INSTALLATION MANAGEMENT CAMPAIGN PLAN

2012- 2020

IMCOM

SOLDIERS • FAMILIES • CIVILIANS

We are
THE ARMY'S HOME

VERSION 4.0 | NOVEMBER 2011

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

This document reflects our leaders' shared vision and strategic imperatives – expressed in clear, measurable terms – for the activities which must occur on our installations to accomplish our mission. These leaders include the: Assistant Secretary of the Army, Installations, Energy and Environment (ASA (IE&E)); Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)); Assistant Chief of Staff for Installation Management (ACSIM) and Commanding General, Installation Management Command (IMCOM).

Although our Nation faces economic challenges that will have significant fiscal impacts on the Army for the foreseeable future, the Army remains committed to providing Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service. The new fiscal reality means the Installation Management Community will have fewer means in the coming years to deliver our services and programs. To deliver on the Army's commitment to supporting our Soldiers, Civilians and their Families we must focus on the programs that are most important while divesting waste and redundancy. We must find new "ways" to achieve the "ends" even while the "means" are being reduced. Simply stated, we must aggressively manage the ways we execute our programs so every dollar spent delivers best value and quantifiable benefits.

Our strategy is multi-pronged: eliminate redundancies within the Installation Management Community; prioritize services that most directly impact readiness and quality of life; consolidate systems with related outputs; and streamline business processes at every level. We cannot accept new missions without resources. We must be driven by ideas, innovation and determination to bring the best services and support to Soldiers, Civilians and their Families.

The Installation Management Community makes a huge impact in the quality of life for those Soldiers, Civilians and Families who serve our great Nation and Army. Our workforce is blessed with hard-working, dedicated and selfless Soldiers and Civilians who know their business and deliver excellence every single day. Collectively and individually, we will find ways to have an even greater positive impact on those we serve by focusing on the most important, high payoff programs, and we will manage these even better than we do today.

This version of the IMCP adds emphasis to four near-term enablers, which address the challenges of the near future while sustaining our momentum toward our 2020 objectives. These enablers include greater emphasis on installation preparedness and

readiness, validated via an effective, affordable and integrated Installation Exercise Program; increased efforts to achieve Situational Dominance which through shared understanding will allow us to speed processes, flatten organizational structures and garner resource efficiencies; a major effort to right-size the workforce to achieve SECARMY mandated reductions while continuing to execute our mission; and finally maintaining our focus on Leader and Workforce Development to build the bench for tomorrow.

This version of the IMCP also maintains focus on the Reserve Components of our Army – the Army Reserve and National Guard – who are key components of the Army Family supported by the Installation Management Community. We must ensure we are reaching all of them in communicating the available services and programs designed to support them and their Families, and facilitating their access from on and off our installations.

The IMCP provides the foundation and road map for each Soldier, Civilian and Family to understand their role in supporting the Warrior now and in the future. We encourage everyone to read, understand and participate in implementing the IMCP. It is our guide for how we will continually improve our support to those we serve.

Join us in making sure we do all we can for the courageous men and women who fight our Nation's wars and preserve our freedom. They are the centerpiece of our Army, answering the call to duty time and time again. They have earned our very best efforts.

Army Strong!

THOMAS R. LAMONT
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

KATHERINE HAMMACK
Assistant Secretary of the Army
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MICHAEL FERRITER
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Purpose and Scope

This document describes the vision of the Installation Management Community to bring effective and efficient services, programs and infrastructure to bear on the challenges faced by Commanders, Soldiers, Civilians and Families in a fluid operating environment, and my Campaign Plan for achieving that vision. It lays out our strategy, through Lines of Effort and Keys to Success, and metrics by which we will track progress. This plan will be updated semiannually as we make adjustments along the way.
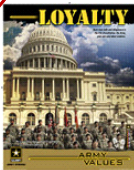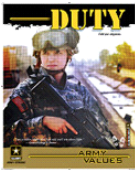
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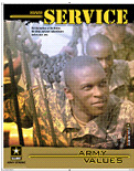
Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

Vision

Army installations are the 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.

Values

The Army Values are a key element of the Profession of Arms and the Army Ethic. They embody our culture of service to the Nation, and guide our behavior in all situations. We are committed to building values-based leadership and safe-guarding the well-being of Soldiers, Civilians and their Families in a highly professional manner.

Loyalty
Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty
Fulfill your obligations

Respect
Treat people as they should be treated

Personal Courage
Face fear, danger or adversity (physical or moral)

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

Honor
Live up to the Army values

Integrity
Do what is right, legally and morally

Are We Doing The Right Things?   Are We Doing Things Right?   What Are We Missing?

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Commander's Intent

My intent is to provide the facilities, programs and services required to support Army readiness, sustain the All-Volunteer Force, and provide the infrastructure for current and future mission requirements. I will do so through six Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-being; Leader and Workforce Development; Installation Readiness; Safety; and Energy and Water 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.

Commander's Intent
Sustain, Support, Defend

Safety

Soldier, Family and Civilian Readiness
• A deployable mindset across the enterprise
• Resiliency and Balance – Mind, Body and Spirit
• Responsive services that meet fluid ARFORGEN requirements
• Best value technology & education capabilities to enable the transformed Army's training requirements
• Training Support Services in support of Soldier readiness

Soldier, Family and Civilian Well-Being
• Standardized programs & services for Soldiers, Families and Civilians
• Excellence in schools, youth services & child care
• Facilities, programs & services that support recreation, leisure, travel & single Soldiers
• State and community support & relationships
• Well-being programs & services to meet Soldier, Family & Civilian needs throughout the entire deployment cycle

Innovation **Stewardship**

Sustainability **Resilience**

Safety **Safety**

Communication **Partnership**

Leader and Workforce Development
• Multi-skilled and adaptive leaders
• Constant communication and continuous feedback
• Teamwork, professionalism, & selfless service in all things
• An empowered workforce focused on collaboration and innovation
• Continuing education and training opportunities
• A resilient, sustainable and healthy workforce

Installation Readiness
• Sustainable infrastructure that supports Senior Commander requirements
• Sustainable Army Communities of Excellence
• Installation boot prints streamlined and transformed
• Enhanced capabilities through partnerships
• The Army's infrastructure modernized and sustainable
• Environmental stewardship
• Quality Housing and Barracks
• Safe & Secure Community for Soldiers, Family Members, Civilians & Installation Assets

Safety

The Sustainable Army Community of Excellence

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 we must exhibit to accomplish our installation management mission to the standards of excellence 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 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, Family Member or Civilian to an avoidable accident is unacceptable.

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- **Sustainability.** We are ever cognizant of the National Security nexus between sustainability and the conduct of our mission. We will continually work to broaden understanding and institutionalize a commitment to sustainable practices in every aspect of our activities: planning, training, equipping and conducting operations. At the same time, we will serve as a steward of the environment, while improving our ability to provide the energy required to meet the Army's operational, industrial and installation needs, now and in the future.

- **Resilience.** We will remain focused on our mission to provide 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, Family Members and Army Civilians need to be 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 requires us to balance our need to train and maintain a high state of readiness with being responsible members of the communities where we reside. We share both an environment of declining resources and the responsibility to consume fewer resources, especially water and energy, with our surrounding communities. We will operate in a cost culture environment enabling well-informed resource management decisions to ensure taxpayers 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.

- **Strategic Partnership.** We will collaborate with communities via Community Covenants and other venues to enhance the quality of life for all components, particularly 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 in support of active and reserve component needs. We will fully support the virtual installation construct which enables base operations support to off-site Reserve and National Guard facilities. While the Reserve Component receives many services from state or local agencies, or through contracts with local providers in the community, some Army services need to be provided by IMCOM.

- **Communication.** 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

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workforce and supported Commander. Be open to feedback, but always step forward to lead. Use your Public Affairs Officers to get key messages and themes out to the communities that support us.

- **ARFORGEN.** The Installation Management Community contributes significantly to the success of the Army Force Generation (ARFORGEN) process. ARFORGEN was created to generate a pool of ready units, while improving predictability for Soldiers and Families. In addition, ARFORGEN establishes an extended window during reintegration to RESET Soldiers and Families. We will continue to provide the services and infrastructure required by Senior Commanders to generate and project the force while sustaining the All Volunteer Force in a time of persistent conflict. Every member of the Installation Management Community should be aware of how each of our efforts directly or indirectly support ARFORGEN.

- **Cost Culture.** Our mission has not changed, but our resources have been significantly reduced. Our strategy for achieving the same *ends* with reduced *means* is to dramatically improve the *ways* we deliver services and programs. We will target our resources to meet high priority needs of our customers while eliminating redundancies and achieving high return on investments. We will pursue every opportunity to ensure we are doing the right things and doing them efficiently and effectively. Leaders will use cost information for effective decision making and performance management. Cost Benefit Analysis, Management Controls, Internal Review and Audit Compliance and Lean Six Sigma (LSS) are essential tools for delivering value while eliminating fraud, waste and abuse in our processes.

- **Communities of Excellence.** The Army Communities of Excellence concept is based on a set of principles that have made world class organizations successful over time. We will employ these principles, such as being a customer focused, strategy driven, learning organization that delivers value in an efficient, effective manner. We will build our workforce and future leaders as a *one-team, one-fight* enterprise to achieve desired results for our Army and the Nation. We will check results regularly and adjust our priorities and processes as necessary to continually improve what we deliver and how we deliver it. The Voice of the Customer will be our highest metric for how we are doing.

- **Voice of the Customer.** We remain committed to being a customer-centric organization that seeks and applies customer feedback to evaluate and improve the delivery and receipt of installation programs and services. We will continue to use existing tools to elicit customer feedback and apply that information to better inform leader decisions. We will expand the use of the Interactive Customer Evaluation (ICE) system at the Headquarters and Regions and begin to assess customer feedback from an Enterprise perspective. By doing so, we will identify systemic issues and address them accordingly. As our ability to gather, interpret, and act on customer feedback increases, so will our ability to increase customer satisfaction.

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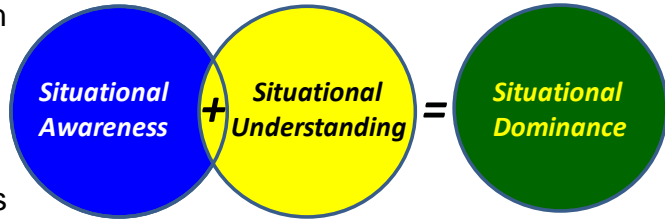
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Requirements and Funding

The Planning, Programming, Budgeting, and Execution (PPBE) process is the venue for documenting and resourcing Army requirements, resulting in the Program Objective Memorandum (POM). Resourcing new initiatives outside the POM is simply not feasible. Any new program, if it is to compete for resources for FY13, will have been identified and have achieved support by the Army staff during FY10 or FY11. The POM process is both the playing field and the rules for DoD's resourcing process. Effective use of that process is critical to resourcing success and stakeholder support. In the year of execution of the current budget, any request for additional funding must have a bill payer identified. In addition to the work of the Installation Management Reform Task Force, recently activated to achieve the Secretary of the Army's guidance for reform of the Generating Force, Tiger Teams will help Commanders identify efficiencies in installation operations to enable rebalancing of funds.

Program, Budget, Execution Timeline

Cycle	FY10	FY11	FY12	FY13	FY14
POM 10-15	Execute FY10 Budget	Execute FY11 Budget			
POM 12-16	Build POM FY12-16	Defend FY12-13 Budget	Execute FY12 Budget		
POM 13-17		Build POM FY13-17	Defend FY13-14 Budget	Execute FY13 Budget	
POM 14-18			Build POM 14-18	Defend FY14-15 Budget	Execute FY14 Budget
POM 15-19				Build POM 15-19	Defend FY15-16 Budget
POM 16-20					Build POM 16-20

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Situational Dominance

To remain relevant in an era in which information is refreshed at a very rapid pace calls for a strategy to manage information that ultimately drives effective, timely decisions. The sheer volume of available information requires a parsing process to identify what is truly relevant to a given situation or setting. Once identified and formatted, information technology (IT) can transmit the selected information simultaneously to leaders and a workforce at multiple locations worldwide. The Installation Management Community will achieve situation dominance by employing policies, procedures and IT to select, format and transmit information to support the timely awareness and common understanding required for effective decision making.

