding that leads to commitment and action in the larger context of Department of the Army interests, policies, and objectives.

b. Strategic communications and the IMCP are inseparable. Communications efforts that do not consistently advance the implementation of the plan are unfocused, wasted efforts. Effective strategic communications for the IMCP begins with the content of the plan and the Commanding General's intent and key messages. Key messages for IMCOM are published at <http://usarmyimcom.armylive.dodlive.mil/>.

c. The responsibility for effective strategic communications exists every day at every level. "One-Command-One-Voice" communications drive clear, coordinated messages and are key to implementing the IMCP. One-Command-One-Voice communications also enhances IMCOM's contributions to the Army mission across a geographically dispersed enterprise during a period of institutional challenges and change.

d. Communications Strategies.

(1) Strategic communications in support of the IMCP, at all levels of the Command and with all stakeholders, must be based upon:

Transparency/Dialogue/Visibility – Clear, honest communications with stakeholders about the IMCP, the direction the Command is moving, and what the plan means to them. Proactively sensing questions and concerns while responding with meaningful dialogue that includes visible, engaged leaders.

Not: Assuming stakeholders will get the information they want and need themselves and interpret it in a way that is favorable to the Command.

Intentionality/Relevance/Timing – Communications and actions are made relevant to stakeholders and are carefully planned and proactively coordinated to add value to the advancement of the IMCP and the credibility of Command leadership.

Not: Providing information to stakeholders in ad hoc messages.

A Focus on Stakeholders – Craft information and messages to reflect the knowledge and the information needs of stakeholders, so as to ensure greater understanding and acceptance

Not: Conveying information and messages in terms that are understandable or acceptable only to those in the communications role.

The Usage of Multiple Channels – Consistently convey information and messages—via communication avenues to reach stakeholders, within a vast geographical dispersion and wide demographic spectrum.

Not: Assuming that stakeholders will “get” the Installation Management Campaign Plan and Command information and messages via the tool or channel preferred by those communicating the information.

A Focused/Consistent/Sustained Approach – Communications always advances the IMCP and is structured to flow at a constant pace that reinforces the importance of the plan and the application of leadership intent.

Not: IMCP information communicated randomly and sporadically.

Nested within Larger Army Goals and Initiatives – IMCOM’s relevance and credibility will be enhanced and stakeholders likely will view the IMCP more positively by communicating about the IMCP and the Command’s actions within the context of major Army initiatives, such as the Army Family Covenant and the Army Community Covenant. Conversely, “nesting” IMCP and Command information and messages within Army initiatives provides context and balance for understanding Command actions.

Not: IMCOM will pursue IMCP and Command communications in the absence of collaborating with other Army organizations and leveraging Army-wide initiatives.

A Positive/Proactive/Enthusiastic/Energetic Approach – Information and messages are delivered proactively with emphasis on the benefit, inherent good and positive nature of the message content. Communicators will shape the conversation by conveying key messages with enthusiasm and energy.

Not: Negativity and apathy dominate the conversation and overshadow the positive attributes of the message and the achievements of IMCOM.

(2) The IMCOM enterprise is geographically dispersed, each leader of a subordinate command, each Region Director and each Garrison Commander assume significant responsibility for aligning IMCP communications at their locations with the Command’s strategic communications and the Commanding General’s intent. Further, these leaders must establish a communications climate that nurtures stakeholders’ enthusiasm to be proactive – that is, a climate in which stakeholders can engage with leadership in communications on the IMCP or any other issue.

(3) Consistent, one-voice communications in support of the IMCP, combined with a positive communications climate, not only contributes to the successful implementation of the plan, but also creates other important benefits for the Command, the Army, and most importantly our Soldiers and Family members. These include:

- Establishing the “IMCOM story” that consistently communicates how the Army is managing installations to support mission readiness, while supporting the Soldiers and Families who compose the All-Volunteer Force.
- Enhancing IMCOM’s reputation by establishing greater credibility that helps reach more stakeholders.

- Elevating IMCOM's mission to a position of equal recognition with other Army Commands.
- Raising installations and programs/services to a level of importance with actual war-fighting.
- Raising IMCOM's profile and, in turn, confidence in the Command's leadership and strategy.
- Enabling the image – and coverage – of Army installations to be shaped, in good times and bad, and preventing misinformation, negative perceptions and harmful rumors.
- Communicating clear linkage to Army goals and initiatives.
- Focusing the workforce on the Command's direction, which includes instilling new employees with the Command's philosophy and goals and helping long-time employees adopt a new way of doing business.
- Increasing the cohesiveness of the workforce as communications fosters networking and relationship-building between leadership and the workforce – and within these groups.
- Leveraging specific installation management success stories within the larger framework of the IMCP to more effectively affirm the validity of the plan and further increase confidence in leadership's philosophy and direction – which positively influences stakeholders.
- Amplifying major Army initiatives such as the Army Family Covenant and the Army Community Covenant, and localizing these important programs at the Garrison level for the benefit of Soldiers and Families.

(4) To help ensure effective communications that results from the cumulative impact of clear and consistent messages, delivered with a high frequency over multiple channels, everyone is expected to align communications opportunities with clear communications objectives using the key messages identified in the IMCP.

7. Funding Guidance.

a. Funding is an essential element in accomplishing the Army's mission to provide installation capabilities and services to support expeditionary operations in a time of persistent conflict, and to provide a quality of life for Soldiers and Families commensurate with their service. Installation Management Command, US Army Reserve and Army National Guard provide these capabilities and services through resources in four major funding programs:

- (1) Base Operations Support (BOS).
- (2) Sustainment, Restoration, and Modernization (S/RM).
- (3) Overseas Contingency Operations (OCO).
- (4) Army Family Housing - Operations (AFHO).

b. The IMCOM, USAR and ARNG submit a Command Program Objective Memorandum (POM) and Command Plans that address manpower and funding requirements and authorizations; interprets Accounting Policy from Office of the Secretary of Defense (OSD) and Headquarters Department of the Army (HQDA) and develops IMCOM implementing guidance in coordination with the Defense Finance and Accounting System (DFAS); reviews and interprets laws, policy and other guidance affecting resources to ensure funds are executed for intended purposes; and conducts manpower and equipment requirements determination in accordance with Army Regulation (AR) 570-4, Manpower Management and AR 71-32, Force Development and Documentation. The IMCOM's Annual Resourcing Guidance is published after the receipt of the HQDA Funding Letter and can be located on Army Knowledge Online (AKO) under IMCOM Resources Management Directorate (G8) at this URL: <https://www.us.army.mil/suite/files/19634795>. The command also publishes periodic guidance through command and resourcing channels. The USAR and ARNG publish separate annual Funding Letter Guidance to Reserve and ARNG installations and States.

c. We must do all we can to optimize the application of resources while ensuring consistent, equitable and predictable delivery of services to our Soldiers, Civilians, Families, and Retirees. An essential program driving the funding of installations is ensuring accurate quarterly input to the Army Stationing and Installation Planning (ASIP) system. ***The ASIP provides population and location data for Army installations. The ASIP data feeds directly into the requirements generation process to drive future funding levels. Therefore, it is imperative that Army installations review and update the ASIP data during quarterly edit windows. In short accurate ASIP data will ensure accurate funding levels.*** The entire Installation Management Community is expected to pursue every feasible opportunity for savings in order to help ensure the most effective use of our resources at the enterprise level as well as at the installation level. It is important to recognize that the Army's budget has grown significantly over the last several years. We should have enough money to serve our stakeholders effectively, in accordance with the IMCP. However, careful scrutiny is required to ensure all of programs are targeted effectively and meet high priority needs. If any program is not funded, that program should not be started. We must live within our budget while providing effective and efficient support. The Program Objective Memorandum (POM) process is the venue to compete for resources. The time for requesting resources to enable to implementation of new ideas is in the POM process. Resourcing unprogrammed new requirements in the year of execution requires trade-offs. At the time of publication, we were analyzing the results of POM 12-16 decisions.

That means any new program requirement, if it competed for resource in this POM, should have been initiated six months to two years ago, depending on the process used to bring the requirement into HQDA. HQDA makes POM related decisions based on data submitted along the timelines in the below chart. While some timelines can be compressed, metrics determination and data collection must be completed before the start of the POM build proper. Key data systems supporting the POM are the Installation Status Report (ISR), Infrastructure and Services, Real Property Planning and Analysis System (RPLANS), the Army Stationing and Installation Plan (ASIP) and the Real Property Inventory. Many key decisions and resourcing strategies for the POM are developed from data in these systems and installation managers are key to ensuring their data is accurate. Attention within the garrison staff is critical to both the accuracy and quality of the data to support decision making. By the time HQDA begins to build the POM, the ability of the installation to influence the result has passed. The better the data, the less often the garrison staff will be required to support data calls to higher headquarters supporting POM decisions. What follows is a graphical overview of the Program, Budget, and Execution Timeline.



Program, Budget, Execute Timeline

<u>Cycle</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
POM 10-15	Build POM FY10-15	Defend FY10/11 Budget	Execute FY10 Budget				
PBR 11-15	Gather Data (FY 07) and Build Models	Build PBR FY 11-15	Defend FY11 Budget	Execute FY11 Budget			
POM 12-16	Determine Metrics	Gather Data (FY 08) and Build Models	Build POM FY12-16	Defend FY 12 Budget	Execute FY 12 Budget		
POM 13-17		Determine Metrics	Gather Data (FY 09) and Build Models	Build POM FY13-17	Defend FY13 Budget	Execute FY13 Budget	
POM 14-18			Determine Metrics	Gather Data (FY 10) and Build Models	Build POM FY14-18	Defend FY14 Budget	Execute FY 14 Budget

d. Garrisons will implement the IMCOM Services and Infrastructure Contract Management Program (SIECMP) to ensure comprehensive oversight and programmatic management of all Garrison contracting activities.

e. Additional information about the “Colors of Money” is provided in **Appendix C**.

8. Barracks.

a. **Army Permanent Party Barracks Standards.** Currently the three types of standards are: Assignment, 1+1 or Equivalent, and Construction Standards. A description of these standards follows:

(1) The Assignment Standard: Provides each Private to Specialist at least 90 Notional Square Feet (NSF), sharing a room with no more than four and a central bath. Sergeants and OCONUS Staff Sergeants receive a minimum of 135 NSF, a private room and a bathroom shared with no more than one other.

(2) The 1+1 or Equivalent Standard: Provides each Private to Specialist at least 90 NSF, sharing a bedroom and adjoining bath with no more than one person. Sergeants and OCONUS Staff Sergeants receive a minimum of 135 NSF with a private room and private bathroom.

(3) The Construction Standard: Provides each Private to Specialist with a private sleeping room with no less than 135 NSF/Soldier with a bathroom and kitchenette shared with no more than one other. Sergeants and OCONUS Staff Sergeants are assigned to a barracks with no less than 135 NSF, with a private room and private bathroom.

(4) In 2009 75% of unaccompanied Soldiers were housed at the current 1+1 or equivalent standard and 50% were provided with One Soldier One Room (OSOR) accommodations. The Army has a program to improve or to "buyout" nonconforming barracks by 2015. At that time, 95% of Soldiers will have a private room. The remaining 5% will be adequately assigned in semi-private rooms.

b. **First Sergeants Barracks Program (FSBP).** Unwavering support from the Unit leadership is critical to successful Barracks Management. Additionally, it is critical for the Garrison CSM to establish a good, focused FSBP working relationship with unit CSMs. Before any decision is made regarding the design, implementation and daily management of the barracks, the Housing Office must consider how its decision impacts troop commanders and the chain of command. While the FSBP program is designed to serve as an effective barracks management tool, it is also intended to transfer the duties of barracks management to the Garrison, thereby allowing the unit to focus on its core mission. In order to accomplish its mission, the unit leadership must maintain Command and Control, Good Order and Discipline and Health and Welfare of their junior enlisted Soldiers living in the barracks. They cannot forfeit their involvement with their Soldiers living in the barracks. A solid partnership between the Housing staff and the unit leadership is the basis for successful barracks management.

c. The IMCOM Barracks Management Guide can be found in AKO at this URL:
<https://www.us.army.mil/suite/files/20469564>

Chapter 3 Assessments

1. Installation Management Campaign Plan (IMCP) Assessment.

a. One of the central concepts of strategy execution is that “you cannot manage what you do not measure.” With this in mind, IMCOM implemented a performance management approach to better enable management and execution of the strategy outlined in the IMCP. The foundation of the performance management process is the Commander’s intent. This intent provides six LOEs that drive the overall strategy, and each LOE has been supplemented with Keys to Success and sub-tasks. Each Garrison should align their strategic plan to incorporate the IMCP. Performance measures or metrics were identified for each sub-task, enabling leadership to monitor progress toward achieving the IMCP objectives. Managing performance relies on regular evaluation of how well we are achieving each of the Commander’s objectives. The key elements to the IMCP evaluation are described below.

(1) Metrics Development. The IMCP metrics are developed and defined by the LOE leads and their teams of subject matter experts. Metrics selection is based on balancing metrics that monitor efficiency, effectiveness, Voice of the Customer (VOC), and compliance with Army standards, as well as leading and lagging indicators. The Commanding General is the final approval authority for all IMCP metrics.

(2) Performance Measurement. The real value of a performance measurement/performance management process is in the strategic dialog, analysis and enhanced decision making by leadership. The IMCP review process facilitates this decision-making process. Leaders at all levels formalize this process and where appropriate, leverage existing meetings and systems currently in place. The Installation Planning Board (IPB) graphic provided in Chapter 2 highlights this relationship. Elements shaping the strategic governance process include objectives, frequency of key meetings, required participants, agenda, issue analysis, meeting facilitation, decision making processes, decision tracking and follow through, communications of output, and information flow across levels of the organization.

(3) Voice of the Customer (VOC). A key element for monitoring performance by LOEs is the synchronization of customer feedback. While the nature of the customer and our relationship with them varies across installation management, it is important for us to understand, learn, and respond to their perceptions. Currently, VOC metrics include those related to customer satisfaction and customer behavior as reflected in participation and utilization rates. The VOC metrics also relate to meeting standards related to customer satisfaction or behavior. Overall, the VOC is a means of determining our effectiveness as stated in the IMCP metrics.

b. Enhancement and advancement of strategy management will unfold in stages. Driving strategy and execution through performance metrics is a capability and discipline that must be implemented, tested, learned and continually adapted to meet the specific needs of the organization. Focus on, and commitment to, strategic performance management is critical to achieving the goals outlined in the IMCP.

2. Interactive Customer Evaluation (ICE).

a. The DoD ICE system is an integral component of IMCOM's Customer Relationship Management (CRM) initiative. The primary purpose of ICE is to improve customer service; give the leadership timely information about service quality; and improve the speed, quality, and quantity of feedback from customers.

b. The system enables customers to send their comments, suggestions, complaints or compliments directly to the appropriate IMCOM service provider manager for action. Service provider managers use the feedback to continuously review, improve, and provide the highest quality service possible. The system automatically calculates the customer service rating each week and reports trend data as well. These reports are available to leaders and supervisors responsible for each service provider area.

c. The ICE provides another avenue for customers to voice their opinion on what they like, what they dislike, and to suggest improvements to service providers. Leaders can take advantage of that information to prevent small problems from becoming large ones, increase overall customer satisfaction with service, or make decisions to redirect resources that better accommodate customer needs.

d. The Garrison goal is a 100% response rate on all comments requesting customer contact within 72 hours of receipt. Commanders are expected to track this performance goal.

e. If you have any questions regarding the ICE system, please contact the PAIO at your installation. <http://ice.disa.mil/>



3. Installation Status Report.

a. The Installation Status Report (ISR) rates installation assets and functions against Army-wide standards developed by HQDA functional proponents IAW Army regulations, policy and guidance. The ISR is a decision support tool that allows leadership at all levels to assess the condition and mission capability of installation assets; assess the capability of installation natural infrastructure (land, air, water, and energy); and evaluate the cost and quality of providing installation support services to Soldiers and their Families.

b. The ISR is comprised of three components, as follows:

(1) The ISR Infrastructure (ISR-I) evaluates installation facility condition and adequacy and Identifies improvement costs used to quantify Army backlog costs (renovate facilities to Army standard). The ISR-I provides four sets of ratings – Quality, Quantity, Mission Support Functional Capability and Commander's Readiness – which

assist in estimating macro level resourcing requirements as well as prioritizing programs and projects.

(2) The ISR Natural Infrastructure (ISR-NI) measures current and future installation mission support and sustainability capabilities as well as environmental quality. In addition, ISR-NI provides quantitative and spatial analysis through an interactive Geospatial Information System (GIS) viewer and the ability to perform 'what-if' scenarios to provide visibility of mission impacts before they occur and assist in resourcing and investment decisions.

(3) The ISR Services (ISR-S) determines the quality and reports the cost of installation support functions. Performance and cost data from ISR-S are the basis upon which the Army develops Base Operations Support funding requirements during the Program Objective Memorandum (POM) process. In addition, ISR-S data is used to build BOS baseline requirements through the BOS Requirements Model (BRM) and supports IMCOM's Common Levels of Support (CLS) program through a consolidated collection process.

c. Each component of the ISR contributes to the common understanding of an Army (Active, Reserve, and Army National Guard) installation's capability to support readiness and to accomplish assigned missions. That common understanding is essential to developing, recommending, and implementing policy pertaining to planning, programming, budgeting, executing, and operating Army Installations worldwide.

d. Access to the online ISR system can be found at this URL:
<http://isr.hqda.pentagon.mil/>.

4. Base Operations Support (BOS) Requirements Model (BRM). BRM is a BOS-centric, historical based model designed as a consistent, reproducible, verifiable and modifiable tool that creates a baseline requirement for the Army. BRM provides MDEP managers/POCs and the II Program Evaluation Group (PEG) baseline BOS requirements that are accurate, reasonable, and defensible. The locked BRM (baseline, plus adjustments) data are used by the Army components to establish their funding distribution and allocation starting point. The ISR-S directly affects the accuracy of BRM; quality input is essential to achieving accurate BRM requirements. The service quality ratings are used to determine the "Should Cost" budget requirements for each level of quality (Green, Amber, Red, Black). Leadership emphasis from the Garrison Commander and Senior Mission Commander are important to improve ISR Services/ISR Cost reporting.

5. Army Reimbursement Policy.

a. Recurring intra-Army, inter-service and intra-governmental reimbursement requires documentation in a DD Form 1144/support agreement (SA). The garrison is responsible for reviewing the SA cost estimates with the customers annually, and

reviewing the full language and provisions of the SA triennially, and if needed, re-signing it.

b. HQDA initiated the tracking of different types of reimbursement through the use of Reimbursement Identification Codes (RICs) for recurring and non-recurring reimbursement; mission unique reimbursement; and above baseline levels of support reimbursement. The installation budget analysts input the RICS into financial systems when they process Military Interdepartmental Purchase Requests (MIPRS) and General Fund Enterprise Business System (GFEBS) direct charge transactions. HQDA will use the data obtained from Army-wide RIC reporting to determine the origin of the funding that the Army tenants use to provide their reimbursement, and to analyze the different BOS and S/RM services recorded as receiving the reimbursement. This information will enable more accurate programming and budgeting decisions, and potentially transfers of funding between PEGs to eliminate unnecessary installation reimbursement transactions.

c. Determining the Baseline. IMCOM uses the Common Levels of Support (CLS) program to determine an annual Army-wide baseline level of support, per available resources, Army priorities and HQDA funding letter guidance. The USAR and ARNG installations determine an installation-unique baseline service level consistent for all tenants, per approved HQDA requirements generation metrics/data, available resources, installation priorities and funding guidance. When reducing the baseline level of support due to a budget shortfall, Garrison Commanders will apply the reduction equitably to all tenants without applying a greater impact on any one tenant, group of tenants, component or military service.

d. Intra-Army Reimbursement. Installations request reimbursement from their intra-Army tenants or transient training units only when their support requirements are not included within the baseline level of BOS services, or when the tenant owns the facilities and therefore receives the S/RM requirements and funding. The Office of the Assistant Chief of Staff for Installation Management (OACSIM) ensures the business rules for the various requirements models and reporting systems take into account the appropriate intra-Army population and assigned Real Property Inventory. The business rules are based on the most current requirements generation methodology and reimbursement policies.

e. Authorized intra-Army reimbursement includes:

(1) Direct incremental cost of requested above baseline levels of service (e.g., additional days of custodial service).

(2) Direct incremental cost of mission-unique services (e.g., maintenance of intelligence or special operations-peculiar equipment, disposal of hazardous waste from an exclusive mission, a service not defined in the Installation Status Report or baseline requirements).

(3) Unit operating budget costs stipulated in DoD and Army functional regulations (e.g., copiers, postage, long distance phone bills).

f. Unauthorized intra-Army reimbursement includes:

(1) Requesting a reimbursement to make up for a BOS budget shortfall (i.e., passing an Unfunded Requirement to a tenant).

(2) Requesting a reimbursement without sufficient notice (minimum 180 days) or without revising or initiating a support agreement.

(3) Requesting a reimbursement when the installation supplier has the responsibility for the direct-funded BOS requirement, as defined by regulation, funding guidance, the Installation Status Report, CLS, Management Decision Evaluation Package (MDEP) definitions or a HQDA functional proponent.

(4) Requesting a reimbursement to generate revenue above the actual cost of providing the service (i.e., augmenting the appropriation) or to obtain resources for an unrelated BOS or S/RM UFR.

(5) Requesting a reimbursement when the garrison had already programmed and budgeted to provide the service, the service is part of the installation's baseline BOS or facility sustainment requirements.

g. Inter-service and Intra-governmental reimbursement. According to DoD Instruction 4000.19, support provided to, or received from, a non-Army organization (e.g., Air Force, Navy, Marines, another federal agency) is always reimbursable to the extent that the provision of the specified support increases the support supplier's direct costs (i.e., incremental direct cost). Reimbursement must be measurable and directly attributable to the receiver; indirect costs will not be included in reimbursement charges. Costs associated with common use infrastructure, however, are non-reimbursable, except for support provided solely for the benefit of one or more tenants. Common-use infrastructure, as used in the DODI 4000.19, should not be confused with IMCOM's CLS; it is not the same concept. Common use infrastructure is the basic backbone of the installation (e.g., roads, common facilities, common grounds, Entry Control Point, etc.), and other services that would be maintained whether the non-Army tenant were there or not. Common use infrastructure also includes any BOS or S/RM service that is direct-funded for the supporting installation that incidentally benefits the non-Army tenants without causing a measurable increased cost.

6. Memorandum of Agreement (MOA) or Understanding (MOU): IAW DODI 4000.19, areas of recurring inter-service and intra-governmental support and cooperation that do not require reimbursement should be documented with an MOA or MOU. MOAs document new commitments, while MOUs document steps and procedures and matters for current or future coordination. MOUs occasionally are needed to ensure the signatory parties understand their responsibilities after an

organizational or functional realignment. An MOA/MOU is not limited to covering only installation support subjects, but may address any function or subject matter between different organizations. The MOA/MOU may not contradict law, DOD or Army policy. The MOU or MOA should be coordinated with at the appropriate level with impacted program managers, G8, and legal offices. MOAs or MOUs with another Army HQs should be coordinated at the HQs IMCOM. Garrisons can prepare and coordinate for services unique to their garrison. General MOA/MOU formats are in AR 25-50, figures 2-16 and 2-17, with minimal alterations for local requirements. Parties of equivalent or parallel rank or authority within the participating organizations normally sign an MOA/MOU. A signatory party would not normally sign an MOA/MOU with someone in the party's own chain of command. Matters internal to IMCOM chain of command are best handled through command policy or guidance. All MOA/MOU require a review by the supporting Staff Judge Advocate to certify legal sufficiency prior to signature.

7. Programming and Budgeting for Army Tenants on Other than Army (OTA) Installations.

a. As a general rule, the Army Command (ACOM), Army Service Component Command (ASCC) or Direct Reporting Unit (DRU) programs and budgets for their inter-service/intra-governmental support costs IAW DODI 4000.19, when stationed on an OTA installation or location. Enclosure 6 of the DODI 4000.19 lists the inter-service support agreement (ISSA) services that are normally reimbursable or non-reimbursable to the Army tenant on an OTA installation (<http://www.dtic.mil/whs/directives/corres/pdf/400019p.pdf>). Upon request, OACSIM and/or IMCOM advises and assists the ACOM, ASCC or DRU with ISA negotiation and with estimating cost requirements for the ACOM, ASCC or DRU to submit in the POM. In the past, some IMCOM regions and garrisons have taken the full ISA programming and budgeting responsibility for the ACOM, ASCC or DRU. Although any existing caretaker relationships will continue until an Army-wide policy and transition plan is developed to ensure uninterrupted support to the Army mission units on OTA bases, IMCOM CG is the approving authority for any future caretaker requirements for OTA ISAs and support costs. OTA cost requirements are not included in baseline requirements and must be manually and separately programmed through MDEP managers and the II PEG. Any above baseline or mission unique support required from the OTA base is funded by the ACOM, ASCC or DRU that requested the support.

b. ACOMs, ASCCs and DRUs occasionally find their host OTA installation cannot provide certain Army-specific support they require (e.g., Central Issue Facility, Army-unique items of supply, military ID cards, in/out-processing support). IMCOM will assign a satellite garrison to provide the needed Army-specific reach-back support, as required. IMCOM, USAR and ARNG are responsible for separately programming and budgeting for the costs of providing reach-back support through MDEP managers and the II PEG, and will seek only authorized intra-Army reimbursement. An ISA is required to document any authorized recurring reimbursement for the reach-back support.

8. Sustainment Restoration and Modernization (S/RM). The funding responsibility for S/RM normally belongs to the supporting installation. Some exceptions apply, such

as for USAR Centers and Vehicle Maintenance Facilities. The Office of the Secretary of Defense funds the S/RM to 90% of the requirement generated by the Facility Sustainment Model (FSM). The FSM forecasts the required sustainment funding needed to keep a typical inventory of facilities in good working order over expected service lives. Sustainment includes regular inspections, preventive maintenance, minor emergency and service calls, and major component repair and replacement. The facilities reported in the real property inventory (RPI) and real property changes that are expected to occur during the period covered by the Future Year Defense Program (FYDP) are used to generate FSM requirements. FSM parses sustainment requirements according to the S/RM coding applied to each facility. S/RM codes break out requirements by fund appropriation and organization. It is important for installation leadership to emphasize the accuracy of the RPI "Sustaining Organization Code," which indicates the organization that is receiving the S/RM requirement and funding responsibility for a facility. The Sustaining Organization Code should list the parent organization of the supporting installation, unless an approved exception was granted by the parent organizations of the supporting organization and the tenant. It is critical to oversee RPI code changes to ensure that no unilateral and uncoordinated changes are made, which would shift the S/RM funding responsibility to another organization. If an S/RM responsibility changes to a new sustaining organization, the S/RM coding must be corrected within the Integrated Facility System (IFS). At a minimum the notification of changes should be communicated to: 1) The financial managers of both the supporting and supported command who are responsible for programming, budgeting and distributing the requisite funding; 2) the installation support agreement manager, who must update the support agreement and cost estimates; 3) OACSIM Operations Directorate and Resources Directorate, for updating policies, procedures and forecasts.

9. Managers Internal Control Program.

a. Management controls are the procedures established to ensure we accomplish our objectives and guard Army resources against fraud, waste, and abuse. However, numerous audit and inspection reports continue to find serious management control deficiencies in DoD and the Army. This damages IMCOM's reputation as stewards of public resources and hinders the ability to compete effectively in Congress for additional resources. Congress has made clear that their emphasis on management controls will continue.

b. Army Regulation 11-2, Managers Internal Control Program, establishes policies and guidelines for implementing the provisions of the Federal Financial Management Improvement Act. It describes the Army's current management control process which was restructured in FY95 to reduce the administrative burden, to provide commanders and managers with greater flexibility in scheduling and conducting their evaluations, and to make them directly accountable for the effectiveness of their management control evaluations. The restructured process requires management control evaluations only for the most critical controls (key management controls) and encourages commanders and managers to use existing review and oversight processes wherever possible to accomplish evaluations. Internal controls include the processes for planning, organizing, directing, and controlling program operations and management's system for

measuring, reporting, and monitoring program performance. Essential (key) internal controls are those controls that managers must implement and sustain in daily operations to ensure organizational effectiveness and compliance with legal requirements. Develop local internal control evaluation checklists if not available in proponent regulations.

c. Additional information about the IMCOM Managers Internal Control Program can be found at this URL: <https://www.us.army.mil/suite/files/20081976>.

Chapter 4 Contracting

1. General. The Army relies heavily on contractors to support operations. The critical role of contractors requires effective contract management to assure support is received and wasteful spending is avoided. Lack of specific procedures along with poor strategic planning, inadequate staffing and inadequate data collection negatively impact the mission and the ability to accomplish your objectives.

2. Authority. Contracting authority differs from command authority. Command authority, prescribed in Title 10, US Code, Section 164, includes the authority to perform functions involving organizing and employing commands and forces, assigning tasks and designating objectives, and giving authoritative direction over all aspects of an operation; command authority does not include the ability to make binding contracts for the US Government. The authority to acquire supplies and services for the government comes from three sources: (1) the US Constitution, (2) Statutory Authority, and (3) regulatory authority from the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFAR) and Service FAR supplements. Only the Contracting Officer (KO), by virtue of their contracting warrant, has the authority to obligate the US Government on contractual matters. Any binding contract attempt made by anyone other than a Contracting Officer will result in an unauthorized commitment.

3. Tips to Facilitate Contract Documentation Development:

a. Provide top-level support from the beginning. Senior level management involvement assures success. Have a strategic approach. Emphasize opportunities to capture savings.

b. Know the importance of an acquisition plan.

c. Form a team composed of the right resources (Legal, Functional, PAIO, RM)

d. Start with a good contract mission statement and clearly define the scope before proceeding to implementation.

e. Assure your staff developing the Performance Work Statement (PWS), Independent Government Cost Estimate (IGCE) and Quality Assurance Surveillance Plan (QASP) is trained. (Further information regarding training requirements will be published at a later date).

f. Coordinate early with your installation contracting activity.

g. Have a project plan with milestones and monitor progress frequently.

h. Ensure legal review of PWS prior to forwarding to MICC. Performance Work Statements should include a reference to contract clauses that reflect SOFA requirements. Contracting Officers and requiring activities will coordinate in advance with OCONUS commands to ensure appropriate contract clauses that reflect SOFA requirements are included in contract solicitations.

4. Things to Consider After Contract Award:

- a. Assure accountability and performance assessment.
- b. Ensure staff focus on review and update of quality assurance surveillance plans and modification of contracts if there are changes to requirements.
- c. Provide enough competent trained contract management and technical support staff to ensure experienced contract oversight.
- d. Implement the Internal Management Control Program.
- e. Train the workforce on working with contractors.
- f. Ensure use of the Wide Area Work Flow (WAWF).

5. Key Contracting Terms:

a. **Contracting Officer (KO).** Contracting officers have authority to enter into, administer, or terminate contracts and make related determinations and findings. Contracting officers may bind the US Government only to the extent of the authority delegated to them. Contracting Officers shall receive from the appointing authority clear instructions in writing regarding the limits of their authority. Information on the limits of the contracting officers' authority shall be readily available to the public and agency personnel (Federal Acquisition Regulation (FAR) 1.602-1). No contract shall be entered into unless the contracting officer ensures that all requirements of law, executive orders, regulations, and all other applicable procedures, including clearances and approvals, have been met.

b. **Acquisition Plan.** This documented plan addresses all technical, business management and other significant considerations that control an acquisition. It summarizes the acquisition planning deliberations and identifies milestones in the acquisition process.

c. **Performance Work Statement (PWS) / Statement of Work (SOW).** There are two major categories of acquisitions: supplies and services. A service contract directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply. In order to communicate what tasks the contractor is to perform, the requiring activity (your unit) must develop the PWS or SOW. If the PWS is too vague, too broad, or too generic, it can leave room for wild and varied interpretations in a less-than-ideal business environment. These various interpretations can lead to mission failure. Often the requiring activity (typically your unit) gives little thought to developing the PWS. Frequently the project along with a poorly written PWS with vague requirements makes its way to a Contracting Officer who knows little or nothing of the history and importance of the requirement. Remember, every contract starts with a PWS, and PWS development is the requiring activity's responsibility. The Army Sustainment Command has published a handbook which is designed to help organizations write effective PWS/SOWs. Although this handbook is

designed for use in a deployed environment, it serves as a helpful general reference and can be found on AKO at this URL: <https://www.us.army.mil/suite/doc/20818268>

d. Contracting Officer's Representative (COR)/Contracting Officer's Technical Representative (COTR). The COR/COTR is a qualified individual designated and authorized, in writing, by the KO to perform specific technical or administrative functions (DFARS 201.602-2(2)). A COR/COTR must be a US Government employee (either military or civilian) and have successfully completed the required training and possess experience commensurate with the responsibilities delegated to them. A COR/COTR does not have the authority to modify the terms and conditions of any contract. Oversight and surveillance of contracts and contractors' performance are fundamental elements of acquisition. COR/COTRs ensure the contractor delivers the products and performs the services required by the contract and communicates directly with the KO to report any problems or concerns. COR/COTRs are the eyes and ears of the KO and must be fully acquainted with the terms and conditions of the contract to perform oversight of the contractor's performance for the KO.

e. Status of Forces Agreement (SOFA) (OCONUS). The SOFA defines the legal status of US personnel and property in the territory of another nation. The purpose of such an agreement is to set forth rights and responsibilities between the US and the host government on such matters as criminal and civil jurisdiction, the wearing of the uniform, the carrying of arms, tax and customs relief, entry and exit of personnel and property, and the resolving of damage claims. Status-of-forces agreements generally come in three forms: administrative and technical staff status under the Vienna Convention on Diplomatic Privileges (commonly referred to as "A and T" status), a "mini" status-of-forces agreement, (often used for a short-term presence, such as an exercise) and a full-blown, permanent status-of-forces agreement. The appropriate arrangement is dependent upon the nature and duration of US military activity within the host country, the maturity of the relationship with that country, and the prevailing political situation in the host nation. The SOFA applies to contractors working for the US Army overseas in different ways and must be coordinated in each country.

f. Unauthorized Commitment. An agreement that is not binding solely because the US Government representative who made it lacked the authority to enter into an agreement on behalf of the US Government. (See FAR Part 1.602-3 for more details)

g. Independent Government Cost Estimate (IGCE). The IGCE is the US Government's estimate of the resources and their projected costs that a contractor would incur in the performance of a contract. It is required by the Federal Acquisition Regulation (FAR 7.105(a)(3)) Cost to "Set forth the established cost goals for the acquisition and the rationale supporting them, and discuss related cost concepts to be employed...."

6. Key Players in Contracting:

a. The Enterprise Acquisition Division (EAD), G4 Logistics Directorate, IMCOM HQs: The goal of the EAD is setting enterprise-wide direction for contracting, adapting standards, facilitating compliance with standards and enhancing performance. Staff has

the skills and abilities to provide guidance with the complexities of contracting. The staff will provide support through standardizing IMCOM procedures for contracting, assisting IMCOM Region Directors, Garrison Commanders and staff with developing requirements; assisting with document preparation and review; and management of the stages of contract development.

b. **Army Contracting Command (ACC).** Each installation has a servicing contract activity responsible for providing contracting support for base operations, power projection, schools and training centers, the National Training Center, the Joint Readiness Training Center, and various other tenant missions. Only the Contracting Officer at an installation's supporting contracting activity, by virtue of their contracting warrant, has the authority to obligate the US Government on contractual matters. The contracting activity serves as the installation Contracting Officer (KO).

c. **Contract Support Element (CSE).** The CSE mission is to provide a complete range of services to support the Mission Installation Contracting Command (MICC) and respective customers to foster better understanding of missions and facilitate the transfer of information that will enhance mutual trust, cooperation, and confidence. The CSE works in conjunction with the EAD to support the contracting process. The MICC, Expeditionary Contracting Command, and Contingency Contracting Command have CSE support staff.

7. Contract Vehicles for Construction Work. Be aware of the different type of contract vehicles available for procurement of material and services to include construction. Further information on types of contract vehicles is available at <https://www.acquisition.gov/far/05-37/html/Subpart%2016.5.html>.

Chapter 5 Civilian Personnel

1. Civilian Personnel Advisory Center (CPAC). The CPAC is a key component of installation human resource services delivery. Under agreement with the Army G1, the CPAC at each installation is under the operational control of the GC. The GC (or DGC) will be the rater for the Chief of the CPAC and the senior rater / Higher Level Reviewer for other CPAC senior civilian positions. The CPAC provides civilian personnel administration, operations, and advisory services (position classification, staffing, employee development, management and labor relations, and workforce planning) for all appropriated fund and non-appropriated fund positions. Contact your local CPAC for all matters related to civilian personnel. The Personnel Management Information and Support System (PERMISS) on the Civilian Personnel Online (CPOL) website provides answers to general guidance and information on all areas of Army Civilian Personnel Management. The PERMISS website is located at this URL:
<http://cpol.army.mil/library/permis/>

2. Workforce Development

a. Army Civilian Training, Education, and Development System (ACTEDS). The ACTEDS provides for the systematic training and development of Army career for Civilians from entry/intern to senior managerial and executive levels. In recent years, the Department of the Army has made significant progress in improving its centralized systems for training, development, and evaluation of civilian personnel. ACTEDS Plans are at the core of these efforts. ACTEDS Plans are competency-based, meaning that training and development objectives are stated in terms of what the individual must know or be able to do. These competencies (or knowledge, skills, abilities, and proficiencies) are typically based on the results of a job analysis in which careerists rate and rank the many "tasks" they accomplish in the performance of their duties. Additional information about ACTEDS can be found at this URL:
<http://cpol.army.mil/library/train/catalog/toc.html>

b. Additional guidance pertaining to Army training for civilian employees can be found in Army Regulation 350-1, Army Training and Leader Development is provided at this URL: http://www.apd.army.mil/pdffiles/r350_1.pdf.

c. The IMCOM Regulation 350-1, IMCOM Training and Leader Development provides the framework for how IMCOM supports, develops, and manages training and leader development. Leaders will use it to assist in the training, execution, and assessment of training programs. This regulation is anticipated to be published about 1 June 2010 and will be available on the IMCOM Enterprise Publishing website at:
<https://www.us.army.mil/suite/page/580767>

3. Position Management

a. Titles, series, and grades of positions within the federal government are established by position classification standards issued by the Office of Personnel Management (OPM). The grade of your job is determined by applying the OPM standards. An occupational code and title are assigned at the same time. These decisions are made by comparing an individual's job description to one or more position classification standards.

b. Civil service positions in CONUS fall within three major categories – National Security Personnel System (NSPS), General Schedule (GS) and Wage System (Wage Grade (WG), Wage Leader (WL), and Wage Supervisor (WS)). Civilians assigned to IMCOM will spiral out of NSPS on 25 August 2010 and convert to the GS system. GS positions consist primarily of clerical, administrative, technical, and professional duties, while the Wage System includes trade and craft positions such as electricians, plumbers, and material handlers. A fourth category of positions exist OCONUS with the Local National (LN) positions.

c. Position classification standards are published by OPM after extensive public studies of occupations. There are over 400 standards written to ensure that similar positions in different government agencies have the same title, occupational code, and grade. These detailed standards assist in evaluating jobs based on the major duties, responsibilities, and qualifications required for a specific position.

d. What can an employee do if they think a position is not classified correctly? Discuss it with their supervisor. The cornerstone of classification is the job description. Read it carefully to ensure the appropriate major duties and responsibilities are listed and discuss discrepancies with their supervisor. Since a supervisor certifies if a job description is accurate, he or she is the most knowledgeable and should be able to give the best explanation for its contents. If a supervisor decides there are major changes in the position, he or she will rewrite the position description to include these new duties. The controlling characteristics of duties and responsibilities are documented in the new position description that is certified by the supervisor. Then the employee will be assigned to the new position description. If the present job description is adequate, there may not be a change. The position classification objective is to assure positions are correctly understood and classified to ensure employees receive equal pay for equal work.

4. Lateral/Reassignment. The term "lateral" refers to moving from one position to another, at the same grade level. This is also known as a reassignment. Employees who are serving on career/career-conditional appointments may be noncompetitively reassigned to positions with no higher known promotion potential than their current position. For specific questions regarding reassignments, contact the servicing personnel management specialist at the CPAC.

5. Change to a Lower Grade. Career or career-conditional employees may wish to apply for voluntary change to lower grade. Often, the reason for this is for employees to transfer to another career field. For specific questions regarding change to lower grade, contact your servicing personnel management specialist at the servicing CPAC.

6. Details. A “Detail” action is a temporary assignment of an employee to another position or set of duties, without changing the employee's current status, pay grade, or salary. Details are intended to cover workload during short periods of absence or to perform additional duties required of a special project. Details to the same or lower grade can be made in 120-day increments for up to 1 year. Sometimes, in limited cases, these details may be extended an additional year, for a total a 2 years. Details to higher grade positions may be made noncompetitively for up to 120 days. After the first 120 days of detail to a higher position, the employee(s) must follow competitive referral/selection procedures to remain on a detail to the position.

7. Recognizing Performance and Service

a. **Recognizing employees:** Recognizing employees with incentive awards is probably the most flexible management tool available to managers. Public recognition of superior ideas and outstanding individual and group performance helps build morale. It can also help managers to build and maintain a highly motivated and productive organization. Employees will perceive that management welcomes new ideas and reward shigh performance.

b. **Three categories of recognition - monetary, honorary, and time-off:** All can serve as motivation to the recipients and other employees. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of the employees. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or a group of employees who have produced an excellent product or completed a complex assignment in an outstanding way.

c. **Granting Awards:** An award may be granted to civilians based on performance or service. A rating-based award is a monetary and/or time off award given in recognition of high-level performance for a specific rating period. There are three types of rating-based awards used: time off, performance-based cash, and Quality Step Increase (QSI). A rating-based performance cash award is a one-time lump sum cash payment. Time off awards are granted in lieu of cash awards and may not exceed 40 hours as a time off rating-based award. A QSI is an additional within-grade-increase to recognize high quality performance which merits faster than normal salary enhancements. Managers should judiciously grant awards, especially in the area of performance awards, in order to avoid giving the impression that it is an employee's entitlement. Awards should only be granted where fully deserved, to those who meet the criteria, and with full explanation as to the accomplishments being recognized. In

this way, you will maintain employees' confidence in the value and integrity of awards granted in your organization.

d. Nominating and Approving Awards: Employees will be nominated and approved for rating-based awards using a copy of the completed appraisal form. A monetary performance award will be computed as a percentage of the employee's base pay. Generally within the same organizational element, employees with higher ratings should receive larger dollar awards than employees at the same grade level who have lesser ratings. Employees may not receive more than 40 hours as a time off performance award. Rating-based awards are nominated and approved on the appraisal forms. The written justification supporting the annual rating serves as the basis for the rating-based award.

e. Honorary Awards: Honorary award like military decorations, may be granted to civilian employees. Full-color images and criteria for award of these medals and public service awards are easily at <http://cpol.army.mil/library/mer/awards/>.

8. Discipline.

a. Disciplinary Actions.

(1) Informal. Oral counseling/warnings and oral reprimands are generally used in constructive discipline. This form of disciplinary action is usually taken against an employee when less serious violations of rules, regulations, standards of conduct, and safety have been committed. These types of disciplinary actions are kept at the immediate supervisor's level.

(2) Formal. Formal discipline is used for more serious or repeated violations. The immediate supervisor initiates all formal disciplinary actions against an employee. Formal discipline consists of written reprimands and suspensions of 14 days or less. Also included are adverse actions such as suspension of 15 days or more, demotions, and removals. Letters of Reprimand become a part of the employee's Official Personnel Folder (OPF) for 2 years. After the 2 years, the Letter of Reprimand is removed from the employee's OPF. Suspensions, demotions, and removals are permanent records in the employee's OPF. The employee has the right to make an oral or written reply to the deciding official regarding his or her proposed disciplinary action. The deciding official will make a decision of the proposed disciplinary action and notify the employee of his decision in writing. Normally a higher level of management makes the written decision regarding the proposed disciplinary action. All formal disciplinary actions will advise the employee of his right to appeal or grieve the disciplinary action.

(3) Disciplinary action is administrative in nature and may be imposed separate and apart from any judicial or criminal actions that may result if the misconduct is criminal in nature.

b. Table of Penalties.

(1) If formal disciplinary action is proposed by the supervisor, the table of penalties located at this URL: <http://cpol.army.mil/library/permis/5a111.html> will be used, as a guide in determining what action should be proposed. The table is SUGGESTIVE only. The fact that an offense is not listed in this table does not mean that a penalty cannot be imposed.

(2) A determination of the appropriate penalty will be made through comparison with the table of penalties and the penalty imposed on other employees who have engaged in similar misconduct.

c. Performance Improvement Plan (PIP).