Situational Awareness. The intent of situational awareness is to quickly deliver relevant and actionable information to those who need it for successful mission accomplishment. Within the IM Community, it is essential for OACSIM, HQ IMCOM, Region and Garrison leaders to have a common operating picture that is refreshed through a recurring and disciplined process. The Commander's Update Brief (CUB) provides a model process to identify: information to be briefed; a battle rhythm of recurring briefing topics; a disciplined, easily understandable format for presentation; and existing technology to rapidly and widely share the information via video streaming.

Situational Understanding. The intent of situational understanding is to continually assess our operating environment and accurately forecast the outcome of a course (or alternative courses) of action and its impact on our mission, goals and objectives. Excessive data collection and reporting is random, costly activity unless it results in information leading to a decision. Within the IM Community, we will continue to reduce redundant or unnecessary data collection and reporting, while improving the quality and relevance of information brought to leaders, through a disciplined process.

Situational Dominance. As a dispersed enterprise of IM professionals, it is essential that leaders and our workforce at all levels of the IM Community share both situational awareness and situational understanding in a timely manner. Each must know their roles in, and what is required, to support mission success in a very dynamic operating environment. Regions and Garrisons will implement similar processes at their locations to achieve situational dominance across their operations.

Additional information on Situational Dominance can be found in Annex B of this IMCP.

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Army Vision: America's Force of Decisive Action – Ready Today, Prepared for Tomorrow

Army Outcomes

- An All-Volunteer Force of High Quality Soldiers, Civilians and Leaders
- Trained and Ready Units Providing the Nation Success Now and in the Future
- Soldiers, Equipment, and Units Restored and Reconstituted for 21st Century Operations
- The Most Capable and Decisive Land Force in the World Across 21st Century Operations

Overarching Requirement

An Adaptive Institutional Army that Successfully Prioritizes, Balances and Integrates Army Capabilities in the Present and Postures for Success in the Future

IMCOM Vision:

Army installations are the Department of Defense 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.

Lines of Effort / Keys to Success

Soldier, Family and Civilian Readiness	Soldier, Family and Civilian Well-Being	Leader and Workforce Development	Installation Readiness	Safety	Energy and Water Efficiency and Security
A Deployable Mindset Across the Enterprise	Standardized Programs and Services for Soldiers, Families and Civilians	Multi-Skilled and Adaptive Leaders	Sustainable Infrastructure that Supports Senior Commander Requirements	Effective Privately Owned Vehicle Safety Programs in Place	Reduced Energy and Water Consumption
Resiliency and Balance – Mind, Body and Spirit	Excellence in Schools, Youth Services and Child Care	Constant Communication and Continuous Feedback	Sustainable Army Communities of Excellence	Heightened Safety Awareness Across the Command	Increased Energy and Water Efficiency and Modernized Infrastructure
Responsive Services That Meet Fluid ARFORGEN Requirements	Facilities, Programs and Services that Support Recreation, Leisure, Travel & Single Soldiers	Teamwork, Professionalism, Selfless Service in All Things	Installation Boot-prints Streamlined and Transformed	Employ Hazard Control Measures to Foster a Safe Working and Living Environment	Improved Development of Renewable and Alternative Energy; Access to Energy and Water Supplies
Best-Value Technology & Education Capabilities to Enable the Transformed Army's Training Requirements	State and Community Support and Relationships	Empowered Workforce Focused on Collaboration and Innovation	Enhanced Capabilities Through Partnerships	Safe and Healthy Practices in Professional and Personal Activities	Improved Development of Renewable and Alternative Energy for Vehicle Fleet
Training Support Services in Support of Soldier Readiness	Well-Being Programs & Services Throughout the Deployment Cycle	Continuing Education and Training Opportunities	The Army's Infrastructure Modernized and Sustainable	Support Senior Commanders' Safety and Occupational Health Programs	Reduced Carbon Bootprint on the Environment
		A Resilient, Sustainable and Healthy Workforce	Environmental Stewardship		
			Quality Housing and Barracks		
			A Safe and Secure Community for Soldiers, Families, Civilians & Installation Assets		

Installation Management Imperatives:

- Cost Culture
- Safety
- Sustainability
- Resilience
- Innovation
- Stewardship
- Partnership
- Communication
- ARFORGEN
- Communities of Excellence
- Voice of the Customer

Soldier, Family and Civilian Readiness

Objective: Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services, and communities of excellence.

The Installation Management Community is committed to providing standardized, essential services and infrastructure necessary to achieve and maintain individual readiness throughout the ARFORGEN cycle for our Soldiers, Families and Civilians. Our contributions to Soldier, Family and Civilian readiness are critical to supporting Senior Commanders in achieving two key Army Outcomes: Trained and ready units delivered on time to Combatant Commands and an All-Volunteer Force of high quality Soldiers, Civilians and Leaders.

The Installation Management Community serves Supported Commanders as a force multiplier for Soldier, Family, and Civilian readiness. We will accomplish this by providing essential services and infrastructure that deliver results and value throughout the ARFORGEN process. These services and infrastructure must be provided in an efficient, sustainable, and cost conscious manner so we can continue to meet requirements now and into the future.

The Installation Management Community is committed to providing standardized, essential services and infrastructure necessary to achieve and maintain individual readiness throughout the ARFORGEN cycle for our Soldiers, Families and Civilians.

We are committed to providing support that is standardized across the Army, while maintaining the ability to adapt within our resources to meet fluctuating requirements. We will rebalance priorities and resources to adjust to the Army's evolving strategic environment and Supported Commander's mission requirements.

Home Station Training is the foundation upon which units achieve Full Spectrum Operation (FSO) Mission Essential Task List (METL) proficiency within the ARFORGEN Cycle. Our installations will deliver relevant Live, Virtual, Constructive and Gaming training enablers permitting Active Component (AC) and Reserve Component (RC) Brigades, Battalions, Companies/Batteries/Troops to achieve individual Soldier Readiness during RESET and FSO METL proficiency associated with their assigned mission. We will target specific support services and training for non-deployable Soldiers with the goal of supporting their return to fitness and a deployable status.

Our concern for Soldiers, Families and Civilians extends to the Total Army. More than half of our deployed forces come from our Reserve Component and a significant

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number of geographically dispersed Soldiers, Families and Civilians. We will aid in enabling and informing the Total Army of programs and services through information outreach and technology and improve our ability to provide services. Family Readiness Groups and Rear Detachments are key assets we will aggressively support and leverage to achieve success.

Our Civilian teammates in CONUS and abroad are integral to war fighter support. A significant number of Civilian employees deploy in support of the uniformed force and we will see more of this as DoD expands the Civilian Expeditionary Workforce (CEW) to augment the uniformed effort. Accordingly, providing services and capabilities required to ensure Civilian readiness is an important component of our mission.

LOE 1: Soldier, Family and Civilian Readiness

Keys to Success
SR1 – A Deployable Mindset Across the Enterprise
SR2 – Resilience and Balance – Physical, Emotional, Social, Family and Spiritual
SR3 – Responsive Services that Meet Fluid ARFORGEN Requirements
SR4 – Incorporate Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements
SR5 – Training Support Services in Support of Soldier Readiness

SR1 A Deployable Mindset Across the Enterprise

Goal: Improve our ability to prepare and sustain Soldiers, Families, and Civilians across all components to meet the demands of an expeditionary Army at war. Develop and sustain programs, services and capabilities that meet the needs of Senior Commanders to enable them to develop trained and ready forces; informed and ready Families; and a dedicated, competent, and capable Civilian workforce. Intelligently apply Soldier Skill Set Utilization (S3U) and provide support, via Soldier and Family Assistance Centers, to the rapid recovery of medically non-deployable Soldiers. Instill faith and confidence in our Senior Commanders as we support their readiness requirements and ensure we can win the current fight, while remaining prepared for the next.

Metrics:

- ✓ % of Civilians who have completed the mandatory Post Deployment Health Reassessment (PDHRA) following an OCONUS deployment IAW DODI 6490.03.
- ✓ Risk Reduction Program (RRP) "Shot Group" rating.

Sub-tasks:

SR1-1: Execute a customer-focused, Commander-driven Total Army Sponsorship Program that ensures all Soldiers and Civilians are provided sponsors that support them as they PCS to your duty station IAW AR 600-8-8.

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SR1-2: Provide effective support through a transformed Army Community Service delivery system to Family Readiness Groups and Rear Detachments to reduce the stressors associated with military separation for both the Family and the Soldier (IAW AR 608-1).

SR1-3: Institute procedures and mechanisms for all Soldiers and Civilians deploying and returning from deployment to undergo Readiness Processing and Post-Deployment Health Reassessment IAW required timelines that is fully synchronized with the delivery of Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-101, Table B-1 DA Pam 690-47, Para 1-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 4, Composite Life Cycle Model, pages 100-101).

SR1-4: Publish Soldier reassignment Permanent Change of Station (PCS) orders to standard (IAW AR 600-8-11).

SR1-5: Provide protection for Soldiers, Civilians, and Families through a robust Privacy Campaign focused on protecting Personally Identifiable Information (PII) and awareness training to deploying personnel and Families.

SR2 Resilience and Balance – Physical, Emotional, Social, Family and Spiritual

Goal: Support and strengthen the resilience, confidence and capable self reliance of Soldiers, Families, and Civilians through programs and services to sustain physical, emotional, social, family, and spiritual strength.

Metrics:

- ✓ % of garrisons that have a Community Health Promotion Council (CHPC) that analyzes evaluates and delivers requirements IAW AR 600-63.
- ✓ Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services.

Sub-tasks:

SR2-1: Transform the Army Community Service (ACS) delivery system for both the AC and RC by integrating the tenets of Master Resiliency Training, connecting assessment to service delivery, strengthening information/education "push" to units and Commanders, building more generalists vice specialists, and establishing follow-up capabilities.

SR2-2: Execute comprehensive risk reduction and health promotion and suicide prevention programs, closely aligning program and services with Soldier and Family Life Transitions (IAW AR 600-85 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 4, Composite Life Cycle Model).

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SR2-3: Leverage ACS Transformation and the Community Health Promotion Council to synchronize ACS capabilities, serving as a bridge to a system of systems with other service providers, such as Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, and Medical Treatment Facility Behavioral Health Specialists (IAW Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 6, Program Governance for HP/RR/SP).

SR2-4: Provide comprehensive Religious Support Services and Spiritual Fitness Programs reflective of the civilian community and tailored for the military community, to strengthen the spiritual character and resilience of our Soldiers, Families and Civilians.

SR2-5: Establish and maintain a comprehensive Employee Assistance Program (IAW AR 600-85).

SR2-6: Administer an Army Substance Abuse Program (ASAP) that increases knowledge and improves decision making regarding drug use, abuse and dependency (IAW AR 600-85).

SR2-7: Commanders, Managers, Soldiers and Civilians demonstrate behavior consistent with the Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program to eliminate sexual harassment and rape from the Army.

SR 3 Responsive Services that Meet Fluid ARFORGEN Requirements

Goal: Provide flexible, scalable and responsive services synchronized to support Active Component and Reserve Component Soldiers, Families, and Civilians throughout the ARFORGEN process.

Metrics:

- ✓ % of garrisons providing a standardized ARFORGEN support plan ICW semi-annual Senior Commander (SC) hosted Installation Planning Board (IPB).
- ✓ Unit Commander's satisfaction with Soldier Readiness Processing (SRP) support.

Sub-tasks:

SR3-1: Align Training Support Services enablers with the Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) commanders training plan, IAW Senior Commander priorities to support key individual training requirements not completed (IAW AR 525-29 Mobilization Operations: Army Force Generation, complemented by the CALL Handbook 10-47).

SR3-2: Establish a RESET Fusion Cell at designated garrisons to synchronize all individual Soldier readiness RESET efforts to meet Senior Commander requirements

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(IAW AR 525-29 Mobilization Operations: Army Force Generation, complemented by the CALL Handbook 10-47).