(1) On the occasion when management experiences performance problems with employees, procedures are available to document and provide a means for employees to improve. Management should consult with their supporting CPAC for more information on the PIP program.

9. Workers' Compensation Program.

a. The Federal Employee's Compensation Act (FECA) is administered by the Office of Workers' Compensation Program (OWCP) of the US Department of Labor. It provides compensation benefits to civilian employees for disabilities due to personal injury sustained while in the performance of duty or to an employment-related disease. The Act also provides for the payment of benefits to dependents if the injury or disease causes the employee's death. Benefits cannot be paid if the injury or death is caused by the willful misconduct of the employee, the employee intends to bring about their injury or death or that of another employee, or if intoxication is the proximate cause of the injury or death.

b. If an employee is injured on duty, they must immediately notify their supervisor. The supervisor provides the employee with the required forms and makes arrangements for the employee to be transported to the designated occupational health clinic for evaluation and, if desired, treatment of the injury if services are available. The employee presents the required authorization forms to the occupational health nurse or physician to annotate their disposition (i.e. return to duty, restricted duty, or return to quarters), and notifies their supervisor immediately of their duty status. In traumatic injuries, an individual acting on their behalf must complete the employee portion of form CA-1, Federal Employees Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation, and return it to their supervisor within 30 days of injury to be eligible for continuation of pay (COP). The employee must present their supervisor with medical documentation of any disability from regular or light duty within 10 working days in order to remain eligible for COP. If disability results from an occupational disease, the employee or an individual on their behalf must complete form CA-2, Notice of Occupational Disease and Claim for Compensation. The employee has three years in

which to file a claim from the date of their traumatic injury or from the date they first become aware of the occupational disease.

c. If the employee becomes disabled due to traumatic injury, the employee may use leave or request continuation of pay (COP) for up to 45 days. If the employee is disabled due to traumatic injury beyond the 45 days of COP, or if the employee is disabled due to occupational disease, they may use leave or LWOP. The employee may file for leave buy back, compensation of lost wages, or compensation for loss of a body part/function on Form CA-7, Claim for Compensation On Account of Traumatic Injury or Occupational Disease.

d. If the employee has questions regarding their rights and benefits under FECA, they should contact the Workers' Compensation Specialist at the CPAC for further assistance.

10. Garrison Rating Schemes: Rating schemes must correspond closely to the chain of command / chain supervision within the organization. Rating schemes will be established by name, given effective dates, published and distributed to each rated individual and each member of the rating chain. Any changes to rating chains will be published and distributed as they occur. No changes will be made retroactively. Personnel will be incorporated into a rating scheme immediately upon arrival to the Garrison staff. The rating scheme for the Garrison Commander and the military assigned to the Garrison staff are covered by the IMCOM standard rating scheme guidance. IMCOM G1 - Military Personnel Division is the proponent for military personnel rating schemes.

11. Performance Management.

1. Performance management is a continuous, systematic process by which commanders, managers, and supervisors integrate the planning, directing, and executing of organizational work with civilian performance appraisal, pay, awards, promotion, and other systems. This process includes five phases:

- a. Planning performance and assigning work.
- b. Monitoring performance.
- c. Developing performance.
- d. Appraising performance.
- e. Rewarding performance.

2. Law and Office of Personnel Management (OPM) regulations mandate that each agency has a performance management system approved by OPM. The Army program is described in AR 690-400, Chapter 4302 (Total Army Performance Evaluation System

or TAPES). The Army program requires employees be given written objectives/responsibilities at the beginning of the rating period. The assignment of objectives/responsibilities, along with periodic performance discussion, lets employees know what work they are going to be rated on and the standard of performance they must meet to be satisfactory. Additional information about performance management can be found at URL: <http://cpol.army.mil/library/permis/52.html>

12. Civilian Executive Development Assignment Program (CEDAP) and Leader Development Assignment Program (LDAP).

a. The IMCOM strategically manages the assignments of its senior civilian workforce who volunteer for CEDAP. FMWRC uses the LDAP program for senior members of the NAF workforce. These award-winning professional development programs use a deliberative process with CG approval in assigning civilians to key positions within the command. The process supports building highly qualified teams and provides progressive and rewarding professional development opportunities. Past CEDAP/LDAP members have moved into the SES ranks.

b. For more information on CEDAP, go to: <http://www.imcom.army.mil/hq/directorates/hr/workforce/cedap/>

c. For more information on LDAP, go to: <http://www.armymwr.org/hr/ldp.aspx>

13. Equal Employment Opportunity (EEO). Our civilian members depend upon leadership to ensure workforce development, motivation, capability and opportunities to contribute to and accomplish the mission. The IMCOM is an EEO Employer and committed to maintaining its posture as a model employer of choice. Commanders, Managers and Supervisors at all levels will ensure:

a. Equal opportunity in all aspects of employment of Army civilians, former employees, and applicants for employment.

b. Employment policies, practices and process will be free from discrimination based on race, color, religion, sex, age, genetics, national origin or disability.

c. Promote a healthy command climate that ensures opportunity, fair competition, dignity and respect.

d. Use the EEO program references and instruction at <https://www.us.army.mil/suite/page/285246>

Chapter 6 IMCOM Programs

1. The Army Family Covenant (AFC).

“I am dedicated to deliver on the Army leadership’s promise to continue to provide the best care and quality of life possible to Soldiers and their Families.”

“Our commitment to delivering the Army Family Covenant is non-negotiable. We will not depart from this commitment.”

*Rick Lynch
Lieutenant General, United States Army, 2010*

a. In peace and war, the Army honors the sacrifices Soldiers, Civilians, and Families make daily, at home and abroad. America’s Army faces unprecedented challenges as it enters the tenth year of war. Never before in the history of our Army have we asked so much of our Families – the strength behind our Soldiers – who display the same determination and resiliency as Army personnel. They are serving side-by-side with our Soldiers, enduring their hardships and providing the unconditional love and support that truly makes our Army strong. The Army thanks and honors the Families of Soldiers for supporting their loved ones who have answered the nation’s call.


b. The Army is focused on developing and instituting a holistic program to build the resilience of Soldiers, Civilians and Family members. On 8 October 2007, the Army unveiled the Army Family Covenant, which institutionalizes the Army’s commitment to provide Soldiers and Families — Active, Guard, and Reserve — a quality of life commensurate with their level of service and sacrifice to the Nation. The Army Family Covenant commits the Army to improve Family readiness by:

- (1) Standardizing Family programs and services,
- (2) Increasing accessibility to health care,
- (3) Improving Soldier and Family housing,
- (4) Ensuring excellence in child, youth and school services, and
- (5) Expanding education and employment opportunities for Family members.

c. Army Family Covenant programs. A listing of AFC programs and services is provided in **Appendix D.**

d. Active participation in the AFCat at your installation is accomplished by using the grass roots Army Family Action Plan (AFAP). The AFAP initiates the collaborative process that elevates issues of the greatest importance in the lives of your installation

community to the Army's senior leaders. Your involvement is a wonderful opportunity to take the pulse of those you serve and effect changes that improve the Army Family Covenant.



**ARMY FAMILY COVENANT:
KEEPING THE PROMISE**
Honoring our Commitment to Soldiers and Families

We recognize the commitment and increasing sacrifices that our Families are making every day.

We recognize the strength of our Soldiers comes from the strength of their Families.

We are committed to providing Soldiers and Families a Quality of Life that is commensurate with their service.

We are committed to providing our Families a strong, supportive environment where they can thrive.

We are committed to building a partnership with Army families that enhances their strength and resilience.

We are committed to improving Family readiness by:

- Standardizing and funding existing Family programs and services
- Increasing accessibility and quality of healthcare
- Improving Soldier and Family housing
- Ensuring excellence in schools, youth services, and child care
- Expanding education and employment opportunities for Family members

e. The Family, Morale, Welfare, and Recreation Command (FMWRC) published a Commander's Guide to FMWR providing helpful information which will assist IMCOM Leaders gain valuable insights into the services provided by their Directorate of Family, Morale, Welfare, and Recreation. The Commander's Guide is the primary source for the latest information and guidelines. Topics in the Commander's Guide include: Armed Forces Recreation Centers (AFRCs); Army Recreation Machine Program (ARMP); Budgeting; Business Programs; Child and Youth Services; Community Recreation; Construction; Family Programs; Financial Management; Future Initiatives Human Resources; Information Management; Leasing/Privatization; Lodging NAF Contracting; Strategic Planning; Reference Information

f. The FMWR Commander's Guide is updated on a regular basis. This FMWR Commander's Guide can be found on AKO at this URL:
<https://www.us.army.mil/suite/doc/6451587>.

2. Army Communities of Excellence (ACOE).

a. The Army Communities of Excellence (ACOE) Program provides a framework for leaders to achieve sustained mission excellence with a focus on doing the right things; in the right way; and with the right priority. When leaders use this integrated management approach, they effectively manage and continuously improve processes to a standard of performance excellence and drives a cost conscious culture. In fact, ACOE uses the Malcolm Baldrige Performance Criteria of Excellence and its seven categories (i.e. leadership, strategic planning, etc.) to monitor, assess, and mature its processes.

b. The principles of ACOE Baldrige-based system of management are industry proven with many benefits. They provide Garrison leaders with the ability to manage change; to transform organizational behavior; and to adjust operations to meet the needs of those we serve - Senior Commanders, Soldiers, Civilians, and Families. These principles, coupled with emphasis on Stephen Covey Quadrant II philosophy, help leaders to proactively identify the important and non-urgent activities (e.g. planning, recognizing new opportunities, relationship-building, etc.) required to conduct daily operations in an efficient manner.

c. ACOE provides the golden thread interwoven throughout the IMCP and its Lines of Efforts (LOE). ACOE helps frame LOE Keys to Success activities around the seven Baldrige categories; it links associated processes as indicated in the performance criteria; and it monitors/measures desired results according to metrics identified under related sub-tasks. As such, to successfully implement the IMCP, Garrisons are mandated to participate in all components of ACOE up to the competition portion which remains optional.

d. Multiple tools are available under the ACOE program to help Garrisons successfully align processes, services and programs with the strategic direction outlined in the IMCP. They include self-assessments, feedback reports, training workshops, and experiential learning events. All tools are designed to assist IMCOM and ACSIM organizations thoroughly understand and effectively apply the ACOE integrated management framework. Leaders will find tools significantly complement and greatly facilitate efforts to: identify critical areas for improvement, develop staff capability, and identify management best practices in the Installation Management community.

e. The ACOE program culminates each year with a ceremony that recognizes and gives cash awards to Army Installations. Active, Reserve, and National Guard organizations that complete the competition application are considered for this special recognition. The purpose of the awards component of the ACOE program is to acknowledge and reward efforts to develop sustainable communities of excellence that result in noteworthy services and support to Soldiers, Civilians, Families, and Retirees. Recipients can use cash awards to further improve their communities.

3. The Army Community Covenant.

“The Army is doing wonderful things that no state, other federal programs or commercial developers could ever accomplish.”

You will find, as I have, there are willing and able partners if you only ask for help ... Be ready to answer when local leaders ask, “What can we do for you?”

“We must educate the public to assist us.”

Rick Lynch

Lieutenant General, United States Army, 2009

a. The Community Covenant lays out the common commitment the Army, its Installations and surrounding communities share in serving Soldiers and Families. Communities throughout the United States are enthusiastic in their support, particularly when Garrison Commanders forge close, mutually beneficial relationships with leaders outside the gate.

b. The Community Covenant program is designed to foster and sustain effective state and community partnerships with the Army to improve the quality of life for Soldiers and their Families, both at their current duty station and as they transfer to other states. It is a formal commitment of support by state and local communities to Soldiers and Families of the Army - Active, Guard and Reserve. While the Community Covenant is an Army program; it extends to the other Military Services as well, recognizing many community efforts that support all Service Members and their Families regardless of the uniform they wear. The Community Covenant:

(1) Fosters and sustains effective state and community relationships to improve the quality of life for Soldiers and their Families.

(2) Tailors to the local level and covenant signing ceremonies that recognize the strength of Soldiers, their Families, and the support of the local community.

(3) Allows the sharing of local programs to assist communities find ways to support, and for Soldiers and Families to find access to, additional programs.

(4) Is an Army program that includes recognition of all Service Members and their Families.

c. Though the Army Community Covenant is not a formal program at some OCONUS Garrisons, much the same as the ACC in the states, Soldiers and Families who call garrisons overseas their home away from home enjoy fabulous friendship and selfless support from community leaders, business owners and average citizens in numerous OCONUS communities who empathize with the sacrifices of forward-stationed Soldiers and Families, and speak volumes through their deeds of support to

them. Just as in America, every day communities surrounding our OCONUS Army Garrisons devise new ways, both small and large, to demonstrate their appreciation for Soldiers and Families. Again, Garrison Commander engagement and relationship building with local community leaders is key to fostering an environment of natural trust and support.

d. See the Community Covenant website for news, events and best practices from neighborhoods and installations across the country at <http://www.army.mil/community>.



4. Survivor Outreach Services (SOS) and Non-Governmental Organizations (NGOs).

“If you want to know the price of freedom, look into the eyes of the children of the fallen.”

“For the Families who have lost someone, their tragedy continues.”

*Rick Lynch
Lieutenant General, United States Army, 2010*

a. Our Fallen Warriors made the ultimate sacrifice. The Army has a commitment to their Families. Survivor Outreach Services (SOS) is an Army-wide program designed to provide dedicated and comprehensive support to survivors of deceased Soldiers. The mission of SOS is to deliver on that commitment by providing access to support, information, and services at the closest location to where the Survivor resides when and for as long as they desire. The program is a joint effort with collaboration from the Installation Management Command (IMCOM) through FMWRC, the Casualty and Mortuary Affairs Operation Center (CMAOC), the Army National Guard and Army Reserve. The SOS standardizes casualty services and policies across the Army and provides additional staffing at Casualty Assistance Centers, Army Community Service Centers, and Guard and Reserve Component Family Programs. The SOS responds to the need for specialized staff at Casualty Assistance Centers (CAC) to help Casualty Assistance Officers (CAO) support survivors, as well as adding additional staff who have the sole mission of providing continuing support to survivors. These benefits and services will be provided for as long as the Family desires.

b. SOS is designed to:

(1) Ensure the Army fulfills its covenant with Survivors through sustainment of a comprehensive multi-agency program that improves Soldier and Family preparedness in the event of a catastrophic loss.

(2) Maximize cooperative efforts within the Army casualty and Family programs.

(3) Extend support to Families both before and after a crisis by maximizing cooperation between government and non-government agencies.

(4) Ensure Survivors receive all benefits to which they are entitled.

(5) Encourage our Survivors to remain an integral part of the Army Family for as long as they desire. Garrison Commanders and IMCOM Community Leaders should actively honor their loss by staying closely connected with them. Installation Management Command will embrace and reassure Survivors they are continually linked to the Army Family through a unified support program, and recognize Survivors with events of remembrance that memorialize their loss. The IMCOM will help communities - particularly schools - understand that for some Family members, language barriers, unfamiliarity with military terminology and issues of grief and loss specific to a military culture are critical issues that affect them. Several national non-governmental private organizations, such as "Gold Star Mothers," "Gold Star Wives," and "Snowball Express," exist to provide support and social gatherings for Families of fallen Service Members, regardless of the service branch or manner of death. We highly encourage you to find your local non-governmental organization chapters and partner with them, keeping in mind they are not programs that belong to the Army's SOS program.

5. Customer Management Services (CMS).

a. The CMS is a customer relationship and feedback management process that continuously seeks and uses customer feedback to evaluate and improve both the delivery and receipt of installation programs and services. The CMS provides leaders and service providers with a set of tools for their use in prioritizing and focusing installation services based upon the Voice of the Customer. The CMS includes three levels of measurable and quantifiable feedback from individuals; constituent groups, and leaders.

b. The four key components of CMS include:

(1) The organizational structure to accomplish customer advocacy;

(2) The management processes that focus on constituent issues and perceptions of the delivery and receipt of installation programs and services;

(3) Communications planning that provides direct dialogue with customers (or constituents).

(4) A three-tiered feedback system which includes ICE, constituent focus groups and the enterprise annual customer service assessment. This system gathers customer and stakeholder perspectives to provide a 360-degree view of the delivery and receipt of installation programs and services.

c. Direct customer feedback provides the opportunity to listen to and act upon customer perceptions and concerns and provides IMCOM with a disciplined process to continuously improve service delivery.

d. As part of our long term strategy, CMS is a key component for ensuring the Installation Management Command is in balance; where the services expected by our people, and the delivery of services to our people, are synchronized.

e. The current program will undergo revision towards the end of the calendar year to better address enterprise requirements.

6. Common Levels of Support.

a. Common Levels of Support (CLS) is IMCOM's enterprise risk management and allocation tool. The CLS is also the Army's coordinated strategy for transforming installation services management by focusing on standardization, service delivery costs and performance. The CLS brings a corporate management discipline to installation management, an Army goal with the centralization of installation management in October 2002 under IMCOM. Through CLS, the Army expects to achieve these objectives:

(1) Standardized installation services. Senior Commanders and tenant units receive the same elements of service to the same levels regardless of the installation at which they are located. All IMCOM installations receiving Subactivity Group 131 resources are covered by CLS. All Installations provide the entire complement of CLS services except where there exists a geographic, demographic, or mission uniqueness.

(2) Accountability for service delivery performance. Garrisons report service delivery performance quarterly and are held responsible for meeting decision capability levels.

(3) Equitable distribution of available resources. Available resources are distributed effectively across Regions and Garrisons so each has adequate resources to deliver installation services to expected standards.

b. The CLS has discrete and measurable Service Support Programs (SSPs) that define the elements of service and standard level of service to be delivered to installation customers. The SSPs can be delivered at multiple capability levels (i.e.,

standards) at an established cost for each capability level. SSPs provide a commonly understood structure for both resource allocation and performance reporting, leading to better management of installation service delivery. The CLS helps the Army clearly understand how to make the most effective use of its available resources. Army senior leadership is able to make informed installation service support decisions based on capabilities and associated risk. The CLS enables the Army to demonstrate how it uses installation support resources efficiently and in accordance with Army priorities. Furthermore, it allows the Army to identify in detail how installation services are impacted by funding reductions and to plan for contingencies as necessary. **Appendix E** provides a matrix depicting the cross-walk between LOEs and CLS.

Chapter 7

Resiliency

1. What is resiliency?

a. Commanders across the Army are acutely aware of the personal struggles and conflicts multiple combat deployments have caused Soldiers and their Families. The nature of sustained combat has resulted in rising numbers of suicides, domestic violence and divorce among our Warriors, and the Army is taking aggressive steps to reduce the stress among the force.

b. Resiliency is the ability to bounce back after adversity, or it's the ability, for example, to see something as adverse but not traumatic or just perform better in all cases. The whole program is intended to train people better incrementally. The program is not a single event, but something that requires progressive learning. It is not a screening, or "fix" for something with a negative outcome -- there are already programs to assist Soldiers with those issues.

2. What is Comprehensive Soldier Fitness (CSF)?

a. Comprehensive Soldier Fitness (CSF) was established by the Army beginning Oct. 1, 2008. The CSF is designed to develop and institute a holistic fitness program for Soldiers, Civilians, and Families in order to enhance performance and build resilience. This program helps to develop balanced, healthy, self-confident Army Soldiers, Civilians, and Families whose resilience and total fitness enables them to thrive in an era of high operational tempo and persistent conflict.

b. The program focuses on optimizing five dimensions of strength: Physical, Emotional, Social, Spiritual and Family. However, one word captures the desired holistic outcome – resiliency.

c. This holistic approach to fitness enhances performance and builds resilience of the Force. Resilience is the ability to grow and thrive in the face of challenges and bounce back. There are four pillars in the resiliency training programs. These pillars include the self-assessment tool, the self-development module, mandatory deliberate resiliency training, and master resiliency trainers.

d. Being Army Strong is more than just being physically fit. It is mental and emotional health and strength. It is the confidence to lead. It is the courage to stand up for your beliefs. It is the compassion to help others. It is the desire for lifelong learning. It is the intelligence to make the right decision. It is making a difference for yourself, your Family, your community and our Nation. The CSF is designed to create and enhance these strengths and increase resiliency in our Soldiers, Civilians, and Families.

e. More information about the CSF and Resiliency program can be found at <http://www.army.mil/csf/>.

Chapter 8

Installation Protection / Safety

1. Installation Protection.

a. Installation protection is one of the most important missions, if not the most important one, IMCOM has been entrusted with. A fully integrated installation protection program will not only protect but enable readiness and resilience of loved ones, facilities, information and equipment at all locations and in all situations. Recent Department of Defense and Army requirements mandate Installation Emergency Management (IEM) Programs that are National Incident Management System (NIMS) compliant, thus enabling installations with capabilities for interoperability with local, county and state jurisdictions in order to effectively respond to any incident.

b. The NIMS provides standard command and management structures that apply to response activities. This system provides a consistent, nationwide template to enable federal, state, tribal, and local governments, the private sector, and non-government organizations (NGOs) to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity. This document is a companion document to the National Response Framework (NRF). For OCONUS (e.g. Europe), all similar actions are directed by the State Department and does not fall under the requirements of NIMS which has a domestic focus. Department of Homeland Security (DHS) is the proponent for NIMS as the State Department directs all foreign activities. The DoD has acquired a role in Chemical, Biological, Radiological, Nuclear Event (CBRNE) support in Germany and IMCOM may provide a Base Support Installation orchestrated by Office of the State Department (OSD) and not DHS .

c. Commanders and their appointed emergency managers will implement and execute an all-hazards based IEM Program that serves as the single integration program to synchronize and coordinate all other protection-related activities and capabilities to include emergency management, fire and emergency services, law enforcement, physical security, Weapons of Mass Destruction (WMD), CBRN, anti-terrorism, force protection, health protection, critical infrastructure, defense support to civil authorities, continuity of operations, critical infrastructure risk management, public works, environmental management, hazardous materials, intelligence, energy, and surety. Leaders will ensure adequate prioritization of efforts and funding for all facets of protection / emergency management activities (Prevention, Preparedness, Response, Recovery and Mitigation) as reflected in the National Response Framework (NRF). This will help IMCOM implement and execute not only an "All-Hazards" but also a "Life Cycle" approach to our protection / emergency management efforts in much the same way it has been applied for environmental programs. Our command and control systems must have the right architecture, connectivity, portability, and flexibility to enable installation leaders to very quickly develop a common operating picture (s) to cope with near-simultaneous incidents at multiple locations. Mass casualty events require a rapid transition from normal operations to an elevated response and the rapid

coordination of services and functions to ensure effective consequence and crisis management as well as potential long-term recovery efforts. Leaders at all levels will use the Army's "Ready Army" Program as a communications tool or mechanism to promote protection awareness and instill a culture of preparedness among Soldiers, Civilians, and Family Members.

d. Finally, IMCOM will use "Ready Army" tools to measure the effectiveness of Installation Protection Programs at all installations and to help gauge the readiness and resilience of IMCOM Soldiers, Civilians, Family Members, Regions, and installations. <http://www.acsim.army.mil/readyarmy/>.

2. Commander's Critical Information Reporting (CCIR).

a. The IMCOM Regulation 190-1, Serious Incidence Reports, provides procedural guidance for the CCIR processes from IMCOM Garrisons and Regions to HQ, IMCOM. It also outlines issues and incidents that Garrison Commanders or Garrison Managers and Region Directors must provide the IMCOM Command Group. The AR 190-45 (Law Enforcement Reporting), paragraphs 8-2 thru 8-4, specifies three categories of reportable items. The CCIRs are sent using the Executive Summary (EXSUM) format below (Blackberry readable) IAW IMCOM Regulation 190-1, para 4-1.g. to the email address:

imcomopscenter@conus.army.mil

b. When in doubt – report the following:

1. Region/Installation:
2. What:
3. Who:
4. Where:
5. When:
6. Army Watch Notified:
7. Summary:

Appendix F provides additional information and quicklook guides pertaining to the CCIR.

References:

AR 190-45 – Law Enforcement Reporting, 30 March 2007

IMCOM Regulation 190-1, Serious Incident Reporting, 1 April 2009

<https://www.us.army.mil/suite/doc/12451407>

3. Safety.

a. The Safety Program's mission is to assist units accomplish their missions without unnecessary loss of personnel and equipment and therefore preserve and protect our combat power. Officers, Noncommissioned Officers (NCOs), Soldiers, and Civilians will employ the five-step risk management process outlined in Field Manual 100-14. This process integrates Composite Risk Management (CRM) into all phases of an operation, from the planning phase thru the execution phase. The CRM is the integration of safety and risk management into all elements associated with Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF). We can manage risks more effectively through composite risk management, which blends tactical, threat-based risks with accidental, hazard-based risks to create a more thorough evaluation of possible hazards associated with the mission.

b. The CRM is accomplished through the application of sound risk management procedures by leaders and individuals at all levels. The CRM process identifies the optimum course of action (COA) to mitigate or reduce the risk to an acceptable level. Risk management is critical for all operations, whether for training, planned missions, tactical exercises, or daily operations. The safety staff provides guidance and assistance, safety evaluations, and recommendations to prevent accidents and injuries. Additionally, the safety staff provides safety training classes for safety-related programs.

Chapter 9 - US Army Environmental Command (USAEC)

1. The US Army Environmental Command (USAEC) is a Direct Reporting Unit and major subordinate command under IMCOM. USAEC is responsible for providing broad environmental program technical support for all Army installations and activities. USAEC provides environmental program support and expert technical services that facilitate sustainable installation operations. USAEC provides technical expert services and program support for the Army in a number of areas, including:

a. **Army Compatible Use Buffers (ACUBs):** ACUBs establish buffer areas around Army installations to limit effects of encroachment and maximize land inside the installation that can be used to support the installation's mission. ACUBs typically establish conservation easements that ensure those lands will not be used for any purpose inconsistent with the installation mission.

<http://aec.army.mil/usaec/acub/index.html>

b. **Forestry and Conservation Reimbursable Programs.** The Army's conservation reimbursable and fee collection programs consist of three individual and distinct program areas: Forestry, Agriculture/Grazing, and Hunting and Fishing. These programs exist to provide ecosystem-level management that supports and enhances the land's ability to support each installation's respective military missionscape, while simultaneously obtaining ecologically responsible results that satisfy all federally mandated requirements for natural resources. Program revenues are generated through the sale of forest products, collection of lease payments for agriculture and grazing outleases, and collection of fees for hunting and fishing permits. The programs are designed and managed to supplement other Army natural resources management funding and implement conservation-based natural resource projects.

c. **National Environmental Policy Act (NEPA):** The purpose of NEPA is to ensure environmental considerations are incorporated into Federal agency planning and actions. This is done by providing decision makers, the public, and other stakeholders the information they need to understand potential environmental impacts of proposed actions, and to ensure actions are taken to mitigate adverse impacts, to the maximum extent practicable. One of the basic principles of NEPA is people make better decisions when they have clear information about the consequences and trade-offs associated with taking any given course of action.

d. **Pest Management:** USAEC provides centralized pest management oversight and technical support for the US Army Pest Management Program for IMCOM Regions and installations, and other special installations not currently under IMCOM.

e. **Pollution Prevention (P2):** P2 is a comprehensive initiative to reduce and prevent pollution at the source. It focuses on conservation of resources, replacement of hazardous materials with less hazardous materials, waste reduction, recycling, and other preventive means to successfully and cost effectively avoid, prevent, or reduce the generation of pollutants.

f. **Compliance:** USAEC provides installation compliance support of various environmental media (air, water, waste, toxics, etc.). USAEC tracks new federal regulations, assesses the impact on the Army, provides input to Army's comments to queries from regulators, and keeps the Army informed about new regulatory activity.

g. **Conservation.** USAEC works to guarantee continued access to installation land, air, and water resources for realistic military training and testing, while ensuring the natural and cultural resources entrusted to DoD care are sustained in a healthy condition for scientific research, educational, and other compatible uses by future generations. A major emphasis is to manage these resources in a manner that assures the long-term availability of our lands for the Army's mission.

(1) Natural Resources. USAEC helps installations preserve and protect the viable and/or renewable products of nature and their environments of soil, air, and water. Included are the plants and animals occurring on grasslands, rangelands, croplands, forests, lakes, and streams. This includes integrating natural resources responsibilities with operational requirements to help achieve sustainable ranges, training areas, and other land assets, as well as developing, initiating, and maintaining programs for the conservation, utilization, and rehabilitation of natural resources on Army lands.

(2) Cultural Resources. The Army is steward to tens of thousands of historic buildings, archeological sites, and Native American sacred sites. The Cultural Resources Management Program at USAEC assists installations in meeting their compliance needs with respect to these resources by developing programmatic compliance solutions and technical documents, and providing technical support to installations. The Cultural Resources Program supports the mission by improving sustainability within the Army and developing cost effective tools to improve compliance practices.

(3) Endangered Species and Migratory Bird Programs. Over 200 federally listed Threatened or Endangered (T&E) species are recorded onsite or contiguous to Army installations within the CONUS. Numerous species classified as Species at Risk (SAR), also occur on Army installations. These SAR are identified as critically imperiled or imperiled on a global scale. Army installations are also home to hundreds of species of migratory birds during the breeding and/or winter season or as stopover sites during migration. The USAEC T&E and migratory bird team provides conservation, management and compliance technical support and guidance to installations and Army Commands regarding the Endangered Species Act (ESA), Migratory Bird Treaty Act (MBTA) and the Bald and Golden Eagle Protection Act (BGEPA). USAEC also reviews the Federal Register and other official sources for ESA, MBTA and BGEPA announcements and potential future announcements to alert



installations of proposed ESA listings/critical habitat designations and regulatory updates/changes that may affect mission activities.

h. Environmental Reporting: The USAEC Environmental Reporting Office (ERO) collects Army-wide environmental data required by Headquarters, Department of the Army (HQDA) and DoD decision-makers. ERO provides web-based collection and analysis tools used by installations, garrisons, Installation Management Command (IMCOM), Army commands, and HQDA.

i. Environmental Technology. The USAEC Range and Technology staff provides integrated environmental and natural resources support to sustain and enhance Army training and testing lands and operations, and to mitigate environmental factors which might impact readiness; technical support to the Army Sustainable Range Program through the Integrated Training Area Management Program and membership on the Army Range Sustainment Integration Council; management oversight for the Army Natural Resources Program and manages the Army Forestry, Agricultural Out-Leasing and Hunting/Fishing Programs; environmental planning assistance and NEPA technical support to Army; and management support and environmental assistance for range and munitions regulatory and sustainability programs.

j. Environmental Performance Assessment System (EPAS) External Audits: USAEC executes EPAS external environmental compliance audits and environmental management system (EMS) conformance audits as required by DODI 4715.5/DODI 4715.6 and AR 200-1. Additional information on EPAS and EMS can be found at (<https://www.us.army.mil/suite/doc/13056734>).

k. Cleanup: USAEC centrally manages the Army's environmental Installation Restoration Program (IRP), IMCOM's compliance cleanup program, and the Military Munitions Response Program (MMRP). The Army's IRP is a comprehensive program to identify, investigate and clean up contamination at active/operating Army installations. Compliance cleanup includes all overseas cleanup activities and certain cleanup activities in CONUS that are not eligible for special funding allotted to IRP sites. The Army's MMRP was established in September 2001 to address responses to unexploded ordnance (UXO), discarded military munitions (DMM) and munitions constituents (MC) contamination at locations outside of operational ranges.

2. Additional information about USAEC and Army Environmental Programs, as well as points of contact for garrison technical assistance, is available on the USAEC website at: <http://aec.army.mil/usaec/index.html>.

SUPPORT – SUSTAIN – DEFEND



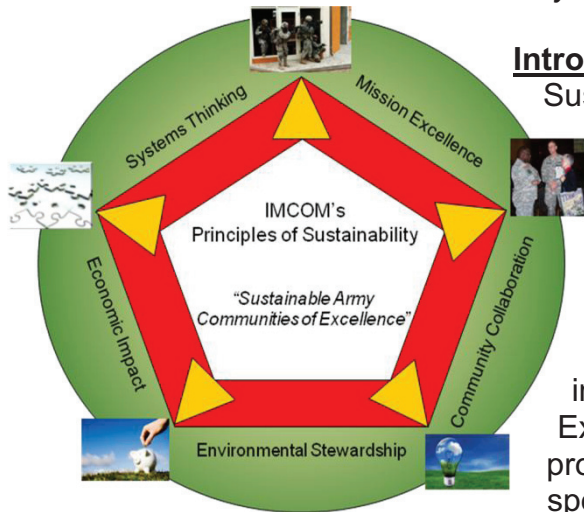
IMCOM
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**Updates to the IMCOM Community Leader’s Handbook are found on
AKO at:**

<https://www.us.army.mil/suite/files/22249060>

APPENDIX A IMCOM Sustainability

“Sustainable Army Communities of Excellence”



Introduction:

Sustainability means managing all resources -- workforce, infrastructure, funds, information, natural resources, energy, and systems -- so that we have them as needed, to best support current and future mission requirements.

IMCOM Campaign Plan and Sustainability:

LTG Lynch Commander's Intent states, "I will inculcate sustainable Army Communities of Excellence principles throughout our business processes and procedures," which is an IMCOM specific term for operationalizing sustainability.

Simply put, we need to examine and change/improve the way we plan for, invest in, and operate our installations. As an enterprise, we need to identify approaches, technologies, and systems that will best support the mission, improve the quality of life in our military communities, protect resources, and reduce our operational costs. Examples of contributing programs/enablers are: the Army Communities of Excellence Program, Army Family Covenant, Baldrige Criteria, Lean Six Sigma, Succession Planning, Sustainable Range Program, Army Compatible Use Buffer Program, Green Procurement, Sustainable Life Cycle Materiel Management (i.e. recycling), Resiliency Training, Leadership Development, and others.

The Principles:

To ensure stewardship of our resources, leaders will apply the five principles of sustainability to all IMCOM enterprise operations. IMCOM's principles of sustainability are:

1. Mission Excellence — IMCOM's ability to manage its resources necessary for the Army to achieve its mission.
2. Community Collaboration — IMCOM's ability to ensure the long-term viability of its installations through active local and regional partnerships that supports mutually beneficial goals.
3. Environmental Stewardship — IMCOM's ability to meet mission requirements through prudent life-cycle use of resources, active environmental management, and conservation.
4. Economic Impact — IMCOM's ability to realize cost savings, cost avoidance and expanded services through cross-functional planning and combined resources.
5. Systems Thinking — IMCOM's ability to identify and exploit interrelationships between lines of effort that optimize resource allocation and process performance.

Conclusion: Creating a culture that integrates interdisciplinary sustainability principles into daily operations in much the same way that safety has become an integral part of our day-to-day activities - **Sustainability is not an end-state but a state-of-mind.**

APPENDIX B - TERMS OF REFERENCE

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926



REPLY TO
ATTENTION OF

IMCG

APR 12 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Installation Management Command (IMCOM) Terms of Reference (TOR)

IMCOM Command Group Mission

To prepare the IMCOM to execute any mission, anywhere and to take care of Soldiers, Civilians, and Families while doing so.

1. The Commanding General (CG).

a. I command the IMCOM and am responsible for mission accomplishment, combat readiness, morale and discipline of the command, and for the welfare of all Soldiers and Civilians assigned.

b. In addition to my role as IMCOM CG within the enterprise, I am the Services and Infrastructure Core Enterprise (SICE) Co-Chair and the Assistant Chief of Staff for Installation Management (ACSIM).

c. Three principal assistants assist me in carrying out my duties as IMCOM CG. These assistants and I comprise the Command Group. These assistants are the Deputy Commanding General/Chief of Staff (DCG/CS), Executive Director (ED), and Command Sergeant Major (CSM). Each is authorized to supervise the execution of all decisions, guidance and policies – interpreting them for subordinates as appropriate within my Commander's Intent, either verbal or written.

d. I accept full responsibility for IMCOM, and I am a firm believer in the chain of command and strong teamwork. The IMCOM chain of command runs directly from me to the Subordinate Commands, Regions, and the Garrisons. Garrison Commanders have direct access to me for any reason they deem appropriate.

e. All leaders assist me in promoting a positive command climate which underwrites honest mistakes, allowing our Soldiers and leaders to exercise initiative and to learn.

f. We must remain focused on accomplishing all missions: Support Combat Readiness Mission of Senior Commanders, Enhance Well-being of the Army Family, Develop the Workforce and Operate as an Enterprise, Provide the Infrastructure Programs and Services to Support the Army, Optimize Resources, and building a great team.

IMCG

SUBJECT: IMCOM Terms of Reference

2. Deputy Commanding General/Chief of Staff (DCG/CoS) and Executive Director (ED).

The Deputy Commanding General/Chief of Staff and Executive Director serve as my principal deputies as extensions of my responsibilities as Commanding General. Operationally, these two positions are co-equal with clearly defined responsibilities.

a. The following responsibilities are assigned to both the Deputy Commanding General/Chief of Staff and Executive Director:

(1) Ensure all activities are executed with my intent.

(2) Approve all correspondence from designated staff elements.

(3) Represent the CG at conferences, seminars, ceremonies, official functions, and public events as directed.

(4) Direct staff in the formulation and execution of plans, policies, programs, and procedures in support of matters relating to the overall management and resourcing of installations worldwide under my guidance.

(5) Provide equitable, effective, and efficient management of installations worldwide to support mission readiness and execution to enable the well-being of Soldiers, civilians and family members, improve infrastructure, and preserve the environment.

(6) Ensure all installations provide consistent levels of service and well being for Soldiers, civilians and families.

(7) Participate in the development and review of plans, programs, policies, and procedures for the execution of Command-wide activities as required by ARFORGEN and CG priorities.

(8) Oversee personnel, logistics, administration, and maintenance actions.

(9) Oversee force protection – stress physical security of all property and facilities on garrisons.

(10) Oversee risk management programs. Hold leaders responsible and help me improve the safety of the Command.

(11) Oversee organizational inspection programs, including Staff Assistance Visits.

(12) Coordinate interaction between SICE Implementation Team and Strategic Communications.

IMCG

SUBJECT: IMCOM Terms of Reference

b. The Deputy Commanding General/Chief of Staff represents and acts on behalf of the CG on a daily basis. He is responsible for staff oversight, coordination and integration.

(1) In addition to staff oversight, coordination and integration, the DCG/CoS also focuses on G3/5/7 Operations, G4/Logistics, Anti-Terrorism/Force Protection (AT/FP), and the SICE Implementation Cell.

(2) Rates designated staff principals and subordinate command personnel, where appropriate and designated in the IMCOM rating scheme.

(3) Represents the CG at meetings or activities relating to these functions.

(4) Maintains constant communication with me. Receives decisions from me and ensures subordinate commanders are alerted to actions required. Ensures my orders and instructions are executed. Obtains information and instructions received from or given to higher or subordinate commanders.

(5) Assumes responsibility for special project initiatives as identified by the CG and executes other CG assigned tasks.

(6) Directs, supervises, integrates and coordinates the work of the Management Support Office to ensure all efforts meet my intent. Exercises managerial authority over all MSO functions to include Secretary to the General Staff Admin Section (SGS), Executive Services, and Protocol at the HQ. Supervises staff interaction. Ensures the staff is aligned with command priorities. Maintains classification authority over all MSO positions. Sets performance standards and serves as the Higher Lever Rater (HLR) to MSO senior subordinate employees as designated in the IMCOM rating scheme. Makes the selection for all key MSO positions.

(7) Directly supervises the MSO Director to ensure quality control, and compliance with designated suspense for staff products, actions, taskings, and correspondence, generated in response to a command group, subordinate unit, or higher headquarters request.

(8) Supervises the development and execution of command briefings and meetings, command and staff.

(9) Ensures all instructions published to the command are in accordance with my policies and plans.

(10) Studies situations with a view toward being prepared for future contingencies.

(11) Keeps me informed daily on key issues.

IMCG

SUBJECT: IMCOM Terms of Reference

(12) Ensures establishment of liaison with adjacent, higher, subordinate, and support elements.

(13) In coordination with the MSO Director, chairs the HQ Program Budget Advisory Committee (PBAC). Manages all resources allocated the HQ. Reviews funding and budget as part of HQ PBAC.

(14) Advises and assists in all matters involving military personnel, civilian workforce, and Family members.

(15) In my absence is responsible for greeting and briefing senior military and civilian dignitaries. Oversees ceremonies, visitor programs, and all aspects of protocol.

(16) Coordinates frequently with the ED and CSM to keep the team tight.

(17) Establishes and controls the battle rhythm for the Headquarters.

(18) Facilitates communication flow across the Command Group and between staff sections. Leads and executes Command Group intent with IMCOM San Antonio staff and actions during re-location transition efforts.

c. The Executive Director/Director of Services is responsible for staff oversight of G1/Human Resources, G6/Information Operations, G8/Resource Management, special staff, and Strategic Communications (STRATCOM). Responsibilities include:

(1) As the senior civilian, the Executive Director serves as the commander's principal adviser on civilian matters.

(2) Serves as the Command representative for political liaison and civil-military coordination.

(3) Rates designated staff and special staff principals as designated in the IMCOM rating scheme.

(4) Represents the CG at meetings or activities relating to these functions.

d. On a day-to-day basis, as mission and schedules dictate, the DCG/CoS and ED may find it necessary to cover down on each other's duties.

e. The DCG/CoS and ED do not constitute a separate level of command, but rather assist me in fulfilling my command responsibilities and ensuring continuity of operations. The activities and scope of authority of each encompasses the total spectrum of the IMCOM interests, including: discipline, safety, reenlistment, training, maintenance, operations, administration, logistics, physical security, financial management, and community support.

IMCG

SUBJECT: IMCOM Terms of Reference

Each are expected to play an active role, make recommendations, and take action within my intent in all areas to ensure a trained, ready, and successful Command.

f. The DCG/CoS and ED have full authority to act in my name when they believe it necessary to do so.

g. To ensure full coordination, the DCG/CoS and ED will participate in frequent meetings with me, Region Directors, Major Subordinate Command (MSC) Commanders, Garrison Commanders, and the Command Sergeant Major.

h. The DCG/CoS, ED and Command Sergeant Major will participate in daily Close-Outs and weekly calendar synchronizations. DCG/CoS and ED will normally attend scheduled Garrison Commanders' conferences; Region Director, and Garrison Commander VTCs; and stay fully abreast of the command. Other routine and special briefings or studies will be arranged for the DCG/CoS and ED by the responsible staff.

i. The DCG/CoS and ED have open access to all my correspondence.

3. The Command Sergeant Major (CSM).

The CSM is the IMCOM Commander's principal advisor on training, training support, Soldier and family programs and enlisted actions within the command. I will start my day and end my day with the CSM. He has primary responsibility for any service, system or process that supports individual or small unit collective training on our garrisons, thereby linking enterprise efforts, training support and the development of all noncommissioned officers of the command. He is responsible for enforcing standards of conduct for all enlisted personnel in the command. The CSM's scope mirrors that of the Commanding General. Specific duties include:

a. Advises me and the command group on all matters pertaining to enlisted Soldiers of the command. Coordinates with all regions and staff directorates to ensure that all noncommissioned officer assignments and administrative actions are promptly and properly handled. Assists in formulating and coordinating the policies of the commander concerning NCO roles and responsibilities.

b. Ensures all IMCOM enlisted garrison personnel retention needs are supported by the servicing senior mission retention team.

c. Monitors all Permanent Party Reception programs, virtual in-processing program development and implementation, and IMCOM permanent party sponsorship, reception and integration programs.

IMCG

SUBJECT: IMCOM Terms of Reference

- d. Monitors, assesses and assists in the development of all training and professional development programs associated with Region and Garrison Command Sergeants Major and Sergeants Major.
- e. Reviews all enlisted evaluation reports sent to the command group for rating or review.
- f. With my concurrence and after coordination with HRC, Region Commanders or Directors, selects all Sergeants Major (staff) for the headquarters.
- g. Reviews all nominative slate announcements associated with SES and GO positions within the command prior to release to HRC.
- h. With my concurrence, reviews and endorses all nominations submitted by commanders and directors of the command for nominative positions within the Department of the Army and the Joint community.
- i. With my concurrence, validates all WIAS taskers requiring a Command Sergeant Major or Sergeant Major from the command.
- j. Conducts monthly VTC Sergeant Major calls to disseminate information and instructions. On a bi-weekly basis conducts Sergeants Major calls with the organic IMCOM and FMWRC Sergeants Major/functional staff senior NCOs.
- k. Serves as a member of the IMCOM Awards Board.
- l. Monitors all training services and support programs staffed and managed by IMCOM.
- m. Accompanies me on battlefield circulations and makes direct coordination on a daily basis.
- n. Monitors barracks conditions and all aspects of Soldier and family support associated with the Army Family Covenant. Chairs the monthly barracks Handoff VTC with all regions.
- o. Assists in policies and programs that ensure all activities are conducted in an atmosphere providing fair and equal treatment of all people.
- p. Maintains awareness of personnel actions, military justice, schooling and promotion selection, leave and pass availability, assignment to duties and details and provisions of services and facilities to ensure fair and impartial administration.
- q. Assists in maintaining honest and effective communications between the members of the headquarters and every level of command.
- r. Advises enlisted personnel of means of access to commanders, the Inspector General and equal opportunity representative.