_SR3-3:_ Develop, maintain, and coordinate execution of a plan required to support the movement of personnel and equipment to and from theater of operations (IAW AR 500-5, AMOPES and FORMDEPs).

_SR3-4:_ Develop, maintain, and coordinate execution of a plan to mobilize Reserve Component forces in support of a level of mobilization authority and subsequent release from Active Duty (IAW AR 500-5, AMOPES and FORMDEPs).

_SR3-5:_ Provide C2 of Mobilization Support Organizations and exercise ADCON (minus training) responsibility for mobilized units, in direct support of 1A and FORSCOM (IAW AR 500-5, AMOPES, FORMDEPs, PPG and JOPES).

_SR3-6:_ Provide non-government in nature bulk services (Plans, Training, Human Resources, and Material Management and Supply), through the IMCOM Support Base Services (SBS) contract, to rapidly and effectively support Active and Reserve Component forces in support of Overseas Contingency Operations surge requirements (IAW AR 500-5, AMOPES, FORMDEPs, PPG and JOPES).

_SR3-7:_ Utilize recreational high adventure programming to assist Soldier reintegration, empower small-unit leaders, maintain combat readiness, and increase unit cohesion (IAW Warrior Adventure Quest (WAQ) Program).

_SR3-8:_ Maintain a continuing program for the economical and efficient management of records; capture, preserve, and make available evidence essential for Army decisions and actions; meet the needs of the American public; and protect the rights and interests of the Government and individuals.

SR4   Incorporate Best Value Technology and Educational Capabilities to Enable the Transformed Army's Individual Readiness Requirements

Goal: Provide lifelong learning opportunities to meet the needs of a transforming Army, and improve Soldier job performance, skill qualifications and career growth. Leverage best value technologies to enhance education and training.

Metric:

✓ % of Enlisted Soldiers enrolled in college or college-related courses.

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Subtasks:

_SR4-1:_ Develop and provide Army Continuing Education System (ACES) programs and services to meet the needs of the military community and promote the critical thinking skills key to Soldier readiness in today's Army (IAW AR 621-5).

_SR4-2:_ Deploy mobile information technology capabilities and applications for continuous access to training, doctrinal and informational resources to enable individual and Family readiness.

SR5   _Training Support Services in Support of Soldier Readiness_

Goal: Provide a consistent level of Training Support Services to enable the execution of full spectrum operations training throughout ARFORGEN. Implement a standard training support structure consistent with the training capacity demand for range operations, Integrated Training Area Management (ITAM), Mission Command Training Center (MCTC), Training Support Center (TSC), training ammunition management, and institutional training. See IMCOM-R 10-1 at https://www.us.army.mil/suite/doc/30694014 for key TSS functions.

Metrics:

- ✓ % of Mission Essential Requirements (MER) met on the installation.
- ✓ % of Senior Commanders satisfied with IMCOM provided Training Support Services (TSS).

Sub-tasks:

_SR5-1:_ Manage and refine installation Mission Essential Requirements (MER) for training support functions.

_SR5-2:_ Attend and contribute to monthly ARFORGEN Synchronization and Resourcing Conferences (ASRC).

_SR5-3:_ Collect, coordinate, and manage Senior Commander training support requirements through established Army validation and resourcing processes.

_SR5-4:_ Continually analyze IMCOM training support assets and resources to identify redundancies and increase efficiencies.

_SR5-5:_ Provide Installation Ammunition Management Services within parameters of resources/capabilities provided.

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Soldier, Family and Civilian Well-Being

Objective: Ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.

We are committed to delivering the best care, support and services for Soldiers, Families and Civilians by improving the quality of life through meaningful initiatives such as the Army Family Action Plan, the Army Family Covenant, Army Community Covenants and the Comprehensive Soldier Fitness Program.

The long term strength of America's Army is dependent on the well-being of the Army's Soldiers, Families and Civilians. We are keenly aware of the effects that continual deployments are having on Soldiers and Families in the current operational environment. These effects threaten to corrode the resiliency and morale of our All-Volunteer Force if left unaddressed.

To mitigate the effects of our current environment we continue to provide programs and services that enrich the lives of Soldiers, Families and Civilian employees throughout the ARFORGEN cycle. We support the Army's readiness and retention goals by providing installation focal points for Military, Civilian and Family events that foster unit camaraderie, esprit de corps, cohesiveness and a sense of total community.

The Army Family Covenant (AFC) is the Army's commitment to provide Soldiers -- Active Component or Reserve Components, single or married, regardless of where they serve -- and their Families a quality of life that acknowledges their service, sacrifices, and dedication to our Nation. The AFC endures through our nation's period of persistent conflict that produces unprecedented stress on Soldiers and Families. The AFC establishes a promise with Soldiers and Army Families to enhance their strength, readiness, and resilience. Programs and services aligned with the AFC carry the promise through every stage of military life.

The Army can't do it alone. By leveraging the Army Community Covenant (ACC) program and similar efforts, we will continue to strengthen community relationships and

We are committed to delivering the best Care, Support and Services for Soldiers, Families and Civilians by improving the quality of life through meaningful initiatives such as the Army Family Covenant, Army Community Covenants and the Comprehensive Soldier Fitness Program.

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strategic partnerships to foster and sustain effective state and community support to improve the quality of life for Soldiers, Families and Civilian employees.

Just as we are committed to the AFC and ACC, we also endorse processes to measure and affect AFC and ACC outcomes. The Soldier and Family Action Plan (SFAP) provided the original mechanism to implement the Secretary of the Army's and Army Chief of Staff's intent to improve quality of life for Soldiers and Families. Effective FY11, Senior Army leaders have developed a new generation of initiatives and program improvements to continue progress in achieving the core tenets of the Army Family Covenant. Future initiatives will be integrated into the Army Enterprise processes

Our objectives for this line of effort are clear: To ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.

LOE 2: Soldier, Family and Civilian Well-being

Keys to Success

SW1 – Standardized programs and services for Soldiers, Families and Civilians

SW2 – Excellence in school support, youth services and childcare

SW3 – Facilities, programs and services that support recreation, leisure, travel and single Soldiers

SW4 – State and community support and relationships

SW5 – Well-being programs and services to meet Soldier, Family and Civilian needs throughout the entire deployment cycle

SW1 Standardized Programs and Services for Soldiers, Families and Civilians

Goal: Provide high quality and consistent programs and services across the Army to maintain uniform delivery of programs and to mitigate the stress of military life on Soldiers, Families and Civilians. Ensure integrated programs and services support the diverse needs of Soldiers, Families and Civilians.

Metrics:

- ✓ % of garrisons with Army Community Service (ACS) Centers accredited.
- ✓ % of EFMP enrolled Families with outdated enrollments.

Sub-tasks:

SW1-1: Staff, synchronize and standardize Army Community Service (ACS) Soldier, Family and Civilian programs and services. IAW: ACS Accreditation, AR608-1.

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SW1-2: Deliver Survivor Outreach Services (SOS) to standard, providing consistent, predictable levels of service regardless of location or component. IAW: Public Law 109-163 dated, 6 Jan 06; AR 601-8-1, Army Casualty Program, 30 Apr 07; AR 608-1, Army Community Centers, 18 Sep 07; AR 600-20, Army Command Policy, 27 Apr 10; The Army Family Covenant, 17 Oct 07.

SW1-3: Deliver services to Exceptional Family Members to standard. IAW: PL 93-112, DoDI 1010.13; DoDD 1342.17; DoDD 1020.1; DoDI 1342.22; EO12606; EO13045.

SW1-4: Deliver Employment Assistance, Career Development and Benefits Briefings to Soldiers, Families and Civilian employees who Transition from Military and Civil Service. IAW: US Code Title 10-1142 (Pre-separation Counseling); US Code Title 10-1143 (Employment Assistance); US Code Title 10-1144 (Employment Assistance, Job Training Assistance and other Transitional Services: Department of Labor); DoDI 1332.35 (Transition Assistance for Military Personnel); DoDI 1332.36 (Pre-separation Counseling for Military Personnel); MILPER MSG 09-027 (Transition Services for Soldiers Undergoing Processing for Medical Separation or Retirement); MOU DOL/DOD 2007 (Transition Assistance Program and Disabled Transition Assistance Program).

SW2 Excellence in School Support, Youth Services and Child Care

Goal: Ensure we support the readiness and well-being of Families by reducing the conflict between unit mission requirements and parental responsibilities. Ensure our Army Families have access to child care and youth programs at a level commensurate with the society which they defend.

Metric:

- ✓ % of garrisons with eligible child development services, school age services and youth programs DoD certified.

Sub-tasks:

SW2-1: Standardize facilities for child care and youth services (Army-wide). IAW: Army Standard for Child Development Centers, Army Standard for Youth Centers.

SW2-2: Standardize Child, Youth and School Services to ensure programs and services are consistent and predictable for Army Families across all components. IAW: DoDI 6060.2 Child Care Programs; DoDI 6060.3 School Age Care; DoDI 6060.4 Youth Programs; DoDI 608-10 Child Development Services; AR 215-1 MWR Programs.

SW2-3: Deliver Child, Youth and School Services to meet Army demand standards for both Active and Reserve Components. IAW: DoDI 6060.2 Child Care Programs; DoDI 6060.3 School Age Care; DoDI 6060.4 Youth Programs; DoDI 608-10 Child Development Services; AR 215-1 MWR Programs.

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SW2-4: Leverage installation and community based child care and youth programs and services to build resilience in young children and youth. IAW: DoDI 6060.2 Child Care Programs; DoDI 6060.3 School Age Care; DoDI 6060.4 Youth Programs; DoDI 608-10 Child Development Services; AR 215-1 MWR Programs.

SW2-5: Validate Child, Youth and School Services Programs are executed to Army and national standards. IAW: DoDI 6060.2 Child Care Programs; DoDI 6060.3 School Age Care; DoDI 6060.4 Youth Programs; DoDI 608-10 Child Development Services; AR 215-1 MWR Programs.

SW3 Facilities, Programs, and Services that Support Recreation, Leisure, Travel, and Single Soldiers

Goal: Deliver a baseline of services and programs to Soldiers, Families and Civilian employees to standard. Ensure these programs continue to meet the needs of the Army as well as Soldiers, Family members and Civilian employees.

Metrics:

- ✓ % of garrisons meeting Army community recreation, FMWR business programs, and Army Lodging standards.
- ✓ Customer satisfaction with community recreation programs, FMWR business operations, and Army Lodging.

Sub-tasks:

SW3-1: Provide quality recreation facilities, programs and services for Soldiers, Families, and Civilians. IAW: AR 215-1; DoDI 1015.10; IMCOM G9, FMWR Community Recreation Reports on line resource drivers. User data must be documented in RecTrac following standard operating procedures for counting participation.

SW3-2: Deliver quality Family, Morale, Welfare and Recreation business operations and initiatives. (Including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) programs; Bingo; and the Joint Services Prime Vendor Program (JSPVP)). DoDI 1015.10, ENCL 5, PARA 3 (06 Jul 2009), AR 215-1, CH3, SEC II.

SW3-3: Through Privatization of Army Lodging (PAL) and existing programs, provide quality on-post transient lodging for all official travelers (i.e., Soldiers and Families) that meets or exceeds mission requirements and Army Lodging Standards. IAW: Army Lodging Standards, DODI 1015.11; DODI 1015.12.

SW3-4: Deliver Better Opportunities for Single Soldiers (BOSS) programs. IAW: AR 215-1; DoDI 1015.10; FMWR Resource Drivers.

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SW4 State and Community Support and Relationships

Goal: Utilize the Community Covenant Program as the platform to communicate Soldier, Civilian and Family needs and inspire continued support from the communities surrounding our installations.   Develop and maintain consistent relationships and communication between the installation and the community in order to sustain enduring strategic partnerships and support, especially during deployments.

Metric:

- ✓ % of garrisons with a Garrison Commander rating of '5' on the Garrison Commander's Community Relationships Assessment.

SW4-1: Sustain the Community Covenant commitment. IAW: HQDA EXORD 153-08 - For Army Community Covenant and Signing Ceremonies.

SW4-2: Identify and incorporate or integrate community-based programs to complement existing Army programs and services. IAW HQDA EXORD 153-08 - For Army Community Covenant and Signing Ceremonies.

SW4-3: Promote local community understanding of the installation mission and Army life through participation in civic forums. IAW: AR 360-1, CH 8, PARA 8-1.

SW4-4: Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible. IAW: AR 360-1, CH 5 and CH 8, PARA 8-1.

SW4-5: Enhance community relations through use of the internet and social media, print and electronic media, open houses, in-person presentations, and special events to raise local civilian community awareness of military life. IAW: AR 360-1, CH 5 and CH 8, PARA 8-1.

SW5 Well-Being Programs and Services to Meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle

Goal: Provide services and programs targeted specifically to Soldiers, Families and Civilian employees engaged in the deployment cycle. Recognize the commitment and sacrifice Families make every day, maintaining the "home front" while their spouse or parent is away.

Metrics:

- ✓ Percentage of garrisons with assigned MFLCs meeting the OSD standard of a minimum of six contacts per day.

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✓ Percentage of CSCs that meet the partnership standard.

Sub-task:

_SW5-1:_ Ensure availability and accessibility to quality programs and services designed to mitigate the effects of persistent conflict on the Army Family. IAW: The Army Family Covenant; DoDI 6060.2 Child Care Programs; DoDI 6060.3 School Age Care; DoDI 6060.4 Youth Programs; DoDI 608-10 Child Development Services; AR 215-1 MWR Programs; DoDI 6490.06. Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members, 21 April 2009; DoDD 3000.05, Stability Operations, 16 September 2009; MFLC Standard Operating Procedures, May 2008.

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Leader and Workforce Development

> **Objective:** Develop a multi-skilled, adaptable, and sustainable workforce with the knowledge, skills and abilities to successfully and innovatively deliver products and services to Soldiers, Families, and Civilians.

Professional leadership of a talented, motivated and diverse Installation Management Community (IMC) workforce is one of the keys to successful execution of our mission today and for the future.

Our primary objective is to build and sustain agile and adaptable leaders that effectively lead a multi-skilled workforce, Soldier or Civilian, with a commitment to develop and deliver installation services for the Army community. They will be passionate about improving quality of life, safeguarding human health, utilizing our resources wisely, and increasing stewardship of our natural environment.

This campaign plan provides the enabling strategies that solidify our commitment to excellence in our workforce and in accomplishing our mission so critical to the success of the Army. Over the next ten years, the Army will operate within a fundamentally different fiscal reality. As we balance OPTEMPO and funding availability with training requirements, we will continue our commitment to grow and develop our future leaders and workforce as a priority.

Professional leadership of a talented, motivated and diverse Installation Management Community workforce is the key to successful execution of our mission today and for the future.

Leaders will focus on developing critical thinking, creativity, collaboration, and communication skills to balance reduced means; changing ways while still achieving the same ends. Commanders will protect training dollars, focusing on stewardship of resources by maximizing centrally-funded (or low-cost) training, coupled with developmental and on-the-job stretch assignments to grow workforce capabilities.

The Secretary of the Army has established the goal of transforming the Generating Force in much the same way as the Operating Force has been transformed: "We have to have an Institutional Army that is designed and driven by ideas and innovation, instilled with the determination that the best services and equipment, training and support for our Soldiers, Civilians, and their Family Members are what are driving us every day, and doing it at an affordable cost." Thus the IMC strategy for the future is to build and sustain an agile, adaptable and more affordable workforce.

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To meet near-term staffing targets, we will use hiring restrictions, management-directed reassignments, normal attrition, retirement incentives and other options. Concurrently, we will aggressively focus on workforce development to build capabilities for the future.

We will use effective leadership, mentoring and knowledge management to maintain effective teams operating in an environment of open communications and feedback. Externally, our workforce competencies will be enhanced through learning arrangements with industry, municipalities, universities and professional associations to stretch the workforce in areas such as "city management," human resources, engineering, fiscal management, logistics, clinical and social services.

Internally, our educational opportunities will be expanded through the new Installation Management Community Academy, increased use of training through Army Management Staff College (AMSC) and expanded programs we offer within the IMC (i.e., Fellows Programs, Developmental Assignments, and Mentoring). We will expand the utilization of distance learning and mobile training teams to ensure maximum availability to all personnel. These efforts will build the bench from which we draw to fill vacancies in leadership and employee ranks. In concert with Army/IMCOM Regulation 350-1 and other career programs, we will refine our career maps that identify experiences, education, and training for our workforce to facilitate their career development and progression, while providing an environment that encourages self-development and life-long learning.

We will institutionalize structured and recurring performance counseling that is completed in synch with Individual Development Plans, thereby documenting performance, training and educational progress, while embracing tenants of self, institutional and organizational development. By leveraging technology, opportunities for collaboration will lead to innovative solutions to improve services while expanding knowledge and saving resources. Leaders will ensure our workforce is afforded a work environment that promotes diversity and equal opportunities for employment and training, and empowers individuals to participate constructively to their fullest potential in support of the IMC mission.

Concurrently, leaders will create a culture of wellness and quality of life which fosters and encourages all to participate in, sustain, and promote healthy living as a priority. Physical fitness is a foundation of health, decreases likelihood of workplace injuries, enhances workforce performance, and increases well-being for all personnel.

LOE 3: Leader and Workforce Development

Keys to Success
LW1 – Multi-Skilled and Adaptive Leaders
LW2 – Constant Communication and Continuous Feedback
LW3 – Teamwork, Professionalism and Selfless Service in All Things
LW4 – Empowered Workforce Focused on Collaboration and Innovation
LW5 – Continuing Education and Training Opportunities

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LW6 – A Resilient, Sustainable and Healthy Workforce

LW1 Multi-Skilled and Adaptive Leaders

Goal: Create focused momentum to demonstrate "inspirational leadership" that ensures we have the professional workforce and leaders needed to meet future challenges through identifying the skill sets required; providing training and developmental opportunities directed at those skill sets; and simultaneously executing performance counseling to both promulgate and measure progress. Integral to this endeavor is the goal of increased leadership competencies in stewardship of human, financial, and environmental resources within the workforce at all echelons.

Metrics:

- ✓ % of workforce that has completed required leader development education for their position
- ✓ % of supervisors that meet mandatory supervisory training course requirements

Sub-tasks:

LW1-1: Grow leaders – Fully utilize talent management principles to align skills to mission requirements, inculcate succession planning in all levels of the IMC and oversee an enterprise workforce development strategy.

LW1-2: Grow supervisors and workforce – Use the Installation Management Community Academy to establish and execute a centrally managed curriculum, using institutional, web-based, and mobile training teams, while leveraging established Civilian Education System and leader development programs, as outlined In AR 350-1 and IMCOM Regulation 350-1.

LW1-3: Enhance development - Institutionalize periodic performance counseling that is completed in synch with Individual Development Plans, thereby concurrently documenting performance, training and educational progress, which embraces tenants of self development, institutional development, and organizational development.

LW2 Constant Communication and Continuous Feedback

Goal: Instill superior communication for results-driven, competent leadership to effectively supervise, rate, counsel, coach, and mentor individuals. We will institutionalize effective, periodic performance counseling; leaders will model the process and we will use Individual Development Plans to document objectives and training requirements. Encourage an environment where others feel free to contribute openly and candidly in order to create a unit that is poised to recognize and adapt to change. Foster a diverse workforce and a culture of Equal Opportunity and Equal Employment Opportunity with fair treatment for all employees. Develop leaders who are

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approachable, show respect for others' opinions, and who welcome contrary viewpoints or unconventional ideas.

Metrics:

✓ % of personnel (US, AF, NAF, full-time/part-time, LN, military) that received their most recent efficiency or performance ratings on time as required by regulation.
✓ % of workforce satisfaction to Employee Climate questions on the Army Civilian Attitude Survey (ACAS).

Sub-tasks:

LW2-1: Ensure effective and continuous internal dialog between leaders and the workforce including performance plans, counseling, ratings and feedback. This dialogue will be continuous and timely; ultimately used as the bench that identifies the skill sets required, and training and developmental opportunities necessary to help drive people to achieve their full potential.

LW2-2: Establish a continuous learning culture that expands opportunities for collaboration and communication among the workforce. This effort will enable the transfer of knowledge while leveraging technology and appropriate social media.

LW2-3: Maximize use of Alternate Dispute Resolution to resolve complaints at the lowest possible level.

LW3 Teamwork, Professionalism and Selfless Service in All Things

Goal: Prepare competent leaders who display confidence through their attitudes, actions, and words. Instill a code of collaboration and mutual trust based on professional commitment to the Community. Develop individuals who recognize and overcome obstacles to team effectiveness and lead by example. Inspire selfless service as a requirement for effective teamwork; assist others in understanding common Army Values and link individual tasks with mission objectives. Encourage others to work together, while promoting group pride in accomplishments.

Metrics:

✓ % of new (to unit) employees receiving New Employee Orientation within 30 days of entry on duty (EOD) as required by IMCOM Regulation 350-1, Appendix B.
✓ % of workforce satisfaction to Trust Climate questions on the Army Civilian Attitude Survey (ACAS).

Sub-task:

LW3-1: Sustain a culture of trust and pride in the organization by employing consistent themes and messages when delivering clear, understandable and logical

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communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and procedures. Ensure completion of mandatory training in Ethics, Sexual Harassment/Assault Response & Prevention (SHARP) as well as enrollment and participation in the Civilian Education System (CES).

LW4 An Empowered Workforce Focused on Collaboration & Innovation

Goal: Foster an innovative environment where the workforce is empowered to exploit new ideas and provide an opportunity for the Installation Management Community to create new business value in service delivery while adapting to external changes. Leaders will encourage subordinates to think creatively, innovate, and learn from mistakes. Reward innovation that furthers the goals of the organization and provides solutions that improve products and services. Promote use of local honorary awards and nominate deserving individuals for higher level awards that warrant recognition by Army and DoD. The Pillars and Goals contained in Annex B, Situational Dominance, enhance the organization's capabilities to excel in this goal.

Metrics:

- ✓ # of nominations for DoD-recognized awards.
- ✓ % of workforce satisfaction to Empowerment Climate questions on the Army Climate Civilian Attitude Survey (ACAS).

Sub-tasks:

LW4-1: Acknowledge and reward units and individuals who have made significant contributions to execute the Installation Management Campaign Plan.

LW4-2: Foster collaboration and staff innovation that contribute to problem solving, resulting in improved delivery of customer and installation services.

LW5 Continuing Education and Training Opportunities

Goal: Use Individual Development Plans in concert with performance counseling to establish an organization environment that values and encourages life-long learning, encompassing a pyramid of self, organizational and institutional development. In addition to technical competencies, emphasis is also placed on leadership competencies, e.g., Critical Thinking, Time Management, Information Management, Leadership Alignment for Managers, Human Resource Practical Solutions for Supervisors, etc. Funding is protected. Fully utilize existing Army Career Program plans, published "road maps" and capabilities of the Army Career Tracker (ACT) to benchmark progress.

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Metrics:

- ✓ % of employees with Individual Development Plans (IDPs).
- ✓ % of workforce satisfaction to Training Climate questions on the Army Civilian Attitude Survey (ACAS).

Sub-tasks:

LW5-1: Develop and execute annual training plans that provide valuable and cost-effective opportunities based on needs assessment, mandated training and Individual Development Plans. Ensure all completed training and costs are properly recorded in employee personnel records.

LW5-2: Leverage educational partnerships, internal Distributed Learning, Installation Management Community Academy, Army/DoD Fellows Programs and Developmental Assignment Program, TRADOC, AMSC, ALMC, and external -- Industry, Municipalities, Trade Schools, Community Colleges, Universities, Professional Associations such as city management, accounting, human resources, engineering, logistics, and clinical/social services. These partnerships will serve to build the bench from which we draw to fill vacancies in leadership and employee ranks.