IMCG

SUBJECT: IMCOM Terms of Reference

s. Briefs all newly assigned commanders, directors, sergeants major and senior enlisted on the command's history, Army traditions, standards and command regulations and policies.

t. In conjunction with staff principals, develops, refines and executes the IMCOM NCO and Soldier of the Year Program. Serves as president of the IMCOM NCO and Soldier of the Year Board.

u. With my concurrence, delineates and assigns additional duties to the Sergeants Major and senior enlisted of the headquarters related to general organizational administration, facilities management and maintenance.

v. In conjunction with the IMCOM Directorate of Human Resources/G1, reviews and validates all TDA enlisted authorizations and management of assigned personnel.

w. Inspects subordinate noncommissioned officers in the performance of their duties, notes discrepancies and initiates appropriate corrective action. Keeps commanders and or directors informed of findings when appropriate.

x. Assists in reception of visitors to the command.

4. Region Directors

a. Serve as my principal assistants in discharging my duties as the IMCOM Commander.

b. Direct, supervise, integrate, and coordinate the work of the Region staff, garrison commanders and the Army Support Activity elements at joint bases within their region. Supervise staff interaction. Ensure the staffs are aligned with command priorities.

c. Ensure efforts of the staffs across the region are meeting with my intent and that Army standards are met.

d. Improve Command and Control (C2) of installations through appropriate span of control. Advise Senior Commander on installation issues. Coach, teach, and mentor garrison staffs on installation management issues. Exercise strategic communications. Focus communication lines to elevate and support Senior Commanders' issues and requirements faster for enterprise-wide prioritization, and attention. Develop leaders and ensure professional development opportunities. Leverage Regional Support Team relationships to achieve improved C2.

e. Oversee operations of the Garrison Command and ensures operational capability. Assess garrison capability. Synch with Army Commands and Senior Commanders. Support technical/functional assistance to installations. Support data collection, trends, knowledge management warehouse, and enforces installation standards and standardization among the regions.

IMCG

SUBJECT: IMCOM Terms of Reference

f. With the Garrison Commanders, plan for the future of the Garrison in accordance with my vision for IMCOM, promote the readiness of soldiers, and maintain community and quality of life programs for Soldiers, Civilians, and Families. Improve war-fighter effectiveness through focus, facilitation, coordination of actions and information; focus on strategic issues of installations within a region generated by mission commands. Advise and assist in matters involving the garrison civilian and military workforce, Family members, and the community.

g. Control region resources and champion garrison resource requirements. Apply resources to respond to needs of ARFORGEN and an expeditionary Army. Leverage regional assets to efficiently respond to Senior Commander priorities. Validate and monitor financial and personnel requirements. Provide purpose and direction necessary to sustain capabilities, services, and flexibility.

h. Develop and implement Business Transformation and Management Initiatives. Identify, evaluate, and modify business processes in advancing IMCOM goals. Direct and evaluate garrison progress using metrics and tools.

i. Act as my principal advisor on all matters of installation management within their region.

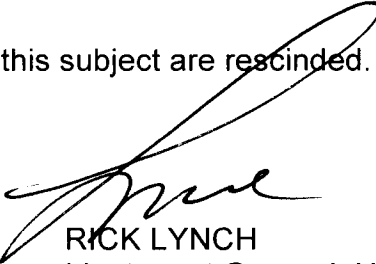
j. Cultivate a climate of service across the garrisons.

k. Advise and assist garrisons in fostering a healthy relationship with local civilian communities. Serve as my representative to the groups and organizations as designated by the CG. Collaborate with Senior Commanders, Army Service Component Commands and supported commands to mitigate risks, set priorities, and keep commanders informed.

l. Ensure we are supporting our most important resource, which is Families and Soldiers, through the implementation of the Army Family Covenant and the Soldier Family Action Plan.

m. Rate the garrison commanders and exercise general supervision of garrisons within their area of responsibility.

5. All previous letters and instructions on this subject are rescinded.



RICK LYNCH
Lieutenant General, USA
Commanding

DISTRIBUTION:

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**APPENDIX C
FUNDING – “THE COLORS OF MONEY”**

APPROPRIATIONS

APPN 0100.6041 – Family Advocacy Program (FAP) (0476)

The objectives of the FAP are to prevent spouse and child abuse, to encourage the reporting of all instances of such abuse, to ensure the prompt assessment and investigation of all abuse cases, to protect victims of abuse, and to treat all Family members affected by or involved in abuse. In carrying out these objectives, the FAP will—

- a. Provide installation commanders with staff assistance in addressing the problems of spouse and child abuse.
- b. Provide information and education designed to support strong, self-reliant Families and to enhance coping skills.
- c. Provide services to at-risk Families who are vulnerable to the kinds of stresses that can lead to abuse.
- d. Identify abuse as early as possible to prevent further trauma.
- e. Provide treatment services to Soldiers and their Families who are involved in Family violence in order to strengthen the Family and prevent the recurrence of abuse.
- f. Encourage voluntary self-referral through education and awareness programs.
- g. Partner with installation and community organizations to promote community cohesion.

APPN 0100-6091 – Relocation Assistance Program (RAP) (0475)

Relocation Assistance Program addresses the functions of each installation agency in providing relocation assistance, training requirements for all relocation service providers and an evaluation plan to ensure that relocation assistance is accessible, effective and responsive to the needs of the Army. Also, it addresses the establishment and operation of Relocation Assistance Coordinating Committee (RACC) or its equivalent.

Reference: Army Regulation 608-1

APPN 0100.1101 – Professional Management Certification

This program funds Comptroller related certifications, licenses, and fees.

APPN 0510 – Base Realignment and Closure (BRAC)

The BRAC 2005 is a distinct appropriation, 97X0512, issued in two limitations. One limitation is for pure BRAC activities and the other limitation is for BRAC-related Global Defense Posture Realignment (GDPR, formerly known as IGPBS). Accounting is unique for each limitation and is separate from BRAC 95 funds. BRAC 2005 funds may not be commingled with prior BRAC funds. The appropriation will only be used for actions necessary for direct compliance with BRAC 2005, including construction, operation and

maintenance, procurement, environmental restoration and mitigation, and National Environmental Policy Act (NEPA) studies.

APPN 0725-Army Family Housing (AFH)

The AFH appropriation provides funds for the full life cycle of military family dwelling units. Annual funds provide for the operation and maintenance of Army controlled family housing as well as the leasing of family housing on the economy. Annual funds provide for payment of mortgage principal and interest on specific privately financed housing projects. Payments for rents, services, and damage repair received from occupants of Army family housing and mobile home facilities are collected into the AFH reimbursement accounts.

APPN 1105 – Forest Pest

Protect forestland from insects, diseases, and other factors affecting forest health.

APPN 2020 – Operations and Maintenance Army (OMA)

This appropriation includes operation and maintenance of all Army, organizational equipment and facilities; purchasing equipment and supplies; production of audiovisual instructional materials and training aids; operation of service-wide and establishment-wide activities; operation of depots, schools, training (including cost of training civilian employees in the program from which the salaries are payable), recruiting, and programs related to OMA; welfare and morale, information, education, and religious activities; and expenses of courts, boards, and commissions. This appropriation is generally an annual appropriation, available for obligation for one fiscal year only (except for selected limitations shown below). The third digit of the appropriation symbol represent the year of issue. A special 'no year' or 'X' year account is available for obligations until expended for selected programs listed in Chapter A0-2020X.

APPN 2022/0726 - Army Recovery and Reinvestment Act (FSRM & AFHO)

Funds for the Facilities, Sustainment, Restoration and Modernization (FSRM) and Army Family Housing Operations (AFHO) APPNs are available for obligation until September 30, 2010. Funds can only be obligated against HQDA and OSD approved projects. Projects are only in the continental United States, Alaska, and Hawaii. Approved projects support the objectives to improve, repair and modernize Department of Defense facilities, restore and modernize real property to include barracks, and invest in the energy efficiency of Department of Defense facilities.

The purpose of the American Recovery and Reinvestment Act (ARRA) of 2009, Public Law 111-5 is:

1. To preserve and create jobs and promote economic recovery
2. To assist those most impacted by the recession
3. To provide investments needed to increase economic efficiency by spurring technological advances in science and health
4. To invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits

5. To stabilize state and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The reporting of dollars expended in support of this Act is at an unprecedented level of transparency and accountability allowing Americans to know where their tax dollars are going and how they are being spent. (Recovery.gov web page)

Requirements have been established to meet crucial accountability objectives:

- Funds are awarded and distributed in a prompt, fair and reasonable manner;
- The recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;
- Funds are used for authorized purposes and instances of fraud, waste, error, and abuse are mitigated;
- Projects funded under this Act avoid unnecessary delays and cost overruns; and;
- Program goals are achieved, including specific program outcomes and improved results on broader economic indicators.

APPN 2035 – Other Procurement Army

The term "procurement" is intended to include activities related to the procurement, production, and modification of Army equipment assets. The procurement appropriations are normally available for obligation for 3 years (for example, 1 October 2001 to 30 September 2003).

APPN 2065 – Operations and Maintenance, Army National Guard. Funds operation and maintenance, including training, organization and administration, of the Army National Guard; repair of facilities and equipment; hire of passenger motor vehicles; travel and transportation; care of the dead; recruiting; procurement of services, supplies, and equipment; and communications. The OMNG appropriation is an annual appropriation available for obligation for one fiscal year only.

APPN 2080-Operations and Maintenance Army Reserve (OMAR)

Funds operation and maintenance, including training, organization and administration, of the Army Reserve; repair of facilities and equipment; hire of passenger motor vehicles; travel and transportation; care of the dead; recruiting; procurement of services, supplies, and equipment; and communications.

The OMAR appropriation is an annual appropriation available for obligation for one fiscal year only.

APPN 5095-Wildlife

Conserve, develop, and manage the Nation's fish and wildlife.

APPN 5188 – Lease of Assets – Disposal Real Property

In accordance with Title 40 USC Sec. 572, this account is to record budget execution data from the disposal of DOD real property at military installations not designated for closure or realignment. The law specifies the following:

- a. The Army has the authority to collect proceeds from the sale of excess real property under the control of the Army.
- b. The Army has the authority to use the proceeds for facility maintenance and repair or environmental restoration.

APPN 5189 – Lease of Assets

1. In accordance with Title 10 USC Sec. 2667, this account is to record collections from the lease of DOD assets at military installations not designated for closure or realignment. The law specifies the following:

a. The Army has the authority to collect proceeds from leases, granting of easements, and proceeds received from authorizing the temporary use of other property under the control of the Army.

b. The Army has the authority to use the proceeds for (1) maintenance, protection, alteration, repair, improvement, or restoration (including environmental restoration) of property or facilities; (2) construction or acquisition of new facilities; (3) lease of facilities; and (4) facilities operation support.

c. The Army may not expend more than \$500,000 at a single installation until 30 days after reporting to Congressional Defense Committees on the proposed expenditure.

2. Proceeds received from the lease, transfer, or disposal of any property declared excess or surplus at a military installation closed or realigned as a result of BRAC law.

a. If closed or realigned prior to January 1, 2005, then proceeds must be deposited into the "Department of Defense Base Closure Account 1990" (legacy BRAC account). Account number is 97 X 0510.40*1.

b. If closed or realigned after January 1, 2005, then proceeds must be deposited into the "Department of Defense Base Closure Account 2005" (BRAC 05 account) Account number is 97 X 0512.50*1.

MAJOR PROGRAMS FUNDED

The above Colors of Money is all encompassing in regards to funding provided to the Installation Management Community. The major programs funded are listed below:

Army Family Housing (SAG 191,192,193,194 and 195)

AFH(O) accounts are described briefly here. A more thorough description and breakdown can be found in DFAS-IN Reg 37-100-10.

1911 – Housing Management. Those costs associated with management of Army owned or leased housing and costs associated with the Housing Service Office (HSO) functions (e.g., Housing Referral and Set-Aside/Rental Partnership Program).

1912 – Municipal Services. Payment for those services that are usually provided by a municipality, such as fire and police protection, for occupants of housing owned by the Army.

1913 – Furnishings. Costs associated with providing furnishings to occupants of Army owned or leased housing. Also includes special issue and government furnishings provided to a General Officer on a Residential Communities Initiative (RCI) installation.

1914 – Miscellaneous. Costs associated with Army occupants residing in housing owned by another federal agency, such as the Coast Guard.

192# – Maintenance and Repair. Costs associated with maintenance, upkeep, repair, and demolition of Army owned housing.

1935 – Utilities. Costs for purchased utilities including electricity, natural gas, water, waste water and fuel oil.

194# – Leased Housing. Costs for leasing housing from non-federal agencies, commercial concerns and private landlords for the purpose of providing Family Housing for Army personnel and their Families; also includes required maintenance and utility costs.

1952 – RCI Transitional Expenses. Costs for negotiating Community Development and Management Plan (CDPM) and award of housing operations to an RCI partner. (NOTE: Costs directly related to the management of Army owned housing continue to be charged to 1911/12/13/20/35 accounts during this negotiation phase right up until transfer of the real property to the partner.)

1953 – Post-Award RCI Expenses. Costs for maintaining housing staff necessary to accomplish the required oversight function for converted RCI installations. (NOTE: If HSO functions are still staffed and administered by the Army, HSO costs continue to be charged to 1911.)

Base Operation Support (SAG 131)

Refers to the resources to operate the bases, installations, camps, posts, and stations of the Military Departments. The majority of the requirements for this SAG are generated by the Base Operations Support Requirements Model (BRM) using Installation Status Report – Services data. The requirements are further refined during the HQDA POM build by the MDEP Manager and associated stakeholders. Understanding the ISR submission and the BRM baseline and BRM Presidents Budget lock positions are key to evaluating and executing the programs in this SAG. These resources sustain mission capability, ensure quality-of-life, and enhance work force productivity and fund personnel and infrastructure support.

- Personnel support includes food and housing services for unaccompanied and deployed forces; religious services and programs; payroll support; personnel management; and morale, welfare, and recreation services to military members and their families.
- Infrastructure support includes utility systems operations; installation equipment maintenance; engineering services including fire protection, crash rescue, custodial, refuse collection, snow removal, and lease of real property; security protection and law enforcement; and transportation motor pool operations.

Overseas Contingency Operations (SAG 135)

Created by definition of law, a contingency operation exists if a military operation results in the call or order to, or retention on, active duty of members of the uniformed services under 10 USC sections 688, 12301 (a), 12302, 12304, 12305, or 12406, or any other provision of law during a war or during a national emergency declared by the President or Congress. There are three primary CONOPS in support of the Overseas Contingency Operation (OCO): Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and Operation Noble Eagle (ONE).

(1) Operation Iraqi Freedom: Represents those missions that support the overseas contingency operation and other operations in Iraq such as Multinational Corps – Iraq (MNC-I) and Multinational Force Iraq (MNF-I).

(2) Operation Enduring Freedom: Represents all missions that support the overseas contingency operation outside of the Continental United States except OIF. Execution of tasks in support of these missions may occur in CONUS or OCONUS. The specific area of operations where the majority of the mission is conducted further identifies the OEF mission, such as Afghanistan (OEF-A), Philippines (OEF-P) and Horn of Africa (OEF-HOA). Training the Afghanistan National Army (ANA) is a mission that falls under OEF-A, as does detainee operations (operations executed primarily at but not confined to US Naval Station Guantanamo Bay, Cuba).

(3) Operation Noble Eagle: Represents missions in response to a specific Army Execution Order (EXORD) or Deployment Order (DEPOD) that support homeland defense within the United States. Air defense support of the National Capital Region (NCR) is the primary Army ONE mission. ONE does not include normal garrison security or antiterrorism/force protection initiatives. Effective fiscal year (FY) 2006 and per OSD guidance, ONE missions are considered base program missions for all military departments.

Other Operation and Maintenance (SAGs 114,115,121,133,324,333,423,432,434, 435,436,493 and 654)

Refers to Non base Operation Support programs (i.e. Logistics Support, Environmental Restoration, Information Assurance, Training, Counter Narcotics, Military Burial Honors, etc.)

Sustainment, Restoration, and Modernization (SAG 132)

Requirements for the Sustainment portion of this SAG (program element 78) are generated from the Real Property Inventory (RPI) in the Deputy Undersecretary of Defense for Installations and Environment's Facilities Sustainment Model (FSM). It has been Army policy to fund each of the three O&M appropriations requirements at 90% of the FSM requirement. Understanding the requirements and their relationship to the Real Property Inventory is important in executing the Sustainment program. Funds salaries, essential facility repairs, and essential day-to-day sustainment operations to keep the infrastructure in serviceable condition. In addition, funds HQDA priority projects to include facility flagship projects, permanent party barracks and Training Barracks Upgrade Projects (BUP/TBUP), transportation infrastructure, community support, and energy/utilities projects.

For more detailed information (i.e. funding down to the MDEP level), please see IMCOM's FY10 Funding Letter Narrative Guidance located at <https://www.us.army.mil/suite/files/21716442>.

Chief of Chaplain Grant Programs

a. **Matching Funds:** The Chief of Chaplains receives \$2 Million in Appropriated Funds to facilitate the upgrade of chapel and related religious support facilities in the Q and F Installation Status Report (ISR) ratings in Sub Activity Group 132. The focus is on Sustainment, Renovation and Modernization projects that are identified deficiencies in the ISR. The Chief of Chaplains will provide, upon approval, up to 50% of the cost of a projects upon written commitment on the part of the garrison command to provide the remainder of the cost of the project.

b. **Ecclesiastical Equipment:** The Chief of Chaplains receives \$1.5 Million in Appropriated Funds to procure ecclesiastical furniture and equipment requirements for chapels, chapel family life centers and religious education facilities. This can be used for sound systems and such durable/expendable equipment as robes, vestments, and liturgical items. Priority is given to projects where the command is willing to share the cost of the program. Additional rating is given to the greatest number of persons and faith groups supported by the project and the Installation Status Report rating of the facilities and services. This grant program will not be used for the procurement of kitchen equipment, computer or office equipment.

c. **Ministry Service Grants:** Also called Specialized Service Grants, the Chief of Chaplains provides up to \$10,000 per program in Non-Appropriated Chapel Tithes and Offering Fund (CTOF) Donations to new ministry start programs at the Garrison level and at Major Commands and Direct Reporting Units. The principle use of these funds is

for new start projects. These monies will not be approved for recurring programs, cannot be used for programs that under Title 10 USC are to be funded with Commanders Appropriated Funds, and will not be used when local CTOF funding is available to support the new ministry.

d. **Strong Bonds:** Strong Bonds is a unit-based, chaplain-led program which assists commanders in building individual resiliency by strengthening the Army Family. The core mission of the Strong Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training. The Chief of Chaplains administers this Congressionally Appropriated Program. Funding is available to garrisons to provide the program to service members, and their families who may not be covered by deploying unit programs or to assist and augment other unit programs that are being provided. At present, this program is not available to civilians unless they are dependants of military personnel. A related program is available to single service members.