LW5-3: Educate Leaders and Workforce on capabilities of Army Career Tracker (ACT). ACT is the Army's first comprehensive leadership development and career management tool that integrates training, assignment history, and formal and informal education into one personalized, easy-to-use portal. Users are able to monitor their career development and history, search multiple Army education and training resources, enroll in Army courses, and receive personalized advice from their leadership to proactively monitor their career all in one place.

LW6 A Resilient, Sustainable and Healthy Workforce

Goal: Create a culture of wellness and quality of life which fosters and encourages all to participate in, sustain, and promote healthy living as a priority. Physical fitness is the foundation of a healthy lifestyle, decreases likelihood of workplace injuries, enhances workforce performance, and increases spiritual and mental well-being for all personnel. Leaders serve as role models by participating in activities that cultivate a resilient mindset, across five dimensions of resiliency (Physical, Spiritual, Family, Social, and Emotional) to encourage others.

Metrics:

- ✓ % of workforce that has been enrolled in the Civilian Wellness Program.
- ✓ % of eligible Periodic Roll (PR) status employees to whom Return to Work offers have been made.

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Sub-tasks:

LW6-1: Use social media, (e.g., Facebook), to increase awareness of the Civilian Wellness Program and parallel programs; and to communicate the individual and organizational benefits of a Comprehensive Civilian Fitness program for all personnel.

LW6-2: On-duty time permitted for employee participation in the Civilian Wellness Program.

LW6-3: Establish ATAAPS Timesheet Code to track employee reported hours when participating in the Civilian Wellness Program. Will permit increased program oversight and highlight areas for command emphasis.

LW6-4: Publish an IMC policy in concert with Federal Employees' Compensation Act (FECA), Return to Work-Light Duty Program, which will serve to support employees requiring accommodation in the workplace, and encourage return to duty.

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Installation Readiness

> **Objective:** Achieve installations that are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians.

Installation Readiness is achieving mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources that address Army priorities and meet the mission requirements of Senior Commanders. It translates into the ability to provide a growing and transforming Army with the infrastructure and support services it needs to remain a highly effective, expeditionary and campaign-quality force, today and in the future.

The rapid, continuous rate of change in our current environment requires installations to be resilient and agile. We will manage installation facilities and provide services to support Senior Commander requirements throughout the ARFORGEN cycle, within the limits of our resources.

Installations will improve their ability to meet Commanders' needs by embedding Army Communities of Excellence principles into their action planning and by implementing innovative business practices to enhance the relevance of installations to Senior Commanders' mission success. Communities of Excellence are cost-conscious integrators of key sustainability initiatives and communicators that share information and best practices across and between all levels of management. In an effort to communicate these strategies, HQs will provide a systematic approach to converting good ideas, best practices and benchmarked methodologies into quality products and services for our customers.

Installation Readiness is achieving mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources that meet the mission requirements of Senior Commanders.

Sustainability is a major facet of installation readiness. Today, the interdependence between mission excellence, energy security, environmental stewardship and community relations has never been more apparent. We have produced an Energy Portfolio, Water Portfolio, and Environmental Portfolio which recognize successes at installations in each of these areas. We will emplace a strategy of environmental sustainability through our everyday actions, such as replacing high energy light bulbs or instituting a plastic water bottle reduction program, through education, incentives and alternatives. Our efforts to support installation sustainability will yield multiple benefits for the Army. We will collaborate with industry and Army

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Commands to establish installations that are more energy efficient and self-sustaining than in the past. We will work with our community partners as we pursue sustainability in our long range goals, address encroachment issues and reaffirm our installations as valued neighbors. We will build healthy, inviting communities and quality housing that allow Soldiers and Families to thrive.

We will maintain installation training facilities to support Full Spectrum Operations (FSO) training and create training conditions that realistically portray the operational environment. We will provide training areas and facilities that provide Soldiers with realistic experiences, thoroughly preparing them for all contingencies. We will continue to focus our attention on current and emerging technologies, leveraging opportunities to conserve energy, promote water conservation, reduce waste, preserve natural resources, enhance training realism, and reduce supply chain vulnerability.

Nothing is more important than a safe and secure environment for our Soldiers, Civilians, and Families. A fully integrated Installation Protection Program, synchronized with the Senior Commander priorities and integrated with the local community, will provide the basic protection necessary to ensure readiness and resilience of loved ones, facilities, and essential assets at all locations and in any situation. Leaders will ensure adequate prioritization of efforts and funding for all facets of installation protection activities (prevention, preparedness, response, recovery and mitigation) as reflected in the National Response Framework. First responders must be trained, equipped and exercised.

Preparedness exercises are strategically designed to allow commanders, planners, and emergency responders to access current capabilities. Participation by local, state and federal agencies are essential to ensure shortfalls are addressed and best practices are shared. Installations will conduct an exercise and training program based on the 30 capabilities derived from the National Preparedness Guidelines and the Senior Commander's training and exercise guidance to deter, detect, respond to, reduce and recover from an "all-hazards" event. Risk assessments will be conducted in order to prioritize and fund programs.

We will engage community leaders outside our fence lines to improve the quality of services available to Soldiers, Families and Army Civilians, improve public awareness and involvement in quality of life issues, and complete joint long-range planning to ensure mutual long-term growth and viability.

We will follow a comprehensive Facilities Investment Strategy (FIS) to manage our facility footprint, improve quality, and complete the buy-out of facility shortfalls in a resource-constrained environment. That strategy will sustain mission essential infrastructure, improve space utilization, and demolish/divest excess capacity.

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LOE 4: Installation Readiness

Keys to Success
IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements
IR2 – Sustainable Army Communities of Excellence
IR3 – Installation Boot Prints Streamlined and Transformed
IR4 – Enhanced Capabilities through Partnerships
IR5 – The Army's Infrastructure Modernized and Sustainable
IR6 – Environmental Stewardship
IR7 – Quality Housing and Barracks
IR8 – A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

IR1 Sustainable Infrastructure that Supports Senior Commander Requirements

Goal: Design, construct, sustain, restore, and modernize our infrastructure to support current and future Senior Commander requirements. Consider increased space utilization and multi-functionality in requirements. Develop sustainable infrastructure that is resource and energy efficient, provides a safe, productive working and living environment that is fully incorporated into enterprise and installation level management and decision support tools. Ensure our installation infrastructure meets the training and deployment needs to ensure all assigned units meet ARFORGEN requirements.

Metric:

✓ Migration of sustainment funding to restoration/modernization.

Sub-tasks:

IR1-1: Sustain, repair and maintain the training infrastructure, including ranges, virtual and constructive training facilities, urban operation training complexes, classrooms, and training land that are required to support full spectrum operations training throughout the ARFORGEN cycle to create the training conditions that realistically portray the operational environment.

IR1-2: Facilities maintained and sustained such that their condition does not degrade.

IR1-3: Provide airspace management, airfield services and infrastructure in support of the Senior Commander's mission, Soldier training, mobilization and deployment.

IR1-4: Design, operate, renovate and maintain facilities following design guidance for high performance green buildings (ASHRAE 189.1).

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IR2 Sustainable Army Communities of Excellence

Goal: Have a management framework that provides a "communities of excellence" culture where IMCP programs and processes are collectively executed, assessed, measured, and continually improved.   Region Directors, Service Owners and LOE Leads collaborate to ensure business practices will help deliver common services and products based on the customer's voice and to support evolving ARFORGEN current and future requirements. This will help to optimize our balanced portfolio for continual process improvement.

Metrics:

- ✓ Annual IMCP Implementation Assessment.
- ✓ Cost Savings realized through Continuous Process Improvements (CPI) and enterprise initiatives.

Sub-tasks:

IR2-1: Operationalize a standard-driven Integrated Management System to execute the Army Sustainability Campaign Plan and Installation Management Campaign Plan.

IR2-2: Drive a cost-conscious culture that is effective, efficient and sustainable.

IR2-3: Promote the development and sharing of information, identifying/documenting best practices and enterprise initiatives for implementation across the Installation Management Community.

IR3 Installation Bootprints Streamlined and Transformed

Goal: Repurpose or remove excess facilities and recycle materials to support new construction or the modernization and rehabilitation of other facilities. Re-use, recycle or responsibly dispose of excess goods and materials before they become a threat to the safety and health of Soldiers, Families or Civilians. Plan and program to eliminate shortfalls and functionally-inadequate facilities to address our most urgent needs.

Metric:

- ✓ Annual percent reduction in Gross Square Footage (GSF) of facilities.

Sub-tasks:

IR3-1: Evaluate repurposing of excess facilities and optimizing space utilization prior to planning for removal.

IR3-2: Replacement of functionally inadequate inventories.

IR3-3: Facility shortages programmed and built to support Senior Commander priorities.

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IR3-4: Reduce the overall gross square footage bootprint of installations by using effective space management practices, funding the removal of obsolete, excess capacity, eliminating the migration of sustainment funding used for new footprint construction and identifying one-for-one demolition for all new construction projects.

IR4 Enhanced Capabilities Through Partnerships

Goal: Develop partnerships with local communities, universities, other governmental and non-governmental organizations to address issues of mutual concern and to enable the Army to both address an issue of importance and develop the relationships that help it to address those issues in the future. Reach out to stakeholders and educate them about the Army and its mission. Leverage the private sector to procure/acquire goods and services for cost and performance benefits.

Metrics:

- ✓ Reduction in Army liabilities for deficient utility systems and deteriorated capabilities.
- ✓ Increased volume of Enhanced Use Lease (EUL), Utilities Privatization (UP) and Army Compatible Use Buffer (ACUB) partnerships.

Sub-tasks:

IR4-1: Leverage private sector and local community EUL partnership opportunities, ACUB, Sustainable Communities initiatives and other methods to develop cost effective operations, sustainable infrastructure, and high quality services and facilities for our Soldiers and their Families.

IR4-2: Employ Utilities Privatization to reduce Army liabilities for deficient utility systems and their deteriorated capabilities.

IR4-3: Employ Utilities Privatization to increase the sustainability of utility systems and improve energy surety and security, thereby increasing the value of utility assets privatized, which are fully funded for recapitalization and ongoing repair and restoration requirements.

IR5 The Army's Infrastructure Modernized and Sustainable

Goal: Execute an Installation Management Community holistic facilities investment strategy. Maintain situational awareness of infrastructure condition and life-cycle material resource consumption. Plan at the enterprise and installation level to modernize facilities with Sustainment, Restoration, and Modernization (SRM) funds. Upgrade the infrastructure to improve energy efficiency, water efficiency, resource use, and the overall capability to support the current and future requirements of Senior Commanders. Use current technology to support sound business decisions and provide new ways to deliver quality services effectively.

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Metric:

✓ Improving condition of the Army's worst facilities through execution of SRM projects.

Sub-tasks:

IR5-1: Systematically modernize and upgrade facilities to attain modern functional mission requirements.

IR5-2: Manage transportation infrastructure (bridges, dams, roads, railroads and water front ports) that efficiently and effectively meets current and future planned demand.

IR5-3: Sustain and modernize utility infrastructure condition and capacity to improve energy and water efficiencies to meet Senior Commander requirements.

IR5-4: Utilize current and advanced technology to support sound business decisions and new ways of service delivery.

IR5-5: Apply enterprise class IT solutions to reduce costs and optimize garrison level operations and installation services.

IR5-6: Sustain range and training land infrastructure to preserve training capability for future generations.

IR5-7: Follow design criteria in IMCOM Energy and Water Conservation Design Guide to meet Army Facilities Standardization Committee standards for all SRM and MILCON projects.

IR5-8: Revise Army Facilities Standards and Standard Designs to ensure they are not excessive but "good enough."

IR6 Environmental Stewardship

Goal: Preserve, protect, conserve, sustain and, where appropriate, restore the natural environment, and comply with statutory and other environmental requirements. Integrate program guidance and goals across the installation to lead and execute environmental programs. Implement recycling programs to reduce/eliminate waste going to landfills. Transform business practices, enhance current management procedures, and develop innovative technologies and approaches. Leverage across the Army enterprise to improve operational capabilities while achieving greater efficiencies and reduced liabilities.

Metrics:

✓ % of required stewardship plans current and approved.

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✓ % diversion of waste going to landfill.

Sub-tasks:

IR6-1: Leverage Low Impact Development (LID) and environmental planning capabilities to reduce environmental impacts and risk to ensure safe and healthy communities.

IR6-2: Apply business process improvements and effective program management to meet environmental quality program goals while maintaining effective operations.

IR6-3: Execute cost-effective environmental cleanup to allow safe return of property for Senior Commanders' use and to protect human health and the environment at Army installations.

IR6-4: Minimize generation of waste and pollutants to reduce adverse impacts to the environment while increasing recycling and diversion of waste streams (plastics, metal, glass, paper, cardboard).

IR6-5: Apply best management practices to enhance and increase populations of endangered species with an end state objective of sustaining the natural environment.

IR7 Quality Housing and Barracks

Goal: Provide quality housing that contributes to the retention and recruitment of Soldiers and Families. Ensure that condition and availability of housing is commensurate with private sector off-post opportunities. Balance facility deficits and surpluses before new construction is approved and minimize use of maintenance dollars and expenditure of MILCON funds.

Metrics:

✓ % of Army Families satisfied with Residential Communities Initiative (RCI) privatized housing.
✓ % of barracks (BT/AIT/AT/PP/WIT) that meet Army standards, current vs. end of FYDP.
✓ Certificate of non-Availability rates.
✓ Maximize barracks occupancy rates and reduce waivers (i.e. Statements of Nonavailability) to permit Soldiers to live off post.

Sub-tasks:

IR7-1: Sustain and provide Family housing.

IR7-2: Certify Housing Services Offices (HSO).

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_**IR7-3:**_ Sustain and occupy Permanent Party (PP) Barracks to standard.

_**IR7-4:**_ Sustain and modernize Basic, Advanced Individual, and Advanced Skill Training (BT/AIT/AST) barracks.

_**IR7-5:**_ Sustain Annual/weekend/Mobilization (AT/MOB) barracks to standard.

_**IR7-6:**_ Sustain and occupy Warrior in Transition barracks to standard.

IR8 A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

Goal: Provide an effective, capabilities based protection program, coordinated and assessed with the Senior Commander and local community. Develop viable, coordinated and exercised MOU/MOA to enhance Community readiness. The program is designed to deter, detect, respond to, reduce and recover from an "all hazards", most likely, crises event.

Metrics:

- ✓ % installations conducting capabilities based annual full scale exercise IAW the SC risk and readiness assessment.
- ✓ % installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls.

Sub-tasks:

_**IR8-1:**_ Ensure installations develop an exercise and training plan, coordinated and approved by the installation Senior Commander that tests all 30 capabilities derived from the IMCOM Exercise and Training Program.

_**IR8-2:**_ Ensure installations validate their protection capabilities through full scale exercises against the most likely threat on an annual basis. The most likely threat is derived from an all hazards threat spectrum that includes consideration of: natural and man-made disasters, terrorism, crime and high risk behaviors. The full scale exercise should be a multi-agency, multi-jurisdictional and multidiscipline, enabling interoperability, in order to plan, prepare, respond and recover from natural disasters and/or terrorist attacks and to provide command and control.

_**IR8-3:**_ Ensure prevention and deterrence is incorporated into the law enforcement, physical security, antiterrorism, emergency management and fire and emergency services programs to provide a safe and secure environment for Soldiers, Families, and Civilians working and living on the installation.

_**IR8-4:**_ Execute first responder capabilities on our installations based on current and valid risk assessments.

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Safety

> **Objective:** Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky. Safety is everyone's business and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention.

The Installation Management Community is committed to establishing a culture of safety through effective leadership; accountability; training; composite risk management; enforcement of standards; and empowering Soldiers, Civilians and Families to make safe choices in any situation.

We have an inherent obligation to provide a safe and healthful living and working environment for Soldiers, Families and Civilians who constitute the Army Family. We have dual safety responsibilities in support of the Army: improving our own safety posture and providing safety support and services to Senior Commanders and tenant units to improve their safety performance. The success of our efforts is predicated on sound leadership and people in our organization who adhere to and carry out the following:

The Installation Management Community is committed to establishing a culture of safety through effective leadership; accountability; training; composite risk management; enforcement of standards; and empowering Soldiers, Families and Civilians to make safe choices in any situation.

- Hold everyone accountable for accident prevention. Leaders will identify risks inherent in operations and implement appropriate countermeasures through detailed mission analysis to mitigate risks to our workforce and Family members. Evaluation reports and counseling sessions will address specific safety responsibilities and goals.

- Recognize and reward safe performance. Recognize individuals and units at all levels for their high safety performance, accident prevention efforts and related accomplishments.

- Ensure 100 percent reporting of accidents. Investigate all accidents with a focus on identifying the root causes, contributing factors, and actions taken. Communicate the results of the investigations as lessons learned to prevent similar accidents.

- Conduct annual safety stand-downs when all personnel stop normal work as a concerted effort to correct safety deficiencies and provide safety training.

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- Ensure everyone receives composite risk management and other mandatory safety training IAW Army Regulation 385-10, The Army Safety Program.

- Conduct the Garrison Safety and Occupational Health Advisory Council and participate in the Installation Safety and Occupational Health Advisory Councils to address safety performance, hazards and risk mitigation, safety awareness campaigns and share lessons learned.

- Widely publicize safety alerts, safety grams, and other safety emphasis memoranda to highlight results of accident investigations, lessons-learned, special emphasis accident prevention topics, etc. through all media such as Facebook, Twitter, Flickr and other public communication outlets. Leaders encourage all personnel to review and adhere to IMCOM Policy Memorandum 385-10-1 – Safety Policy as well as local garrison and installation command policies.

To identify and manage safety risk, first line supervisors will review and evaluate processes, systems, facilities, equipment, and activities to ensure they are compliant with standards and free of hazards. Ensure all personnel have the training to perform work in a competent, safe, and sound manner, protecting their personal safety and health and that of others around them. Where hazards exist, employees will be empowered to report those hazards with no restraint, interference, coercion, discrimination, or reprisal.

When hazards result in Army accidents, we will report and investigate those accidents consistent with AR 385-10. Publicize pertinent close-calls and lessons-learned to prevent recurrences. Recognition and awards will be bestowed on organizations and people for their outstanding accident prevention efforts.

We are firmly committed to ensuring safety underpins all of our business practices. Such a foundation ensures effective and efficient operations while preventing unnecessary loss of life, disabling injuries, destruction of facilities and waste of resources. All accidents are predictable and preventable. Our strategy includes compliance with and enforcement of Federal, Department of Defense and Army safety requirements and institutionalizing lessons learned and best practices in regulations and standard operating procedures. We will capitalize on technology for more expansive communication of risk management, situational awareness, lessons learned and best practices.

Our strategic safety goal is to build on a compliance-driven program to nurture a culture where safety is instinctive and intuitive in all operations and activities. We must ensure that everything we do is moving us closer to exemplary safety performance. If you aren't actively promoting safety, you are part of the problem – there is no middle ground.

LOE 5: Safety

Keys to Success
SF1 – Effective Privately Owned Vehicle (POV – motorcycle and auto) safety programs in place
SF2 – Heightened safety awareness across the Command
SF3 – Employ hazard control measures to foster a safe working and living environment
SF4 – Require and promote safe and healthy practices in professional and personal activities
SF5 – Support Senior Commanders' safety and occupational health programs

SF1 Effective Privately Owned Vehicle (Motorcycle and Auto) Safety Programs in Place

Goal: Provide Privately Owned Vehicle (POV) and Privately Owned Motorcycle (POM) safety training for Soldiers and Army Civilian employees through the Army Traffic Safety

Training Program to instill/reinforce a positive attitude toward driving safely and improve motorcycle operating skills. The Army Traffic Safety Training Program provides a standardized, mandatory curriculum to educate and train Army personnel on safe POV and POM operation.

Metrics:

- ✓ Installation POV and POM Class A-C accident rate for current fiscal year compared to same time period previous fiscal year.
- ✓ % of required automobile and motorcycle training delivered to standard.

Sub-tasks:

SF1-1: Deliver the Army Traffic Safety Training Program (ATSTP).

SF1-2: Establish an Army-wide motorcycle mentorship program.

SF2 Heightened Safety Awareness Across the Command

Goal: Safety requires a collaborative effort, involving all Command levels. It hinges critically on good safety communication with employees on the importance of maintaining a safe and healthy environment on and off duty. Motivate the workforce and increase awareness of safety issues, and in turn you will prevent accidents and injuries. Safety campaigns and stand-downs are effective safety promotion methods.

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Other alternative methods of communication should include safety checklists, bulletins, newsletters, posters and notices, newspapers, and talks and discussions with the workforce. More effective communication can be achieved if a combination of these is used rather than adopting one method in isolation. Using technology such as Facebook, Twitter, Flickr and other public communication outlets will ensure quick and wide dissemination of safety messages to individuals in the bowels of the organization and can act on the information.

Metrics:

- ✓ % of Garrisons Completing the Army Readiness Assessment Program (ARAP) and Initiating Action Plans.
- ✓ % of Garrisons that have conducted at least one Safety Stand-down per year.

Sub-tasks:

SF2-1: Conduct seasonal safety campaigns to achieve a safety mindset.

SF2-2: Conduct installation-level safety and occupational health advisory councils and/or community risk reduction councils.

SF2-3: Participate in the Army Readiness Assessment Program (ARAP) and develop action plan to address program weaknesses.

SF3 Employ Hazard Control Measures to Foster a Safe Working and Living Environment

Goal: As a condition of employment, commanders and leaders will ensure every military and civilian employee is familiar with safety standards applicable to their work. Supervisors will use the results from the job hazard analysis to eliminate hazards in workplaces. The analysis is a valuable tool for training new employees in the steps required to perform their jobs safely, and can be used to establish standards for performance evaluations. Use Composite Risk Management (CRM) to enhance personnel understanding of safe practices and instill a greater awareness of hazard identification and accident avoidance.

Metrics:

- ✓ % change in DoD Civilian & Soldier Class A-C Injuries & Illnesses.
- ✓ # of safety inspections, findings from accident investigation, repairs or maintenance deferred.

Sub-tasks:

_SF3-1_: Conduct job hazard analyses for selected occupations.

_SF3-2_: Provide safety training and education as required by AR 385-10, Army Safety Program.

_SF3-3:_ Ensure 100 percent reporting of accidents, investigations and analysis in accordance with Army Regulation 385-10.

_SF3-4:_ Ensure units on the installation are using Army systems such as the Army Training Requirements and Resources System (ATRRS), Digital Training Management System (DTMS) and the Army IMCOM Registration System (AIRS) to manage student training.

SF4 Require and Promote Safety in Professional and Personal Activities

Goal: Commanders and leaders have the responsibility to ensure Soldiers and Civilian employees identify and assess risks, determine processes to eliminate losses, and carry out daily assignments without injuring personnel or destroying vital equipment. Leaders will be safety alert in every aspect and will hold everyone accountable for accident prevention. Evaluation reports and counseling sessions will address specific safety responsibilities and goals. Leaders will recognize individuals and units at all levels for their safety performance, accident prevention efforts and accomplishments.

Metrics:

- ✓ % of Garrisons that have met all the training requirements stated in IMCOM Command Policy Memorandum 385-10-1 – Safety Policy.
- ✓ % of Garrisons that have established safety performance requirements in all military efficiency reports and civilian employees' performance plans.

Sub-tasks:

_SF4-1_: Commanders and leaders will include safety objectives in performance standards and will evaluate safety performance in annual evaluation reports.

_SF4-2_: By submitting nomination packets through IMCOM Regions to HQ IMCOM Safety Office, Garrisons will recognize deserving individuals and/or organizations, IAW AR 385-10, who have contributed to improving safety performance and furthering safety awareness.