APPENDIX D - ARMY FAMILY COVENANT PROGRAMS AND SERVICES

The Army Family Covenant is the commitment by Army Senior Leadership to "Provide Families a Quality of Life commensurate with their service"

PROGRAMS AND SERVICES

2.1. Family Programs and Services	2.1. Family Programs and Services (cont)
2.1.1. Reserve/Guard W AFC-Reserve Warrior and Family Assistance Centers Reserve Fort Family Guard Yellow Ribbon Reintegration Program Guard Family Assistance Specialist Guard Transition Assistance Advisors	2.1.17. Worship Honors Ceremonies Visitation
2.1.2. Army Community Service	2.1.18. Chapel Youth Groups
2.1.3. Mob/Deploy Army One Source FRGs VFRGs	2.1.19. Family Life Chaplains
2.1.4. Financial Readiness/AFR	2.1.20. Strong bonds (AC, USAR, ARNG)
2.1.5. Exceptional Family Member Program (EFMP)	2.2. Health Care
2.1.6. Relocation Readiness/ Sponsorship	2.2.1 Patient Care Health Support for Readiness & Mobilization
2.1.7. Employment Readiness	2.2.2. Mobilization
2.1.8. Volunteer Programs Army Family Team Building (AFTB) Army Family Action Plan (AFAP) Army Volunteer Corps Coordinator	2.2.3. Preventative Medicine Services <i>For a full List of Programs under Health Care (see attached)</i>
2.1.9. MFLC (DoD Funded)	2.3. Soldier and Family Housing
2.1.10. Support to Wounded/Fallen Soldier Family Assistance Centers (SOS)	2.3.1. UPH/SEBQ/UDQ UPH (PP) Management UPH (PP)Furnishings Management UPH (PP) Planning & Support Services WTU Mgmt & Furnishings Expansion of RCI for Officer Unaccompanied Senior Enlisted/ Qtrs at five garrisons Training Barracks Modernization Program First Sergeant's Barracks Pgm
2.1.11. Community Information Services Information & Referral ACS Outreach	2.3.2. Family Housing Mgmt of Gov Owned and Leased Family Housing Provide Off Post Housing Services (Housing Lists) Provide RCI Mgmt Oversight Automated Housing Referral Network/Army Hosing One Stop
2.1.12. FRSA s	
2.1.13. Family Advocacy Program (FAP) Sexual Assault Prevention and Response Program Victim Advocate New Parent Support Program Transitional Compensation	
2.1.14. Religious Support Programs	
2.1.15. Religious Education	
2.1.16. Pastoral Care Counseling Services Spiritual Resiliency Training Crisis Intervention	

2.2 LIST OF HEALTH CARE PROGRAMS

100% BH Touch Policy	Deployment Cycle Support Program	Pohai Pulama (Circle of Caring)
Central Soldier and Family Support Program	Deployment Medical Readiness Program	Kenner Post Deployment Health Screening Program
ACE Suicide Intervention Training	Disease Management Clinic	Pregnancy Postpartum Physical Training
ACE Suicide Prevention Training	DOD-DVA Rehabilitation Clinic	Preventive Behavioral Health Services
Addiction Treatment Facility	Emergency Evaluation/Treatment Program	Provider Resiliency/Compassion Fatigue Training Program
Adolescent Partial Hospitalization Program	Employee Assistance Program	Provider Resiliency Program
Advanced Post Traumatic Stress Disorder	Family Assistance for Maintaining Excellence	Psychiatry Emergency and Consultation Team
Automated Neurocognitive Assessment Metrics	Family Advocacy Program	PTSD Intensive Outpatient Program
Army MOVE! Weight Class	Family Advocacy Staff Training	Day Treatment Facility-PTSD/Trauma
Army Public Health Overseas Contingency Operations	Fit to Win	Restoration and Resilience Centers (R&R)
Army Wellness Center	Fort Drum Regional health Care Planning Organization – BH Subcommittee	Redeployment Behavioral Health Brief
Army Substance Abuse Program – CATEP	Fort Drum/Samaritan BH Clinic	Resilience Program
Army Substance Abuse Program	GME Program	RMC Psychological Health Proponency Office
ASAP CO-Occurring Health Screening Program	Health Promotion Program	School Based Behavioral Health
ASAP Residential Treatment Facility	High Interest Program Hospital and Administrative Psychiatry	Self Care OTC Medication Program
ASAP Training	Injured Soldiers Family Support Group	Social Work Services
Battlemind Deployment Cycle Support – Train the Trainer	Inpatient Behavioral Health	Soldier Care and Transition Team
Behavioral and Social Health Outcomes Program (BSHOP)	Inpatient Psychiatry Collaboration	Stress Reduction and Relaxation
Behavioral Medicine Services	Integrative Pain Center	Suicide Prevention Program
Behavioral Health Alignment	Join Mental Health Services	The BG Crawford Sams-Suicide Prevention Task force
Behavioral Health and Primary Care Training Programs	Knee Stabilization	Suicide Prevention Training
Behavioral Health Reception	Leader Risk Factor Assessment Card	Suicide Prevention training for Army Families and DA Civilians
Behavioral Health Soldier Readiness Processing	LEAN Program	Soldier Evaluation for Life (SELF)/soldier Wellness Assessment Program (SWAP)
BSHOP Suicide Analysis Cell	Marriage and Family Therapist Program	TBI Clinic
Child, Adolescent and Family Services	MEB Processing Centers	TBI Intensive Out Patient Treatment Program
Child, Adolescent and Family Behavioral Health Proponency	MEB Tele-Medicine Program	Tele-TBI
Child and Adolescent Psychiatry	Medical Social Work	Tobacco Cessation
Child Protective Services Collaboration	Men's Treatment Group	Travel Clinic
Combat Operations Stress Group Counseling	Mobil Behavioral Health Teams	Army Public Tuberculosis Program
Combat Operation Stress Training Program	Mild Traumatic Brain Injury Intensive Treatment Program	Virtual Behavioral Health Program
Combat Operational Stress Control	Operation Brave Family Program	Warrior Reset Program
Community Health Promotion Council	Outpatient Behavioral Health	Warrior Resiliency Program/Community Resiliency Initiative
Consultation Liaison Program	Community Health Expo	Bavaria Warrior Transition Unit
mTBI/Concussion Clinic	PH Contracts	Wounded Warrior BH Program
Defense Stress Management	Psychological Health Intensive Outpatient Program	ARNG Post-Deployment Health Reassessment Program
Deployed Warrior PH Program	Psychological Health Tele-Health Programs	

2.6 LIST OF Recreation, Travel & BOSS

***Category A: Mission Sustaining Programs**

NOTE: No capacity for generating NAF income and supported with APFs

BOSS-Better Opportunities for Single Soldiers *

Gymnasiums, field houses, pools for aquatic training, and other physical fitness facilities/training programs

Library and Information Services

Movies (free admission: overseas and isolated/remote locations) Korea

Natural areas, undeveloped

Nature centers and nature and fitness trails

Parks, picnic areas, barbecue pits, pavilions, game fields, playgrounds pavilions, game fields, playgrounds

Recreation Centers *

Sports (individual, intramural, unit)

Warrior Adventure Quest (RESET)

****Category B: Community Support Programs**

NOTE: Receive substantial amounts of APF support, but differ from category A, because of their ability to generate limited NAF revenues).

Arts and crafts

Entertainment (performing arts: music, drama, theater)

Bowling centers (16 *lanes or fewer)

Cable/community TV

Automotive Skill (includes self help car wash)*

Leisure Travel Services

Outdoor recreation programs; examples include Beach facilities, including bathhouses and lifeguard stations

Recreational vehicle/campgrounds, small

High adventure activity areas (such as adventure training, hand gliding, rappelling facilities)

Hunting/fishing areas and control stations
Marinas without retail sales or private boat berthing

Off road vehicle areas and trails

Outdoor recreation checkout centers (includes tents, coolers, sleeping bags, stoves, water and snow skis, canoes, jon boats, bicycles, and other program related equipment.

Stables (Government owned or leased horses for recreational riding)

Warrior Adventure Quest

Sports above intramural level (including athletic courts, fields, courses)

Swimming pools (recreational/stand alone)

Warrior Zones *

Category C: Revenue Generating Programs

NOTE: Capability to generate most operating expenses and receive limited APF support)

**Bowling centers (over 16* lanes)

Food, beverage, and entertainment operations (includes Theme, catering, snack bars, and meeting/ conference type operations)

**Golf courses and associated operations

Military clubs (officers', noncommissioned officers', enlisted, community', includes catering)

Aquatics Parks (commercial grade water theme parks)
Cabins, cottages, cabanas, and fixed mobile home/trailer operation

Flying activities

Marinas/boathouse (resale, private boat berthing, chartered boats)

Rod and gun activities/skeet and trap

Ski slope operations

Stables (boarding for privately owned mounts)

Recreational MWR lodging (includes cabins, cottages)

Recreational vehicle/campgrounds, large skating rinks

Snack bars and soda fountains not operated by AAFES

Vehicle storage *

D3

<p>2.4. Child, Youth and School Services</p>	<p>Child, Youth and School Services 2.4. (cont)</p>
<p>2.4.1. Deployment Support Services Respite Child Care Transportation for Youth to access Pgm Activities Child Behavioral Consultants AC/RC Child Care Fee Assistance, On & Off Post AC/RC Youth Outreach Services, On & Off Post Communication with Absent Parents, e.g. Mobil Tech Labs Extended Program Hours</p>	<p>2.4.9. Schools Support Services Garrison Homework Centers 24/7 Online Tutoring for AC/RC Students, K-12 Home School Support Military Family Life Consultants in Schools Training for School Personnel School Transition Assistance</p>
<p>2.4.2. Child Development Center Program 101 New Facilities (FY08-09) Full/Part Day, Shift, Hourly, Pre-K Classes Mission required Extended Operating Hours Video Surveillance Equipment</p> <p>2.4.3. Family Child Care Homes Program Certified Care in On and Off Post Housing Full/Part Day, Hourly, 24/7, Weekends Mission required Extended Operating Hours</p>	<p>2.5 Education, Careers & Libraries</p> <p>2.5.1. MWR General Library Info System</p> <p>2.5.2. Library Services ASEP-Army Spouse Employment</p> <p>2.5.3. Partnership Program</p> <p>2.5.4. Post 9/11 GI Bill (VA Funded)</p> <p>2.5.5. ACES-Army Continuing Ed Services</p> <p>2.5.6. DoD Career Advancement Accounts</p> <p>2.5.7. DoD Interstate Compact</p> <p>2.5.8. ACAP-Army Career Alumni Program</p>
<p>2.4.4. Before/After School Age Programs School Age Centers, On Post Schools Out-of-School Care & Summer Camps Homework Centers & Tech Labs Video Surveillance Equipment</p> <p>2.4.5. Army Sponsored Off Post Community-Based Pgms Contracted Off Post Child & Youth Programs Fee Assistance for AC/RC Families (Available in all 50 states) ARNG Stat Youth Coordinators</p>	<p>2.6 Recreation, Travel & BOSS</p> <p>2.6.1. Rec Lodging</p> <p>2.6.2. BOSS Program</p> <p>2.6.3. Fitness Programs</p> <p>2.6.4. Sports Programs</p> <p>2.6.5. Aquatics Training</p> <p>2.6.6. Community Rec Programs</p> <p>2.6.7. Outdoor Rec</p> <p>2.6.8. Arts and Crafts Programs</p> <p>2.6.9. Automotive Skills</p>
<p>2.4.6. Parent & Outreach Services Parent Advisory Councils CYSS Registration On-Site Group Care, e.g., FRGs, Strong Bonds Youth Instructional Classes Parent Participation Opportunities Babysitter Training and Referrals</p> <p>2.4.7. Youth Sports & Fitness Programs Team Sports Individual Sports Health & Fitness Activities Skill-Building Clinics</p>	<p>2.6.10. Recreational Swim Programs</p> <p>2.6.10. Leisure Ticketing Services</p> <p>2.6.12. Music and Theater Programs</p> <p>2.6.13. FB&E/Clubs</p> <p>2.6.14. Golf</p> <p>2.6.15. Bowling</p> <p>2.6.16. Army Lodging</p> <p>2.6.17. AFRCs</p> <p>2.6.18. WAQ-Warrior Adventure Quest <i>See Attached - For List of Category A, B, & C Programs</i></p>
<p>2.4.8. Middle School & Teen Programs 15 New Youth/teen Centers Youth Sponsorship Homework Centers & Tech Labs Partnerships - 4-H Boys & Girls Clubs, Schools MWR Partners - Libraries, Bowling</p>	

2.7. Communities and Marketplace

Community and Marketplace (All Programs are

2.7.1. Notional Non-Governmental Organizations

1. American Legion Scholarship Fund
2. Tragedy Assistance Program for Survivors (TAPS)
3. American Red Cross
4. American Legion Temporary Assistance
5. USA Cares
6. VFW Unmet Needs Program
7. Operation HomeFront, Inc.
8. Special Operations Warrior Foundation
9. Care for Guard and Reserve
10. Financial Industry Regulatory Authority (FINRA) Save and Invest Program
11. American Board for Certification of Teacher Excellence (ABCTE) Program
12. Nurse Licensure Program
13. VFW National Employment Program
14. Hire A Hero
15. American Corporate Partners
16. American Legion Spouse Employment Job Fairs
17. University of Phoenix Severely Injured Veterans Scholarship Fund
18. State Tuition Assistance Programs
19. Adopt A Platoon Program
20. American Supporting Americans Adopt-A-Unit
21. America's Adopt-A-Unit
22. American Red Cross Holiday Mail for Heroes
23. Hero Box, myHero
24. Operation Gratitude
25. Operation Paperback
26. Operation We Care
27. VFW Operation Uplink
28. USO
29. Move America Forward
30. American Freedom Foundation
31. Armed Forces Foundation
32. Believe in Tomorrow
33. American Legion Family Support Network
34. Fisher House Foundation
35. Intrepid Fallen Heroes Fund
36. My VetNetwork
37. Operation Never Forgotten
38. Operation Special Delivery
39. Snowball Express
40. The Coming Home Project
41. VFW Military Assistance Program
42. Strategic Outreach to Families of all Reservists (SOFAR)
43. Challenge America

APPENDIX E

Cross-Walk: Lines of Effort & Common Levels of Support

Soldier and Family Readiness	Soldier and Family Well-Being	Leader and Workforce Development	Installation Readiness	Safety	Energy	Other Areas of Emphasis
LOE 1	LOE 2	LOE 3	LOE 4	LOE 5	LOE 6	No LOE
8 - Military Personnel Services	10 - Army Community Services	14 - Continuing Education Services 140 - Education Learning Centers and Army Personnel Testing (VOPR)	24 - Retail Supply	9 - Substance Abuse	44 - Heating/Cooling Services	16 - Visual Information Processes
23 - Ammunition Supply Services	11 - Child and Youth Services 12 - Sports, Recreation, and Libraries		26 - Asset Management 27 - Materiel Support Maintenance	68 - Fire and Emergency Response Services 95 - Installation Safety and Occupational Health	45 - Water Services	17 - Administrative Services
25 - Central Issue Facility	13 - Business Operations		31 - Facilities and Maintenance - Training and Ops		46 - Waste Water Services	69 - Program/Budget
28 - Transportation Services	21 - Installation Security Program Management Support		36 - Facilities - Army Family Housing		47 - Electrical Services	70 - Support Agreement/MOU/MOU Management
306 - Training Support Center	22 - Anti-Terrorism Services		39 - Facilities Maintenance - Medical/Hospital		48 - Other Utility Services	72 - Installation TDA Management
307 - Battle Command Training Center	29 - Food Services 30 - Laundry and Dry Cleaning Services		40 - Maintenance - Improved Grounds 41 - Maintenance - Unimproved Grounds 42 - Utilities, Dams, & Others 43 - Maintenance - Surfaced and Unsurfaced Areas			73 - Management Analysis 84 - Public Affairs 94 - Internal Review
	50 - Family Housing Management 51 - Army Lodging Management 52 - UPH/SEBQ/BOQ Management 75 - Emergency Management 77 - Law Enforcement Services 78 - Physical Security 79 - Administrative and Civil Law 80 - Criminal Law and Discipline 81 - Client Services 82 - Claims 83 - Religious Support 92 - EEO (Equal Employment Opportunity)		53 - Facilities Engineering Services Management 54 - Master Planning 55 - Real Estate/Real Property Administration 57 - Custodial Services 58 - Indoor Pest Management 59 - Outdoor Pest Management 60 - Refuse Removal 61 - Snow, Ice and Sand Removal 64 - Conservation Programs 66 - Compliance Programs 67 - Pollution Prevention Programs 91 - Installation Management 300 - Command and Control 302 - Airfield Operations 304 - Training Land Sustainment 305 - Range Operations			

APPENDIX F

Commander's Critical Information Requirements (CCIR) IMCOM Reg 190-1, Serious Incidence Reports [1 Apr 2009]

FOUO
IMCOM STANDING CCIR
As of 172138Z FEB10

PIR/EIR	FPIR	OPSEC Critical Information List
<p>PIR: (PRIORITY INTELLIGENCE REQUIREMENTS)</p> <p>ALL KNOWN OR SUSPECTED THREATS/TARGETING FROM TRANSNATIONAL TERRORIST GROUPS, FOREIGN INTELLIGENCE SERVICES, SYMPATHIZERS OR INDIVIDUALS; INCLUDING THREATS/TARGETING TO UTILIZE WMD/CBRNE OR CHEMICALS/MATERIALS SUCH AS PESTICIDES, PETROCHEMICALS, FERTILIZERS, CORROSIVES, POISONS, INCLUDING INDUSTRIAL BIOLOGICALS, AND TOXIC INDUSTRIAL RADIOLOGICALS;</p> <ul style="list-style-type: none"> • AGAINST DOD/U.S. ARMY/IMCOM PERSONNEL, FAMILIES, INSTALLATIONS/GARRISONS, ORGANIZATIONS, FACILITIES, TO INCLUDE MILITARY OWNED/LEASED PROPERTY AND POPULATION CENTERS OR NATURAL RESOURCES IN THEIR PROXIMITY? • AGAINST INFRASTRUCTURE LOGISTICS (ROADS, RAILWAYS, BRIDGES, WATER AND SEWER SYSTEMS, DAMS, ELECTRIC POWER PRODUCTION, BUILDINGS, AIRFIELDS, PORTS ETC.) AND NATURAL RESOURCES (TRAINING AREAS, LAKES AND RIVERS, ETC.) OR PROPERTY THAT ARE ON OR CONTIGUOUS TO DOD/U.S. ARMY/IMCOM INSTALLATIONS/GARRISONS? • TO DISRUPT THE DOD/U.S. ARMY/IMCOM INFORMATION GRID COMPRISED OF COMPUTER NETWORK SYSTEMS (INCLUDING DATA STORAGE), SOFTWARE (INCLUDING APPLICATIONS) AND COMMUNICATIONS? • AGAINST DOD/U.S. ARMY/IMCOM DEFENSE SUPPORT TO CIVIL AUTHORITY OPERATIONS (WHICH INCLUDES SUPPORT TO FEDERAL, STATE AND LOCAL ENTITIES) OR INTERNATIONAL ORGANIZATIONS, FOREIGN NATIONS AND COALITIONS? 	<p>FPIR: (FORCE PROTECTION INFORMATION REQUIREMENTS)</p> <p>1. WHAT MISSION ESSENTIAL VULNERABLE ASSETS (MEVA)/HIGH RISK TARGETS (HRT), INFRASTRUCTURE LOGISTICS NATURAL RESOURCES ARE KEY TO THE IMCOM MISSION (DOD, MILITARY OWNED/LEASED PROPERTY, AIRFIELDS, SEAPORTS, BRIDGES, RAILWAYS, ROADS, DAMS, BUILDINGS, WATER AND SEWER SYSTEMS, COMPUTER NETWORK SYSTEMS AND COMMUNICATIONS, MEDICAL CENTERS, EMERGENCY SHELTERS, FIRE AND POLICE DEPARTMENTS, TRAINING AREAS, LAKES, RIVERS, ETC.)?</p> <p>2. WHAT DEFENSE CRITICAL INFRASTRUCTURE PROGRAM (DCIP), DOD/IMCOM INFRASTRUCTURE IS IN A PROTECTED HURRICANE ENVIRONMENTAL IMPACT ZONE (TROPICAL FORCE WINDS AND GREATER, WILD-FIRES, TSUNAMI, TIDAL WAVE, TORNADO, EARTHQUAKE, FLOODS)?</p> <p>3. ARE DEFENSE TO CIVIL AUTHORITY OPERATIONS REQUIRED IN A CRISIS AREA THAT IS IN THE IMCOM AREA OF RESPONSIBILITY?</p> <p>4. WHAT CRIMINAL ELEMENTS (GANGS, ORGANIZED CRIME, INDIVIDUALS) OR DOMESTIC TERRORIST THREATS (INDIVIDUALS OR ORGANIZATIONS) EXIST IN THE IMCOM AREA OF RESPONSIBILITY THAT POSE A DIRECT THREAT TO DOD/U.S. ARMY MILITARY/CIVILIAN PERSONNEL?</p>	<p>1. AT WHAT FPC ON ARE IMCOM INSTALLATIONS?</p> <p>2. WHAT PROTECTIVE MEASURES ARE EMPLOYED BY IMCOM INSTALLATIONS (ACCESS/EGRESS ROUTES, CONTROL POINTS, FP PROCEDURES/DRILLS)?</p> <p>3. WHAT C-4 SYSTEMS SUPPORT OPERATIONS (TYPES OF COMMUNICATIONS, COMMUNICATIONS INFRASTRUCTURE, EQUIPMENT STATUS, FREQUENCIES, CALL SIGNS, COMSEC MEASURES, COMMUNICATIONS USED FOR COMMAND & CONTROL)?</p> <p>4. DETAILED TRAVEL ITINERARIES & SCHEDULES OF HIGH RISK PERSONNEL/KEY PERSONNEL (CG, DCG, G3/5/7, VIP VISITORS).</p> <p>5. FORCE COMPOSITION & LOCATIONS?</p> <p>6. LOCATION OF MAJOR LOGISTICS OR RESUPPLY OPERATIONS OR LOCATION OF SPECIAL ACTIVITIES (LOGISTICAL CAPABILITIES, VULNERABILITIES & SHORTAGES; INCLUDING MOBILIZATION (DE-MOB SITES)?</p> <p>7. INTELLIGENCE CAPABILITIES/PURPOSES INTENT (TYPE OF INTELLIGENCE RESOURCES AVAILABLE TO SUPPORT INSTALLATIONS).</p>
<p>EIR (ENVIRONMENTAL INFORMATION REQUIREMENTS)</p> <p>1. WHAT NATURAL/MAN-MADE INCIDENTS (HURRICANES, STORMS, TORNADOES, FIRES, TIDAL WAVES, FLOODS, TSUNAMI, EARTHQUAKE, EXPLOSIONS) WILL AFFECT IMCOM INSTALLATIONS/GARRISONS (TO WHAT EXTENT & TIMING)?</p> <p>2. WHAT IS THE ENVIRONMENTAL & PUBLIC WORKS DAMAGE ASSESSMENT OF INFRASTRUCTURE LOGISTICS NATURAL RESOURCES WITHIN THE AFFECTED AREA (INCLUDING FEDERAL, LOCAL, STATE & CONUS AS APPROPRIATE)?</p> <p>3. WHAT DEGRADATION OF INFRASTRUCTURE LOGISTICS/NATURAL RESOURCES EXISTS THAT WILL IMPACT EMERGENCY SERVICE RESPONDERS AND IMCOM DEFENSE SUPPORT TO CIVIL AUTHORITY OPERATIONS? WHAT RISKS ARE ASSOCIATED WITH ENVIRONMENTAL CONDITIONS?</p>		

Commander's Critical Information Requirements (CCIR) Reporting Matrixes IMCOM Reg 190-1, Serious Incidence Reports [1 Apr 2009]