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SF4-3: Enter into garrison partnerships and alliances with leaders of other agencies and programs to promote sharing best safety practices, safety resources or other aspects of safety programs to benefit both groups.

SF4-4: Maintain Occupational Health Programs.

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SF5 Support Senior Commanders' Safety and Occupational Health Programs

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Goal: Ensure all personnel on the installation understand how the Garrison safety management programs and responsibilities apply to them. Ensure this information is available to all military and civilian employees, residents and visitors on the installation.

Metrics:

- ✓ % of Garrison safety related issues identified during the Installation Safety and Occupational Health Advisory Councils which are subsequently closed.
- ✓ % of required Standard Army Safety and Occupational Health Inspections completed.

Sub-tasks:

SF5-1: Provide appropriate installation safety program overview to all new Soldiers and Civilians during orientation.

SF5-2: Provide installation safety program overview to Family members and visitors.

SF5-3: Create and sustain adequate written safety program policies and procedures for each garrison.

SF5-4: Conduct Standard Army Safety and Occupational Health Inspections at every workplace and facility in accordance with Army Regulation 385-10.

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Energy and Water Efficiency and Security

> **Objective:** Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance.

The Installation Management Community is committed to enhancing Army capabilities and operations through energy and water efficiency and security. Energy and water are key enablers of Army readiness, in preserving our freedom of action and in being good stewards of the Nation's financial and natural resources. Through conservation, energy and water production, supply from renewable resources and modernized infrastructure, installations will improve the security of the sources of their energy and water, increase our resilience, while sustaining the environment on our installations over the long term. Reducing our dependency on fossil fuels, the national power grid, reducing water consumption and preserving natural resources is in direct support of ARFORGEN.

We must leverage strategic energy initiatives through current and emerging technologies and appropriate partnerships. This will reduce dependence on petroleum, degradation of air quality, and global climate change while reducing greenhouse gas emissions. With mission expansion at Army installations from training and deployment platforms to now include homeland security and disaster relief operations, Senior Commanders need access to adequate and secure supplies of energy and water. We

The Installation Management Community is committed to enhancing Army capabilities and operations through energy and water efficiency and security.

are working closely with ACSIM, TRADOC, AMC, G4, USACE, and many other organization across the Army, the Department of Defense, and the Federal Government to address power and energy challenges in the areas of Soldier Power, Basing Power, Vehicle Power, and Operational Energy.

Energy and water efficiency and security are important barometers of installation readiness. Integration of sustainability concepts, in building design, operation and maintenance with energy and water efficiency initiatives will ensure compliance with Federal mandates. Consistent with mission requirements, we will capitalize on one of the biggest assets at our disposal – land. We will advance renewable energy sources, such as wind, solar, and geothermal to reduce our dependence on fossil fuels and preserve natural resources without sacrificing our support to Senior Commanders

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and ARFORGEN. In addition, we will address installation dependency on the national grid for electric power at a time when these systems capacities are being taxed and vulnerabilities are better understood.

To accomplish our global mission, the Army requires assured access to affordable energy and water to meet our operational needs and to operate our bases. We are implementing initiatives ranging from energy and water efficiency design standards to process improvements designed to dramatically increase our use of alternative and renewable energy sources – at home, abroad, and in contingency bases.

We are executing an Army-wide "Net Zero" Initiative. Net Zero embraces a "systems of systems" approach to reducing water and energy requirements, eliminating waste, saving money, and increasing capability. Net Zero is defined by clear goals in four categories:

- Energy – Producing as much energy on site yearly as they use;

- Water – Limiting yearly consumption of freshwater resources and returning water to the same watershed without a depletion of groundwater, surface water, or the quantity and quality of the water;

- Waste – Reducing, reusing, and recovering waste streams and converting them to resource values rather than placing them in landfills; and,

- Integrated – Achieving Net Zero energy, water, and waste – all at the same time.

The Army goal is to achieve Net Zero at all installations in each category (energy, water, and waste).

To meet these and other challenges, we will effectively execute programs that recognize energy as a key mission enabler and address the priorities outlined in the *Army Energy Security Implementation Strategy,* the *Army Sustainability Campaign Plan* and other Army guidance and Federal mandates. The Installation Management Energy Portfolio provides authority, resource tools, example projects, and actions available to installations in order to improve our energy security posture. We will emplace a strategy that reduces our global footprint through our everyday actions, such as replacing high energy light bulbs with compact fluorescents or Light Emitting Diode (LED) fixtures, reducing the use of petroleum based plastics and reinforcing a green procurement program. We will educate, provide incentives or alternatives that support this strategy.

We must solicit Senior Commander and other installation tenant engagement to educate all Soldiers, Civilians, Families and contractors to develop a personal commitment to reducing energy and water consumption and preserving natural resources as laid out by the Army Energy Security Implementation Strategy. We will establish a clear strategy addressing the risks of power supply-disruption and water

availability to installation critical missions, activities, and programs to mitigate incidents that potentially threaten operations.

We will launch communication and education campaigns to inform tenants of the impacts of excessive energy consumption, waste, water usage and depletion of natural resources on Army readiness and the environment. Achieving and maintaining this culture requires Senior Commanders and the Installation Management Community to foster a climate of cooperation in which our communities embrace the reality that the Earth's resources are exhaustible. Such a mind-set protects the installation, mission readiness and conserves natural resources.

To sum up, increasing energy security is a top priority for Army leadership. Large-scale renewable energy projects are one way to address energy security as well as the sustainability issues associated with fossil fuels. To this end, on 15 September, the Army established the new Army Energy Initiatives Office (EIO) Task Force to foster support of renewable energy development on Army lands. The EIO Task Force, comprised of experts from ASA (IE&E), ACSIM, and across the Army, will be dedicated solely to working with the private sector to execute large-scale renewable energy efforts, streamlining the process of project approval and execution.

Annex F to this campaign plan lays out actions garrisons must implement to achieve LOE 6 objectives.

LOE 6: Energy and Water Efficiency and Security

Keys to Success
EN1 – Reduced energy and water consumption
EN2 – Increased energy and water efficiency and modernized infrastructure
EN3 – Improved development of renewable and alternative energy, and access to energy and water supplies
EN4 – Improved development of renewable and alternative energy for vehicle fleet
EN5 – Reduced carbon bootprint on the environment

EN1: Reduced Energy and Water Consumption

Goal: Eliminate wasteful practices, reduce consumption, and change behavior regarding energy and water use. Establish energy and water management accountability throughout the chain of command. Impart knowledge, training, and implement operational practices to achieve long term reduction in energy and water consumption and to strengthen the ability of the Army to fulfill its missions now and in the future.

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Metrics:

- ✓ % Reduction in energy intensity per square foot baseline year (Minimum 15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015); verified with meter data.
- ✓ % Reduction in potable water consumption per square foot baseline year (Minimum 6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015); verified with meter data.

Sub-tasks:

_EN1-1:_ Institutionalize energy conservation measures and water best management practices across all levels through effective communication to Soldiers, Families, Civilians, tenants and contractors on our installations.

_EN1-2:_ Provide full-time, trained professionals (Certified Energy Managers (CEM)) to lead the energy program on each installation and within all IMCOM Regions, Army Reserve and National Guard locations and other land owning commands.

_EN1-3:_ Create enterprise-wide energy and water management tools for utility systems to monitor and measure data and trends for energy and water management and control for each building.

_EN1-4_: Instill an energy-conscious culture in our communities.

_EN1-5:_ Strive to reach Net Zero in energy and water.

EN2 Increased Energy and Water Efficiency and Modernized Infrastructure

Goal: Construct new facilities and renovate existing facilities to meet the highest performance standards for energy and water conservation. Provide safe, healthy, sustainable and productive living and working environments that reduce environmental impact while greatly reducing total ownership and life cycle costs.

Metric:

- ✓ % of all new building construction and major renovations that meet Army Sustainable Development and Design energy efficiency requirements are certified Leadership in Energy and Environment Design (LEED) Silver or higher.

Sub-tasks:

_EN2-1:_ Incorporate standardized energy performance requirements into new construction, restoration and modernization projects (UFC 3-400-01, ASHRAE 189-1, IMCOM Energy Standards and IMCOM Energy and Water Conservation Design Guide for SRM and MILCON Projects).

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EN2-2: Incorporate the US Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) requirements, at the Sliver level or higher, into the design and construction processes (Implement ASHRAE Standard 189.1).

EN2-3: Modernize Army facilities to reduce energy and water use.

EN2-4: Apply emerging technologies and best practices to increase energy and water efficiency and reduce life-cycle costs (Implement EPA Water Sense program requirements and Energy Star strategies).

EN3 Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies

Goal: Improve the security and reliability of our energy and water sources in order to provide dependable utility service and increase the resilience of our facilities. Increase renewable and alternate energy resources to meet energy requirements.

Metric:

- ✓ % renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010 -2012; 7.5% in 2013; and in compliance with EISA 2007 and not less than 25% in 2025.

EN3-1: Develop energy security plans and implement plans through identification of available resources, prioritization of energy requirements, evaluation of congestion of serving grids and distribution systems, identification of vulnerabilities of on and off-base supplies and assessments of risk of loss of energy resources.

EN3-2: Develop alternative and renewable sources of energy to reduce dependence on fossil fuel sources through appropriate investments, public/private partnership or contracts such as Power Purchase Agreements (PPA), Energy Saving Performance Contracts (ESPC) or Utility Energy Service Contracts (UESC) for resources installed on Army property.

EN4 Improved Development of Renewable and Alternative Energy for Vehicle Fleet

Goal: Installations achieve a continuous increase in the usage of alternative/renewable fuels based on goals established by Executive Order 13514 by right sizing the non-tactical vehicle fleet; increasing the percent of vehicles capable of using alternative/renewable fuels, and increasing the availability of alternative/renewable fuel sources on or within close proximity to the installation. The Installation Management Community will partner with General Services Administration (GSA), Defense Logistics Agency, Energy (DLA,E) (formerly Defense Energy Support Center), Army Petroleum Center (APC), and the local community for advancing alternative fuel vehicles, infrastructure, and local transit projects strategies.

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Metric:

- ✓ 2% annual decrease in fossil fuel consumption using 2005 fossil fuel consumption as a baseline.

Sub-tasks:

EN4-1: Identify and implement appropriate use and needs for alternative/renewable fueled vehicles.

EN4-2: Increase use of alternative/renewable fuels.

EN4-3: Decrease petroleum fuel consumption through upgrading current vehicles, utilizing advanced strategies such as nitrogen in tires, fuel efficient tires and appropriate scheduled maintenance.

EN5: Reduced Carbon Bootprint on the Environment

Goal: Reduce Scope 1 and 2 Green House Gases (GHG) emissions by 34% by 2020 from the baseline year 2008. GHG are defined as carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF_6). Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Federal agency. Scope 2 emissions are direct GHG emissions resulting from the generation of electricity, heat, or steam purchased by a Federal agency.

Metric:

- ✓ % Scope 1 and 2 GHG emissions reduction against 2008 baseline.

Sub-tasks:

EN5-1: Determine baseline year 2008 Scope 1 and Scope 2 GHG emissions.

EN5-2: Identify and implement appropriate reduction plans.

EN5-3: Identify and report carbon sequestration characteristics of installations through cataloging area and type of flora and other base landscape that sequesters carbon and the incremental change over previous year.

EN5-4: Identify and report Scope 3 GHG emission reductions.

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Annex A: Strategic Communication

> **Objective:** Engage with Soldiers, Civilians, Families, and other stakeholders to build awareness of and support for the Installation Management Community mission using effective, coordinated, and consistent themes and messages delivered over multiple media with high frequency.

Overview

Change is endemic to the Army and to the Installation Management Community (IMC). Employee anticipation of change is currently heightened with the Secretary of the Army's intent to transform the Generating Force, the restructuring of the Installation Management Command, and funding reductions.

Understandably, people tend to be concerned when change is imminent and its impact is uncertain. It is important for IMC leaders to be open, clear, and consistent about how Soldiers, Civilians, Families, the IMC workforce, and other stakeholders will be affected as we transform to meet the needs of our Army and Nation with reduced resources and an unchanged mission. Change is often challenging, but it also presents an opportunity for improvement in how we support our customers.