INCIDENT/EVENT IMCOM AOR	CG	CSM	DCG	ED	G-3/5/7	G-3	Ops Center	CAT	Primary Staff	Functional/Special Staff
1 - CBRNE EVENT / RENDER SAFE ACTION OR DISCOVERY / USE OF NBC WEAPONS (WVMD)	I	I	I	I	I	I	I	I	I	I
2 - IMMINENT THREAT TO IMCOM GARRISONS, FACILITIES, ASSETS OR PERSONNEL & FAMILIES	I	I	I	I	I	I	I	I	I	I
3 - AVIATION ACCIDENT/ INCIDENT (CLASS A) WITH OR WITHOUT LOSS OF LIFE AT IMCOM AIRFIELDS	I	I	I	I	I	I	I	I	I	AR
4 - NOTIFICATION OF AN INCREASE IN FPCON, THREATCON OR DEFCON BY DOD, COC OR ASCC	FL	FL	FL	FL	I	I	I	I	I	AR
5 - ANY INCIDENT THE COMMANDER DETERMINES TO BE OF CONCERN TO THE IMCOM LEADERSHIP BASED ON THE NATURE, GRAVITY, POTENTIAL FOR ADVERSE PUBLICITY OR POTENTIAL CONSEQUENCES OF THE INCIDENT (I.E., SUICIDES, ATTACKS ON A GARRISON/INSTALLATION, PERCEIVED/KNOWN THREATS TO A GARRISON/INSTALLATION)	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD
6 - CATEGORY 1 REPORTABLE SERIOUS INCIDENT IAW CHAPTERS 8 & 9 OF AR 190-45 & IMCOM REG 190-1, APPENDIX B REPORTING MATRIX (I.E., TERRORIST ACTIVITIES, SABOTAGE, ON/OFF POST RIOTS, SERIOUS DISTURBANCES/DEMONSTRATIONS TRAGETED AGAINST THE ARMY OR INVOLVING ARMY PERSONNEL, BOMB OR EXPLOSIVE INCIDENTS ETC.)	AR	AR	AR	AR	AR	FL	I	I	I	AR
7 - CATEGORY 2 REPORTABLE SERIOUS INCIDENT IAW CHAPTERS 8 & 9 OF AR 190-45 & IMCOM REG 190-1, APPENDIX B REPORTING MATRIX (I.E., KIDNAPPING, THEFT OF GOVT APPROPRIATED FUNDS OR DESTRUCTION OF GOVT PROPERTY VALUED AT > \$100K, THEFT OF GOVT NON-APPROPRIATED FUNDS OR PROPERTY VALUED AT > \$100K, RACIALLY OR ETHNICALLY MOTIVATED CRIMINAL ACTS, AGGRAVATED ARSON; THEFT, LOSS, UNACCOUNTED OR RECOVERED AMMUNITIONS (SEE APP B FOR AMOUNTS) OR ANY EXPLOSIVES/C4/DETONATION CORD ETC.)	AR	AR	AR	AR	AR	FL	I	I	I	AR
8 - CONFIRMED/SUSPECTED MAJOR NETWORK ATTACK/COMPROMISE SIGNIFICANTLY IMPACTING IMCOM/ASSETS/OPNS	FL	FL	FL	FL	FL	FL	I	I	I	AR
9 - IMMINENT/FORCASTED NATURAL OR MAN-MADE DISASTER IMPACTING IMCOM GARRISONS/ASSETS (I.E., TSUNAMI, EARTHQUAKE, HURRICANE CONDITIONS, FLOODING, FIRE, ETC.)	FL	FL	FL	FL	FL	FL	I	I	I	AR
10 - IMCOM CAT 3a REPORTABLE SERIOUS INCIDENTS IAW IMCOM REG 190-1, APPENDIX B REPORTING MATRIX OR A SIGNIFICANT EVENT IMPACTING IMCOM INFRASTRUCTURE (I.E., DEATH OR SERIOUS INJURY TO ANY IMCOM SENIOR LEADER (GENERAL OFFICER (GO), GARRISON COMMANDER ETC.); LIFE, HEALTH & SAFETY ISSUES INVOLVING MOLD, SPECIFICALLY IN BARRACKS, CHAPELS, HOSPITALS OR OTHER FACILITIES DEEMED NECESSARY BY THE GARRISON CHAIN OF COMMAND; ANY DISASTERS OR CRISES RESULTING IN DISRUPTION TO INSTALLATION OPERATIONS INCLUDING ELECTRICAL OUTAGE/POWER GRID, LOSS IN WATER, TRAINING SUPPORT, SEWAGE, HEATING, COOLING ETC.)	I	I	I	I	I	I	I	I	I	AR
LEGEND:										
CG - IMCOM CG	CSM - IMCOM CSM									
DCG - IMCOM DCG	ED - EXECUTIVE DIRECTOR									
G-3/5/7 - IMCOM	G-3 - IMCOM									
OPS CENTER - HQ IMCOM, IMCOM REGIONS & USAGs,	CAT - IMCOM/REGION/USAG CRISIS ACTION TEAMS (WHEN ACTIVATED)									
PRIMARY STAFF - G1, G-3/5/7, G-4, G6 CIO, G-8, FMWRG, AEC, REGION DIRECTORS	SPECIAL STAFF - PAO, SJA, IG, SAFETY, CHAPLAIN, EEO, INTERNAL REVIEW, SGS, SACO									
										AS OF 172138ZFEB2010

APPENDIX G
IMCOM Command Policies

Command Policy #1 – Open Door Policy [22 Feb 2010]

Command Policy #2 – Equal Employment Opportunity (EEO) [22 Feb 2010]

Command Policy #3 – Prevention of Sexual Harassment (POSH) DA Civilians
[22 Feb 2010]

Command Policy #4 – Equal Opportunity [22 Feb 2010]

Command Policy #5 – [Pending Topic Assignment]

Command Policy #6 – Policy Against Retaliation for Engaging in Protected Equal
Employment Opportunity (EEO) Activity [22 Feb 2010]

Command Policy #7 – Formal Equal Opportunity (EO) Complaint Procedures
[22 Feb 2010]

Command Policy #8 – Prevention of Workplace Violence [22 Feb 2010]

Command Policy #9 – Force Protection Policy [22 Feb 2010]

Command Policy #10 – The Right of Soldiers and Civilian Employees to Present
Complaints – or Request Assistance from – the Inspector General [22 Feb 2010]

Command Policy #11 – Safety Policy [22 Feb 2010]

Command Policy #12 – Prevention of Sexual Harassment (POSH): Military Personnel
[22 Feb 2010]

Command Policy #13 – Workforce Development: Developing the Present and Future
IMCOM Workforce [22 Feb 2010]



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

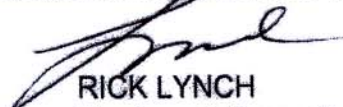
IMCG

22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

SUBJECT: Command Policy #1 — Open Door Policy

1. REFERENCE. AR 600-20, Army Command Policy.
2. I have an open door policy to resolve issues. Commanders and Directors at all levels will establish, publish, and disseminate open door policies. Leaders within the Installation Management Command (IMCOM) must work diligently to ensure the welfare of Soldiers, Family members, and DA civilians. However, there may be occasions when an individual has concerns with unresolved issues or their higher-level commanders. We must demonstrate our genuine concern for the morale and welfare of our personnel and provide policies for those circumstances. The open door policy will allow members of their command to approach commanders about important issues, concerns, or problems of a personal nature.
3. I encourage use of the chain of command or established administrative processes that are currently available to resolve Soldier and employee concerns, grievances, or complaints. However, the Open Door Policy provides IMCOM personnel with an additional avenue of unfiltered communication. Leaders must ensure that all personnel within this command are aware of this policy.
4. I encourage all enlisted Soldiers requesting a meeting with me to contact my Command Sergeant Major at (703) 602-1342. Similarly, I encourage officers and civilian employees to contact my Chief of Staff at commercial (703) 602-1730. These notifications are a courtesy and could possibly resolve your concern. However, these notifications are not required prior to meeting with me.
5. IMCOM personnel who have concerns that cannot be resolved by their chain of command or that they believe must be reported to me directly may schedule an appointment to discuss these concerns through my Executive Assistant at (703) 693-3233. I will ensure that I am available to meet at the earliest convenient time, consistent with operational requirements.


RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

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22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL**

SUBJECT: Command Policy #2 — Equal Employment Opportunity (EEO)

1. Reference Army Regulation (AR) 690-12, Equal Employment Opportunity and Affirmative Action.
2. I am the IMCOM EEO Officer. I strongly promote the full realization of equal opportunity in employment. I require all members of the IMCOM team to strive for, achieve, and maintain a positive work environment. Military and civilian supervisors or managers must ensure a workplace where every employee is valued, treated with respect and dignity, and has an opportunity to contribute fully to the mission. Therefore, we will share an unequivocal commitment to promoting diversity. Adherence to the principles of EEO protects and preserves human dignity and makes all of us better teammates.
3. EEO is a mandatory performance standard for all supervisors. IMCOM leaders and supervisors will exhibit commitment to EEO through their efforts to resolve conflict and address concerns in the workplace. IMCOM's ability to accomplish the mission is impacted, opportunities for achievement are lost, and the ability for our employees to reach their full potential is jeopardized when an employee or job applicant is discriminated against. We must eliminate all barriers to EEO to ensure fair competition and workforce development without regard to race, color, religion, sex, national origin, age, genetics, disability or reprisal.
4. A workplace free from discrimination is vital to developing and maintaining a mission-ready workforce. Managers, supervisors, and employees must understand and identify unlawful conduct and be proactive in preventing prohibited discrimination. Our continuing efforts will maintain IMCOM's posture as a model employer of choice.

A handwritten signature in black ink, appearing to read "Rick Lynch", written over a horizontal line.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

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22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL**

**SUBJECT: Command Policy #3 — Prevention of Sexual Harassment (POSH): DA
Civilians**

1. Reference Army Regulation (AR) 690-12, Equal Employment Opportunity (EEO) and Affirmative Action.
2. I am responsible for providing a work environment in which all personnel are free from sexual harassment. I expect your personal support and responsibility for appropriate behavior. It is important to me that allegations of, or acts of sexual harassment do not interfere with the ability to accomplish our mission. I expect leaders to set and expect high standards of exemplary professionalism by personal example, and ensure recognition of those who exhibit role model behavior
3. Sexual harassment violates the law, is detrimental to productivity, diminishes self-esteem, adversely affects morale, our mission, and will not be tolerated. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, lewd remarks, or other conduct of a sexual nature, when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, submission to or rejection of such conduct by an individual is used as a basis for employment decisions, or such conduct interferes with an individual's ability to work to his/her maximum potential or creates an intimidating, hostile or offensive work environment.
4. Preventing sexual harassment is everyone's responsibility. Employees who believe he or she has been subjected to sexual harassment should report the allegations to an appropriate management official, and/or the EEO office IAW AR 690-600. It is my responsibility to address allegations of sexual harassment swiftly. DA policy mandates training requirements for new employees, supervisors, newly appointed supervisors and the occurrence for refresher training. Contact your servicing EEO Office for calendar of scheduled training.

RICK LYNCH
Lieutenant General, USA
Commanding



REF ID:
A11108080

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

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22 FEB 2010

MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL

SUBJECT: Command Policy #4 — Equal Opportunity (EO)

1. REFERENCE. AR 600-20, Army Command Policy, Chapter 6 and Appendix D.
2. I am the command's Equal Opportunity Officer. I am committed to the EO program. Our Soldiers are professionals who deserve nothing less than equal opportunity and fair treatment. All commanders and supervisors will create and foster an environment free of harassment and unlawful discrimination. Leaders must document and eliminate discriminatory practices. All individuals who use the EO complaint process will be free from reprisal. I encourage resolution at the lowest level possible; however, let me be clear, actions by anyone to prevent or discourage individuals from filing complaints, seeking assistance, or resolving EO problems are strictly prohibited.
3. I will not tolerate unlawful discrimination and sexual harassment within IMCOM. Unlawful discriminatory behavior and sexual harassment impacts negatively IMCOM's readiness, mission accomplishment, and cohesion. IMCOM personnel will report any such discrimination promptly through their chain of command, their unit EO representative, the Headquarters IMCOM EO advisor, or any other alternative agency listed in AR 600-20, Appendix D, para D-1a(2) for assistance. The IMCOM EO Advisor will keep me informed on the status of cases and the EO command climate.
4. The goal of equal opportunity is that all people are treated according to their qualifications, merit, and fitness without regard to race, color, national origin, gender, or religious affiliation. All Soldiers must be committed and dedicated to achieving the principles, goals, and objectives of the Department of the Army's EO Program. Leaders must ensure all personnel receive fair and equitable treatment.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

22 FEB 2010

IMCG

**MEMORANDUM FOR All US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL**

**SUBJECT: Command Policy #6 — Policy Against Retaliation for Engaging in Protected
Equal Employment Opportunity (EEO) Activity**

1. I expect all IMCOM leaders and personnel to ensure that anyone engaging in a protected EEO activity is also safeguarded from retaliation. Supervisors and managers will not make employment decisions, harass, or otherwise retaliate against an employee or applicant for engaging in protected EEO activity.
2. Protected EEO activity includes, but is not limited to participating in an EEO complaint as an aggrieved person, complainant, or witness, reporting discrimination in the workplace or otherwise opposing discrimination, or membership in organizations that oppose discrimination. Retaliation against those who engage in protected EEO activities has a chilling effect on the due process rights of individuals to engage in the EEO complaint process and puts the agency at risk for findings of discrimination.
3. Federal law (Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Equal Pay Act, or the Rehabilitation Act) and Equal Employment Opportunity Commission (EEOC) regulations prohibit reprisal and retaliation against individuals who engage in protected EEO activity. The Department of the Army is subject to EEOC jurisdiction concerning discrimination based on reprisal or retaliation.
4. I expect all supervisors, managers, and leaders to voluntarily comply and engage in effective enforcement to ensure that we provide a workplace that does not discourage employees from exercising their rights. EEO, legal and civilian personnel or human resources advisors are valuable assets who can provide assistance in this area. We must view our commitment to EEO as a matter of personal integrity and accountability.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

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22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

**SUBJECT: Command Policy # 7 – Formal Equal Opportunity (EO) Complaint
Procedures**

1. REFERENCE. AR 600-20, Army Command Policy.
2. I am committed to the EO program. I expect all commanders and directors to establish and implement a plan to protect the complainant, any named witnesses, and the alleged perpetrator from acts of reprisal. The plan will include, as a minimum, specified meeting and discussions with the complainant, named witnesses, and selected members of the chain of command and co-workers. Unlawful discrimination and sexual harassment is unacceptable conduct. IMCOM personnel have the right to inform their chain of command of all EO and sexual harassment complaints.
3. Commanders will report all formal complaints on DA Form 7279 within 3 calendar days through IMCOM command channels, as well as to the first General Court Martial Convening Authority (GCMCA) in the chain of command. Providing information to the GCMCA does not limit the subordinate commander's ability to exercise the full administrative and disciplinary action in substantiated complaints. A Senior Commander may still withhold authority to act in appropriate cases. The commander will provide a progress report to IMCOM and the GCMCA 21 days after the date on which the investigation commenced and 14 days thereafter until completion.
4. Any Soldier, Civilian, or Family member who feels they are a victim of unfair treatment should initially approach the subject with the individual directly to address their concerns. This may resolve the concern at the lowest level. However, all personnel have the right to contact their chain of command, the unit Equal Opportunity (EO) representative, the IMCOM EO Advisor, the Office of Equal Employment Opportunity, or any other alternate agency listed in AR 600-20, appendix D, paragraph D-1a(2) for assistance.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

IMCG

FEB 22 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

SUBJECT: Command Policy #8 — Prevention of Workplace Violence

1. I expect leaders to ensure a positive command climate with a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behavior. Further, I expect each person in IMCOM to treat all other people, whether co-workers or customers, with dignity and respect.
2. To ensure this critical action is executed to standard, I expect leaders to put into place key actions for reducing potential violence in the workplace to include prevention initiatives, reporting procedures for reporting real and suspected incidents, intervention when inappropriate behavior occurs, and, in a worst-case scenario, response and accountability procedures for violent incidents. You must work closely with security personnel, Civilian Personnel Advisory Centers, Staff Judge Advocate staffs, recognized unions, and medical support services personnel to develop local plans and procedures for dealing with workplace violence.
3. Violence, threats, harassment, intimidation, and other disruptive behavior in our workplace will not be tolerated. All reports of such incidents will be taken seriously, properly investigated, and dealt with appropriately. While this kind of conduct is extremely rare within the Army or IMCOM, no command is immune from such incidents; therefore, leaders and employees must be prepared to properly deal with them. Early intervention can reduce and eliminate violent acts and disruptive behavior.
4. I expect leaders to create a healthy command climate and ensure the full and vital involvement of employees and unions in preventing workplace violence.

A handwritten signature in black ink, appearing to read "Rick Lynch", written over a horizontal line.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

IMCG

22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

SUBJECT: Command Policy #9 — Force Protection Policy

1. REFERENCE. AR 525-13, Antiterrorism.
2. I am the Installation Management Command FP officer. I will delegate duties to the Deputy Commanding General, as needed, to ensure the security and safety of IMCOM installations. I expect all leaders to understand and implement IMCOM FP Guidance on a threat-based conscious manner using proper risk assessment.
3. The Force Protection (FP) Program is an integrated program developed to protect personnel, information, and critical assets against the full spectrum of threats in the continental United States (CONUS) and outside CONUS. The FP Program applies the program assessment approach to identify vulnerabilities and address threats to security. The goal of protecting the force from terrorism can be achieved by understanding and adhering to this program.
4. People are our most valued resource; therefore, FP is the highest priority of the command. Force protection is an individual and organizational responsibility and our mission is to detect, deter, and defend against all forms of terrorism. Every IMCOM employee must be a part of the FP Program. Leaders at all levels must strive to create a secure and safe environment for our employees.
5. The IMCOM Antiterrorism (AT) Strategic Plan provides an AT strategy for the out-years. It contains objectives and timelines that support the Army AT Strategic Plan and emphasizes the importance of involving every member of the command in the plan. The current Fiscal year FP Operations Order (OPORD) identifies enterprise-wide operational requirements, directs daily installation security operations, and mitigates threats. In addition it outlines training, exercises, and vital aspects of the command's FP Program to ensure a safe and secure environment for our workforce.

A handwritten signature in black ink, appearing to read "Rick Lynch", is positioned above the typed name.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

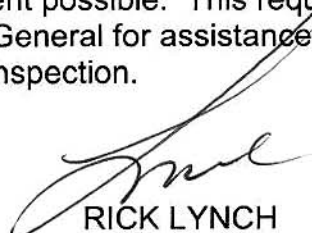
IMCG

FEB 22 2010

MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL

SUBJECT: Command Policy # 10 - The Right of Soldiers and Civilian Employees to Present
Complaints – or Request Assistance from – the Inspector General

1. REFERENCE. AR 20-1, Army Inspector General Activities and Procedures.
2. All Soldiers and civilian employees have the right to present complaints, grievances, or requests for assistance to the Inspector General. These complaints or grievances may include what is reasonably believed to be evidence of fraud, waste, and abuse.
3. Before visiting the Inspector General, you should consider whether your chain of command can address your concerns in a more prompt manner. However, you are not required to present your concerns to your chain of command before contacting the Inspector General. Remember to obtain permission to be absent from your duties if you wish to visit the Inspector General, but you are not required to tell anyone the nature of your issue.
4. You may visit, or write to the IMCOM Inspector General, COL John S. Holwick, 2511 Jefferson Davis Hwy, NC3, Rm 13198, Arlington, VA 22202-3926, or call at (703) 602-1313.
5. Department of the Army personnel are prohibited from taking any action that restricts you from filing a complaint, seeking assistance, or cooperating with the Inspector General or a member of Congress. These same individuals are prohibited from taking any disciplinary or adverse action against you for filing a complaint, seeking assistance, or cooperating with the Inspector General or any agency established to receive such complaints. However, if you lie or knowingly make a false accusation to the Inspector General, you are subject to disciplinary action.
6. In accordance with Army Regulation AR 20-1 the Inspector General has a duty to protect confidentiality to the maximum extent possible. This requirement of confidentiality is true for all persons who ask the Inspector General for assistance, to make a complaint, or to assist in the conduct of an investigation or inspection.



RICK LYNCH
Lieutenant General, USA
Commanding



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22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

SUBJECT: Command Policy #11 — Safety Policy

1. I am the Installation Management Command Safety Officer. Safety is the responsibility of everyone in this command. The chain of command must vigorously execute their responsibility by being actively involved in safety at all times. As the Command Safety Officer, I expect all military and civilian leaders to be the safety officers for their organizations. Leaders have the responsibility to ensure Soldiers and civilian employees identify and assess risks, and determine plans and processes to eliminate losses. Safety must be practiced at all times, both on and off duty.
2. The primary mission of the Installation Management Command (IMCOM) is to support the war fighter. We provide the Army installation capabilities and services to support expeditionary operations, ensure a high quality of life, and sustain the well-being of Soldiers, civilian employees, and their Families. We are the Army's home, a safe and secure place where people live, work, play, and thrive. Our people, both military and civilian, are very important to us and we cannot afford to lose anyone because of a needless or senseless act that should have been prevented by being safety conscious.
3. I am committed to improving IMCOM's value in support of the warfighter by ensuring the command focuses on safety. We can accomplish this through the pillars of safety: Active and visible leaders, empowerment and development of the workforce, timely planning and decisive actions, community involvement, and strategic communications.
4. Safety is directly linked to the achievement of a mission-ready force. Risking Soldiers' and employees' lives, facilities, and equipment due to urgency, carelessness, or overconfidence is unacceptable. Accidents will negatively affect human capital, material, and financial resources. All accidents are predictable and preventable by controlling hazards. We must protect our irreplaceable investment in people. We must all protect our facilities and equipment. I expect all of IMCOM to be proactive in establishing a plan of action focusing on executing the mission safely.

RICK LYNCH
Lieutenant General, USA
Commanding



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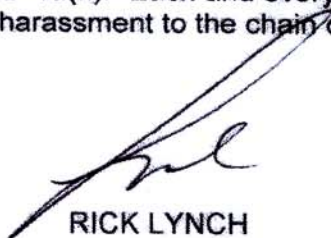
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22 FEB 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL**

**SUBJECT: Command Policy #12 — Prevention of Sexual Harassment (POSH):
Military Personnel**

1. Reference Army Regulation (AR) 600-20, Army Command Policy, Chapter 7 and Appendix D.
2. I am fully committed to the Army's policy to provide an environment free of sexual harassment for all members of this command. I charge all commanders, leaders, and supervisors to execute this mission to standard.
3. Sexual harassment negatively impacts on good order and discipline, mission accomplishment, professionalism, and our quality of life. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when; submission to or rejection of such conduct is a term or condition of a person's job; submission to or rejection of such conduct is a basis for career or employment; such conduct has the purpose or effect of interfering with an individual's performance and creates an intimidating, hostile or offensive environment.
4. All Units will conduct aggressive and progressive training to identify and prevent inappropriate behavior twice a year IAW AR 600-20, chapter 7-8.
5. Leaders at all levels must take immediate and appropriate action to recognize, identify, prevent, report, and correct acts of sexual harassment. I encourage Soldiers, Family members, or Civilian employees who experience sexual harassment to immediately contact the appropriate chain of command, a Equal Opportunity (EO) representative, the HQ IMCOM EO Advisor, the Office of EEO, or alternate points of contacts listed in AR 600-20, Appendix D-1a(2). Each and every member of IMCOM must feel free to raise issues of sexual harassment to the chain of command without fear of reprisal or intimidation.



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FEB 22 2010

**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

**SUBJECT: Command Policy #13 — Workforce Development: Developing the Present
and Future IMCOM Workforce**

1. I expect all leaders in the Installation Management Command to be committed to leader development, technical training, and professional growth of our Soldiers and Civilian employees. Development of our human capital will be ingrained within all fibers of the organization.
2. As the Army transforms, our workforce will increasingly need greater skills and higher education. We owe it to the Army to give future leaders the best educational opportunities today. Effective, continuous education and training is critical to our installation management mission and is one of the essential pillars of the IMCOM Campaign Plan. As such, every level of this command will include workforce development in their planning and program resources to support required training.
3. Leaders will ensure supervisors prepare and maintain Individual Development Plans (IDPs) for all civilian employees. The plans will link individual employee professional development with mission requirements. Supervisors are expected to develop and periodically review IDPs with subordinates as part of the periodic counseling and feedback sessions. Supervisors are encouraged to integrate the principles of the IDP process into the periodic counseling sessions for Soldiers and foreign nationals.
4. Leaders are expected to ensure that funded training is completed and appropriate workload planning occurs to minimize lost opportunities. Once training has been authorized through appropriate channels, supervisors are responsible for releasing employees to attend training. Rescheduling or cancellation of authorized training should rarely occur.

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RICK LYNCH
Lieutenant General, USA
Commanding



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JUN 17 2010

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**MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
PERSONNEL**

SUBJECT: Command Policy #17 — Civilian Wellness

1. References:

- a. DEPSECDEF Memorandum, dated 4 Jan 10, subject: DoD Employee Wellness, Satisfaction and Engagement Initiative
- b. Under Secretary of Defense Memorandum, dated 11 Jan 10, subject: Department of Defense Employee Wellness Awareness Information Campaign
- c. Installation Management Campaign Plan, Line of Effort 3 – Leader and Workforce Development, March 2010
- d. Assistant Secretary of the Army (Manpower and Reserve Affairs) Memorandum, dated 5 Mar 10, subject: DoD Employee Wellness, Satisfaction and Engagement Initiative
- e. Installation Management Community Leader Handbook, Chapter 7 – Resiliency, June 2010
- f. AR 600-63, Army Health Promotion

2. IMCOM's employees are the human backbone and infrastructure of this command, responsible for the success of its enduring missions. This command must never fall short of its primary mission to provide Soldiers with a quality of life commensurate with the quality of their service. Therefore, we must take a holistic approach to fitness for Soldiers, Civilians and their families in order to enhance our performance and build resilience.

3. All leaders in IMCOM must make employee wellness a priority. We must leverage the Army's focus on five Pillars of fitness in the Comprehensive Soldier Fitness Program (Physical, Emotional, Social, Family and Spiritual) in such a way that it resonates with all of our employees. The resilience and fitness of our Soldiers and Civilians are what enables them to thrive in an era of high operational tempo and persistent conflict. By promoting healthier lifestyles, I am convinced we can enhance morale, increase productivity, increase loyalty, reduce medical costs, increase performance, reduce sick leave and increase both job and life satisfaction.

IMCG

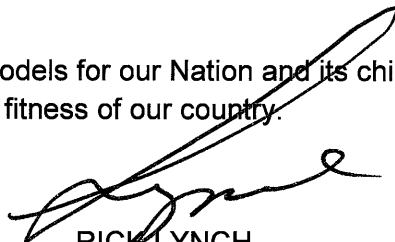
SUBJECT: Command Policy #17 — Civilian Wellness

4. Physical fitness is a key ingredient to wellness and plays an important part in emotional well-being. Look for ways to encourage the physical fitness ethic in all of our employees. In accordance with AR 600-63, leaders may authorize up to three hours of administrative leave per week for up to six months to allow civilians to participate in command-sponsored physical fitness training, evaluation and education. I encourage all supervisors to promote participation in these programs and make it possible for employees to continue their commitment to fitness afterwards using flexible work schedules, credit hours or compensatory time. Make sure civilians are aware of the fitness and recreational facilities they can take advantage of at our garrisons.

5. Establish and sustain a command climate that promotes and reinforces health and wellness. Raise awareness of the many programs already available that support a holistic approach to wellness. Make sure our civilians are familiar with the Employee Assistance Program, offering counseling and referral for issues that affect mental and emotional well-being, such as alcohol and substance abuse, stress, grief, and family problems. Take advantage of the programs that exist to assist employees who wish to quit smoking or improve their nutrition. When the civilian global self-assessment tool of the Comprehensive Soldier Fitness Program is deployed, encourage all to take advantage of it. Be mindful and respectful of the important spiritual dimension in all members of IMCOM's team.

6. Being Army Strong is more than being physically fit. It encompasses mental and emotional strength and the confidence to lead. It includes the courage to stand up for your beliefs, the compassion to help others, a desire for lifelong learning and the intelligence to make the right decision. It is making a difference in a positive way for you, your family, your community and your Nation. By working to create and enhance all of these strengths, we can increase our collective resiliency.

7. We have an opportunity to be good role models for our Nation and its children. Being fit and healthy in our Army is good for the health and fitness of our country.



RICK LYNCH
Lieutenant General, USA
Commanding



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JUL 12 2010

MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL

SUBJECT: Command Policy #19 — Civilian Education System (CES)

1. As part of my commitment to developing future leaders, I expect IMCOM leaders to support the attendance of our civilian employees at CES courses.
2. CES is a progressive, sequential, leader development program. This Command must fully utilize the quotas allocated and resourced centrally by the Army.
3. Leaders must ensure scheduled CES training is completed and plan to avoid lost training opportunities. Only the first COL/GS-15 in the chain of command may approve dropping a course after an employee receives confirmation to attend. I expect such approvals to be few in number.
4. IMCOM is the Army's strongest supporter of the CES, which is in direct support of the Installation Management Campaign Plan Line of Effort #3, Leader and Workforce Development.

A handwritten signature in black ink, appearing to read "Rick Lynch", is positioned above the typed name.

RICK LYNCH
Lieutenant General, USA
Commanding



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SEP 7 2010

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MEMORANDUM FOR ALL US ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL

SUBJECT: Command Policy #20 — Developmental Assignments

1. Reference IMCOM Regulation 350-1, 1 June 2010, IMCOM Training and Leader Development.
2. A primary role of leaders is to develop other leaders. We have a number of command programs to assist you with this responsibility, but they are not enough to build sufficient breadth and depth throughout our Civilian workforce. One way we can grow our employees into more adaptive, capable and flexible leaders is by broadening their awareness and expertise over a wider spectrum of business areas and operations through the use of developmental assignments.
3. It is my intent that our Civilian employees, as a minimum GS-12 and above, have a developmental opportunity during each 3-5 year period they remain in their current job. Options for broadening include details to another job for 3-6 months, temporary job swaps, serving on special duty task forces, working lengthy projects across functions, and our formal Developmental Assignment Program. Active use of developmental assignments, along with formal training, must be a key component in every employee's individual development plan. I expect you to track progress toward meeting my intent across your Civilian team.
4. Work with your local Civilian Personnel Advisory Center to assure compliance with merit promotion requirements and provisions of negotiated labor agreements. With your support and commitment, we will make IMCOM a role model for developing future Civilian leaders.

A handwritten signature in black ink, appearing to read "Rick Lynch", is positioned above the typed name.

RICK LYNCH
Lieutenant General, USA
Commanding

APPENDIX H

Regulations and Web Links

- AR 11-2, Manager's Internal Control Program
- AR 15-6, Procedures for Investigating Officers and Boards of Officers
- AR 20-1, Army Command Policy
- AR 25-50, Preparing and Managing Correspondence
- AR 27-10, Military Justice
- AR 40-562, Immunization and Chemoprophylaxis (Cited in paras 5-4, 5-6.)
- AR 195-5, Evidence Procedures
- AR 350-1, Army Training and Leader Development
- AR 600-8-24, Officer Transfers and Discharges
- AR 600-85, Army Substance Abuse Program (ASAP)
- AR 623-3, Evaluation Reporting System
- AR 670-1, Wear and Appearance of Army Uniforms and Insignia
- AR 672-20, Incentive Awards
- AR 690-400, Total Army Performance Evaluation System
- AR 710-2, Inventory Management
- AR 710-2, 31, Supply Policy below the National Level
- AR 735-5, Property Accountability
- DA Pam 600-26, The Department of the Army Affirmative Action Plan
- AR 690-990-2 BK550 S1, Hours of Duty, Pay and Leave Annotated
- Manual for Courts-Martial (MCM)
- DoD Financial Management Regulation (FMR) 7000.14-R
- Department of Defense, Employees' Guide to the Standards of Conduct
- DoD Directive, 1400.25, DoD Civilian Personnel Management System
- DoD 1400.25-M SC1940, National Security Personnel System (NSPS) Issuances for Performance Management
- DOD 5500.7-R, Standards of Conduct
- DODD 6490.1, Mental Health Evaluation of Member of the Armed Forces
- DODD 7050.6, Military Whistleblower Protection
- DODI 1000.15, Private Organizations on DOD Installations
- DoD National Relocation Program (DNRP) Employee Handbook
- Joint Federal Travel Regulation (JFTR) and Joint Travel Regulation (JTR), Appendix O, subject: Temporary Duty Travel (TDY) Entitlements
- Nonappropriated Fund (NAF) Employees Handbook
- OASD Memorandum of 20 December 1995, Subject: Labor Management Relations and Administrative Grievance System
- PERMISS, Employee Benefits Information and Advice, Hours of Duty, Work Schedules, and Compensation, 6 May 2003
- Public Law No. 106-346, Section 359
- United States Code, 5 USC 6101

Web Links

- Army Environmental Command: <http://aec.army.mil/usaec/index.html>
- Commander's Guide to MWR: <https://www.us.army.mil/suite/doc/6451587>
- Family Morale, Welfare, and Recreation Command: <http://www.armymwr.org/>
- IMCOM Army Knowledge Online Portal:
<https://www.us.army.mil/suite/grouppage/43358>
- IMCOM Headquarters: <http://www.imcom.army.mil/hq>
- IMCOM Europe Region: <http://www.imcom-europe.army.mil/webs/index.html>
- IMCOM Garrison Commander's Net: www.garrisoncommand.com
(You will need your AKO username and password to enter)
- IMCOM Korea Region: <http://imcom.korea.army.mil/>
- IMCOM Transformation: <http://www.imcom.army.mil/hq/transformation>
- IMCOM Northeast Region <http://www.imcom.army.mil/regions/northeast/>
- IMCOM Pacific Region: <http://www.imcom.pac.army.mil/>
- IMCOM References. All IMCOM References can be found within the IMCOM Enterprise Publishing Portal at this URL in Army Knowledge Online:
<https://www.us.army.mil/suite/page/580767>
- IMCOM Southeast Region <http://www.imcom.army.mil/regions/southeast/>
- IMCOM West Region <http://www.imcom.army.mil/regions/west/>
- Army National Guard Publications and Forms: <http://www.ngbpdc.ngb.army.mil>

APPENDIX I

Acronym Dictionary

ACA	Army Contracting Agency
ACC	Army Community Covenant
ACOE	Army Communities of Excellence
ACOM	Army Command
ACSIM	Assistant Chief of Staff for Installation Management
ACTEDS	Army Civilian Training, Education and Development System
ADAPCP	Alcohol Drug Abuse Prevention and Control Program
ACUB	Army Compatible User Buffers
ADLP	Army Distance Learning Program
AEC	Army Environmental Command
AF	Appropriated Fund
AFAP	Army Family Action Plan
AFC	Army Family Covenant
AFDB	Armed Forces Disciplinary Board
AFHO	Army Family Housing – Operations
AFRC	Armed Forces Recreation Centers
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMSC	Army Management Staff College
APC	Account Processing Center
APC/GPC	Agency Program Coordinator/Government Purchase Card
APIC	Army Performance Improvement Criteria
AR	Army Regulation
ARD	Army Reserve Division
ARFORGEN	Army Force Generation
ARMP	Army Recreation Machine Program
ARNG	Army National Guard
ASCC	Army Service Component Command
ASIP	Army Stationing and Installation Plan
AT/FP	Anti Terrorism / Force Protection
AWOL	Absent Without Leave
AWS	Alternative Work Schedules
BCTC	Battle Command Training Center
BDE	Brigade
BGEPA	Bald and Golden Eagle Protection Act
BN	Battalion
BOS	Base Operations Support
BOSS	Better Opportunities for Single Soldiers
BRAC	Base Realignment and Closure
BRM	BOS Requirements Model
C4IM	Command, Control, Communications, Computers and Information Management
CAC	Common Access Card

CAC	Casualty Assistance Center
CAO	Casualty Assistance Officer
CBRN	Chemical Biological Radiological Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear Event
CCIR	Commanders Critical Information Reporting
CDR	Commander
CEDAP	Civilian Executive Developmental Assignment Program
CES	Civilian Education System
CF	Career Field
CG	Commanding General
CHRA	Civilian Human Resources Agency
CIF	Central Issue Facility
CIIP	Clothing Initial Issue Point
CJA	Command Judge Advocate
CLO	Consolidated Legal Office
CLS	Common Levels of Support
CMAOC	Casualty and Mortuary Affairs Operation Center
CMS	Customer Management Services
COA	Course of Action
COP	Continuation of Pay
COOP	Continuity of Operations
COR	Contracting Officer Representative
COS	Chief of Staff
COTR	Contracting Officer Technical Representative
CP	Career Program
CPAC	Civilian Personnel Advisory Center
CPOC	Civilian Personnel Operations Center
CPOL	Civilian Personnel Online
CRM	Composite Risk Management
CSE	Contract Support Element
CSF	Comprehensive Soldier Fitness
CSM	Command Sergeant Major
CSRS	Civil Service Retirement System
CT	Compensatory Time
CWS	Compresses Work Schedule
DA	Department of the Army
DAC	Department of the Army Civilians
DAP	Developmental Assignment Program
DAPS	Document Automation and Production Service
DCG	Deputy Commanding General
DCPS	Defense Civilian Pay System
DES	Directorate of Emergency Services
DFAR	Defense Federal Acquisition Regulation
DFAS	Defense Finance and Accounting Services
DFMWR	Directorate of Family Morale Welfare and Recreation
DGC	Deputy Garrison Commander

DHR	Directorate of Human Resources
DHS	Department of Homeland Security
DoD	Department of Defense
DODI	Department of Defense Instruction
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOTMLPF	Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities
DPTMS	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works
DRM	Directorate of Resource Management
DRRS-A	Defense Readiness Reporting - Army
DRU	Direct Reporting Unit
DTS	Defense Travel System
EAD	Enterprise Acquisition Division
EAP	Employee Assistance Program
ED	Executive Director
EEO	Equal Employment Opportunity
EMS	Environment Management System
EPAS	Environmental Performance Assessment System
EQC	Environmental Quality Council
EQCC	Environmental Quality Control Council
ERO	Environmental Reporting Office
ESA	Endangered Species Act
EXSUM	Executive Summary
FAR	Federal Acquisition Regulations
FECA	Federal Employees Compensation Act
FEGLI	Federal Employees' Group Life Insurance
FEHBP	Federal Employees Health Benefits Program
FERS	Federal Employees Retirement System
FMLA	Family and Medical Leave Act
FLSA	Fair Labor Standards Act
FMWR	Family, Moral, Welfare and Recreation
FMWRC	Family, Moral, Welfare and Recreation Command
FOUO	For Official Use Only
FSBP	First Sergeants Barracks Program
FSM	Facility Sustainment Model
FWS	Flexible Work Schedule
FY	Fiscal Year
FYDP	Future Year Defense Program
GC	Garrison Commander
GCC	Garrison Commanders Conference
GFEBBS	General Fund Enterprise Business System
GIS	Geospatial Information System
GM	Garrison Manager
GPC	Government Purchase Card

GS	General Schedule
GTCC	Government Travel Charge Card
GTOR	Garrison Terms of Reference
HQDA	Headquarters Department of the Army
IAC	Installation Action Council
IAW	In Accordance With
ICE	Interactive Customer Evaluation
IDP	Individual Development Plan
IEM	Installation Emergency Management
IFS	Integrated Facility System
IGCE	Independent Government Cost Estimate
ILDC	Intern Leadership Development Course
ILO	Installation Legal Office
IMCC	Installation and Mission Contracting Command
IMCEN	Information Management Support Center
IMCOM	Installation Management Command
IMCP	Installation Management Campaign Plan
IMI	Installation Management Institute
IMO	Information Management Office
IPB	Installation Planning Board
IRACO	Internal Review and Analysis Control Office
IRP	Installation Restoration Program
ISO	Installation Safety Office
ISR	Installation Status Report
ISR-I	Installation Status Report – Infrastructure
ISR-NI	Installation Status Report – Natural Infrastructure
ISR-S	Installation Status Report - Services
ISSA	Inter-service Support Agreement
ITAM	Integrated Training Area Management
JTR	Joint Travel Regulations
KO	Contracting Officer
KSA	Knowledge, Skills and Abilities
LN	Local National
LNO	Liaison Officer
LOE	Line of Effort
LWOP	Leave Without Pay
MACOM	Major Command
MBTA	Migratory Bird Treaty Act
MC	Mission Commander
MDEP	Management Decision Evaluation Package
METL	Mission Essential Task List
MFR	Memorandum For Record
MICC	Mission Installation Contracting Command
MIPRS	Military Interdepartmental Purchase Requests
MMRP	Military Munitions Response Program
MOA	Memorandum of Agreement

MOU	Memorandum of Understanding
MSO	Management Support Office
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Fund
NCO	Non-Commissioned Officer
NCR	National Capital Region
NEC	Network Enterprise Center
NEPA	National Environment Policy Act
NETCOM	Network Command
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NRF	National Response Framework
NSF	Notional Square Feet
NSPS	National Security Personnel System
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OCIE	Organizational Clothing and Individual Equipment
OCO	Overseas Contingency Operations
OCONUS	Outside Continental United States
OLE	Organizational Leadership for Executives
OMA	Operations and Maintenance Army
ONE	Orientation for New Employees
OPF	Official Personnel Folder
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
OSOR	One Soldier One Room
OT	Overtime
OTA	Other than Army
OWCP	Office of Workers' Compensation Programs
P2	Pollution Prevention
PAIO	Plans, Analysis and Integration Office
PAO	Public Affairs Office
PBAC	Program Budget Advisory Council
PCS	Permanent Change of Station
PERMISS	Personnel Management Information and Support System
PIP	Performance Improvement Plan
POC	Point of Contact
POM	Program Objective Memorandum
POV	Privately Owned Vehicle
POSH	Prevention of Sexual Harassment
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QoL	Quality of Life
QSI	Quality Step Increase
RD	Region Director
RDO	Regular Day Off

RIC	Reimbursement Identification Code
RIF	Reduction in Force
RIST	Region Installation Support Team
RM	Resource Management
RMO	Resource Management Office
RO	Responsible Officer
RPMPB	Real Property Master Planning Board
RSC	Regional Support Command
RSO	Religious Support Office
RRPB	Requirements Review and Prioritization Board
SA	Support Agreement
SAR	Species at Risk
SARB	Sexual Assault Review Board
SAW	Senior Army Workforce
SC	Senior Commander
SDC	Supervisory Development Course
SES	Senior Executive Service
SFAC	Soldier Family Assistance Center
SGO	Standard Garrison Organization
SICE	Services and Infrastructure Core Enterprise
SIECMP	Services and Infrastructure Contract Management Program
SJA	Staff Judge Advocate
SOFA	Status of Forces Agreement
SOHAC	Safety and Occupational Health Advisory Council
SOP	Standard Operating Procedure
SOS	Survivor Outreach Services
SOW	Statement of Work
SPTF	Suicide Prevention Task Force
SRM	Sustainment, Restoration, and Modernization
SSC	Senior Service College
SSO	Special Staff Offices
SSP	Service Support Program
T&E	Threatened or Endangered
TASC	Training Support Center
TAPES	Total Army Performance Evaluation System
TCS	Temporary Continuation of Service
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TLWOP	Terminal Leave Without Pay
TM	Talent Management
TOR	Terms of Reference
TQSE	Temporary Quarters Subsistence Entitlement
TSP	Thrift Savings Plan
TSS	Training Support System
TTT	Train the Trainer
TWI	Training with Industry

UCMJ	Uniform Code of Military Justice
URL	Uniform Resource Locator
US	United States
USACE	US Army Corps of Engineers
USEAC	US Army Environmental Command
USAR	US Army Reserve
UXO	Unexploded Ordinance
VERA	Voluntary Early Retirement Authority
VI	Visual Information
VOC	Voice of the Customer
VOL AC	Volunteer Advisory Council
VTC	Video Teleconference
VSIP	Voluntary Separation Incentive Program
WAWF	Wide Area Work Flow
WFD	Workforce Development
WG	Wage Grade
WL	Wage Leader
WMD	Weapons of Mass Destruction
WS	Wage Supervisor
WTU	Warrior Transition Unit

APPENDIX J

Assuming Command

1. Upon assuming command, the Garrison Commander (GC) should develop relationships with the garrison staff and community members who are the constituents and key stakeholders. To learn the command effectively, the GC should conduct an organizational diagnosis to assess the culture and command climate. This can be accomplished by using the existing IMCOM tools of the organizational self-assessment and the customer service assessment that also provide measures of performance against IMCOM corporate standards.

2. A Commander who is self-aware and appreciative of the many talents of the installation team is postured for success in the first 90 days and beyond. The IMCOM has directed the development of strategic plans at installations so all installations have a formal analysis of organizational strengths and weaknesses, as well as the external opportunities and challenges. The information gained during this initial period of command will allow the GC to determine what should remain and what should change in installation support plans and operations. These actions in the first 90 days support the strategic planning process of affirming the vision, mission, and core capabilities of the garrison. The knowledge gained in this period will serve as the foundation for setting the local strategic agenda for the tenure of commander in order to execute the IMCOM strategic priorities. Objectives for the first 90 days are provided below:

FIRST 30 DAYS

- Meet with key people I support— all general officers, other commanders, senior commander unit staff, organizations on post and union president. Meet with any local officials I didn't meet during "outside the gate transition training."
- Form an initial assessment of the organization
- How it interacts with customers
- How it aligns strategy, organization and capabilities
- Begin to identify who are the key power coalitions
- ID Key priorities
- Hold half- to full-day off site and go over what I learned
- Follow up with workforce to go over what I have learned
- Plan for next 30 days

FIRST 60 DAYS

- Develop the way ahead
- Pick an early win
- Force protection assessment complete
- Executing weekly brown bags with different groups
- Town hall meeting scheduled (conduct quarterly)

FIRST 90 DAYS

- Walk the grounds and meet (or be visible) to every employee
- Consensus on a garrison "strategic agenda"
- Quarterly all hands meeting

Source: Allen, C.D. (2009) "Garrison Command: The First 90-days" *Journal of Installation Management*, Summer Edition.

[http://www.carlisle.army.mil/usawc/dclm/Garrison%20Command%20The%20First%2090%20Days%20\(Allen,%20JIM%20Summer%202009\).pdf](http://www.carlisle.army.mil/usawc/dclm/Garrison%20Command%20The%20First%2090%20Days%20(Allen,%20JIM%20Summer%202009).pdf)



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