This year, the IMC's overall communication strategy is focused on change:
- How do we react to change imposed by forces outside the Community?
- How are we proactively initiating and leading positive change?

Key to success during periods of rapid change is timely, accurate, and targeted communication. A deliberate approach to strategic communication is essential to preventing speculation, fear, and anxiety in a change-impacted workforce. Consistent messaging to all stakeholders goes a long way to shape expectations, and garner buy-in to organizational change strategies.

In this environment, our messaging focuses on explaining the *why* of change, how it will occur, and its impact on individuals. Transparency is particularly critical to leadership effectiveness during this period. Employees who understand change and understand that the information leaders convey is candid and complete will become advocates for change with others. They also will be better prepared to be effective ambassadors for the IMC and its mission.

Installation Management Campaign Plan Strategic Communication Goal
Our strategic communication goal is to provide a focused effort at all levels of the organization to understand, engage and influence the attitudes, perceptions, and behaviors of key audiences to achieve the Commander's vision and intent.

Communication Objectives
- Identify stakeholders impacted by changes in IMC initiatives
- Develop key themes and messages for initiatives and issues impacting the IMC and other stakeholders
- Provide strategic guidance and direction on communication strategies aligned to the Commander's vision and intent to messengers at all levels of the organization

Stakeholders

Internal	External
Leadership/supervisors	Unions/employee organizations
Soldiers	Government officials at all levels
Employees	Other federal agencies
Families	General public
	Media

Suggested Message Themes
1. Broader Fiscal Reality
2. Doing Less Better
3. Being Transparent
4. Steadfast Commitment to Mission/Vision
5. Sustainability
6. Resilience

Theme - _Broader Fiscal Reality_

Key Message: As the Nation faces stiff economic challenges, our funding is shrinking. We must be even better stewards of our resources to serve Soldiers, Civilians, and Families.

Message Objective: Clarify the reasons for organizational change.

Theme - _Doing Less Better_

Key Message: The commitment to maintain Soldier and Family programs, services, and facilities only intensifies the requirement to operate more efficiently as our budget decreases.

Message Objective: Describe how change occurs and the opportunities it presents.

Theme – *Being Transparent*

Key Message: While many facts surrounding our fiscal reality are beyond our control, we are transparent in communicating how these facts and any resulting changes impact our workforce and those we serve.

Message Objective: Reassure Soldiers, Civilians, and Families that we provide them with timely, accurate, and complete communication.

Theme - Steadfast *Commitment to Mission/Vision*

Key Message: The Army's commitment to Soldiers and Families endures. The IMC is finding more efficient and effective uses of our resources to maintain strong support for our Soldiers, Civilians, and Families.

Message Objective: Reassure customers, citizens, and employees that we continue to support Soldiers and Families

Theme - *Sustainability*

Key Message: We are focused on achieving sustainability in our day-to-day operations so that we retain the environmental, fiscal, and human capital resources needed to accomplish our mission not only today, but also in the future.

Message Objective: Describe how we meet resource challenges by developing and integrating sustainable practices in our management of environmental, fiscal, and human capital resources.

Theme - *Resilience*

Key Message: We are dedicated to supporting our Soldiers', Civilians', and Families' resilience by developing and maintaining programs and services that promote total wellness.

Message Objective: Reassure Soldiers, Civilians, and Families of the IMC's continued support of comprehensive Soldier and Civilian fitness programs that address resilience and overall fitness of mind, body, and spirit.

For more detailed Strategic Communication resources please go to *www.imcom.army.mil/hq/organization/stratcomm/*.

Annex B: Situational Dominance

Objective: Implement Knowledge Management processes, procedures, and tools to achieve and maintain Situational Dominance in order to accomplish IMCP objectives.

Introduction

Situational Dominance is achieved through situational awareness (becoming aware of relevant information) and situational understanding (an effective understanding of how the information impacts current and future mission accomplishment). It is essential that members at all levels of the IM Community routinely achieve a common situational understanding through effective knowledge management practices. Our knowledge management practices are enabled by four fundamental components (Pillars): People; Content Management; Technology; and Assessment. Everyone in the IM Community has a role in knowledge management and achieving Situational Dominance.
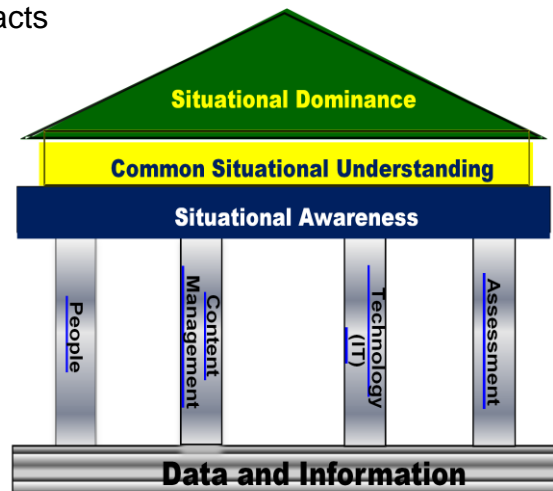
Situational Dominance/Knowledge Management (KM) Pillars

Pillar 1. People
Our definition of success for this Pillar comes directly from IMCP LOE 3 "Leader and Workforce Development" KTS LW2-2 - the re-invention of how we use IT and establishment of an environment that facilitates collaboration, innovation, communication and feedback within a culture of continuous learning.

Success: We have reinvented how we use Information Technology. We have established an environment that facilitates: 1). Collaboration, 2). Innovation, 3). Communication, and 4). Feedback; within a culture of continuous learning.

Goals
P1 Strategy
P2 Command Support
P3 Governance
P4 Culture
P5 Training

P1 Strategy - Effect an enduring change in culture – become a knowledge sharing enterprise focused on collaboration and innovation.

P2 Situational Dominance/KM Program Command Support - To achieve and maintain Situational Dominance we'll need both command and staff support for our efforts. Each Subordinate Unit Commander and each Directorate Chief is a KM Champion. Each directorate and subordinate unit will have a KM Representative. In these roles, they support the IM Community's efforts to achieve and maintain Situational Dominance and the Army Knowledge Management Principles.

P3 Governance – Our enterprise governance process – a KM Executive Board, KM Work Group, KM Cell in IMCOM and KM professionals at OACSIM - ensures we have staff synchronization, integration and where possible enterprise-wide solutions to break down knowledge and expertise silos and develop greater horizontal and vertical communication and knowledge transfer.

P4 Culture - Mature our culture to plan for success, using a supporting Strategic Communications and Change Management plan to build awareness, advocacy and support.

P5 Training - KM training is essential to effecting an enduring change in the IM Community. We will leverage the OACSIM KM and TRADOC-developed KM e-learning courses as the foundation for a KM Training Program.

Pillar 2. Content Management
We're "Data-rich and Information-poor". Success is the IM Community moving from a data-laden to a knowledge-driven enterprise.

Success: The IM Community moves from a "data-driven" to a "knowledge-driven" enterprise that is supported by: standard business rules and processes; embedded knowledge assets (discussion, collaboration, document sharing); and a robust information search capability. Six enabling goals will focus our efforts to reach this definition of success.

<u>**Goals**</u>
C1 Content/Records Management Procedures
C2 Determine Communities of Practice
C3 Develop OPS Center Common Operating Picture
C4 Develop Mobile Knowledge Center and Knowledge Center pages
C5 Develop the Standard for individual Knowledge Pages – "milBook/faceBook like"
C6 Prevent Knowledge Loss

C1 Content/Records Management Procedures - Content and record management procedures already exist and are laid out in AR 25-1. We will enforce compliance with the AR and we will establish and maintain an enterprise standard for file construction and organization.

C2 Determine Communities of Practice and Bureaus, Boards, Centers, Cells and Work Groups (B2C2WG) - We have a lot of great work going on across the IMC in multiple OPTs, communities of practice and work groups. We will inventory our B2C2WG, eliminate redundancies, and synchronize our efforts.

C3 Develop Operations Center Common Operating Picture (COP) – The KM Cell and Work Group will work with G3 Operations and G6 to develop an approved Common Operating Picture for the Operations Center and the IM Community, and translate that COP to SharePoint to support each individual, each staff directorate and subordinate unit.

C4 Develop Mobile Knowledge Center and Knowledge Center Pages – IM Community leaders require a mobile means of maintaining Situational Dominance. The Mobile Knowledge Center will have iPad-like functionality and provide access to: Strategic Info and Metrics; Ops Update; CIG Information; Calendar (Personal and Effects); Trip Book; Read Bag; Contact Info; Outlook email; Tasker Tracking; Orders (IMCOM and Army) last 24 – 72 hours; Early Bird; Commander Update Briefs (CUB) and links to subordinate command and directorate pages.

C5 Develop a Standard for Individual Knowledge Pages including Specific Taxonomy - IMCP LOE 3 Leader and Workforce Development Key to Success LW2 Constant Communication and Feedback mentions that we will "Encourage an environment where others feel free to contribute openly and candidly in order to create a unit that is poised to recognize and adapt to change". And LW2-2 talks of "…establishing a continuous learning culture that expands opportunities for collaboration and communication among the workforce. This effort will enable the transfer of knowledge while leveraging technology and appropriate social media." The standard individual knowledge page will be SharePoint based and have "faceBook" /"milBook" functionality that will be the basis for collaboration and knowledge sharing and will interface seamlessly with internet and AKO. This will be our "homepage" and start point for internet and intranet use.

C6 Prevent Knowledge Loss – Knowledge is usually defined as having two components, tacit (comprehension gained through study, experience, practice and human interaction) or explicit (written or otherwise documented knowledge in media that can be organized or stored). We will safeguard both tacit and explicit knowledge and make it assessable by those who need it.

Pillar 3. Technology
We are experiencing a new "fiscal reality" which drives our definition of success. We need to leverage cost effective IT tools and solutions for enterprise wide application.

Success: We have leveraged cost effective IT tools and solutions (i.e., SharePoint and other Army approved applications) into an intuitive, user friendly Knowledge Management Network comprising IM Community leadership, workforce, directorates and subordinate units.

Goals
T1 Integrate security strategies, policies, plans and procedures
T2 Integrate/leverage existing IM Community KM IT solutions and tools – Already successful and cost effective
T3 Develop an enterprise Knowledge Network – Enable collaboration and discussion enterprise-wide

T1 Integrate security strategies, policies, plans and procedures - Ensure all KM/Situational Dominance endeavors are fully integrated in our on-going security strategies, policies, plans and procedures.

T2 Integrate/leverage existing IM Community KM IT solutions and tools - We are already doing some great work i.e., IMCOM Garrison Commanders' Net (http://garrisoncommand.com). We will leverage that work and expand upon existing capabilities.

T3 Develop an enterprise Knowledge Network - An enterprise knowledge network with knowledge enabling sites for each staff directorate and subordinate units. This Knowledge Network will be the IM Community's platform for a Warfighters' Forum and will expand knowledge sharing both vertically and horizontally.

Pillar 4. Assessment
The Assessment Pillar ensures that we develop the capability to routinely assess knowledge flows to leverage and support Continuous Process Improvement in our knowledge management efforts.

Success: The IM Community has an established Knowledge Network that incorporates Individual Knowledge Pages, Directorate/Subordinate Unit Knowledge Centers, linked to Garrison Commanders' Net. Knowledge Assessments and Improvement Projects are routinely performed as part of KM Continuous Process Improvement.

Goals
A1 Implement Use of KM Assessment Tools
A2 Continuous Process Improvement (CPI)

A1 Implement Use of KM Assessment Tools - This objective is designed to make our knowledge flows and processes as efficient as possible. We will develop the capability in our KM Cell and export that capability throughout the IMC to conduct four levels of KM assessment: (1). Deliberate – Broad Scope – targeted at entire directorates/subordinate units. 6-12 months duration; (2). Abbreviated – More defined scope – can be focused on cycle time or effort to make a particular process more efficient ; (3). Rapid Assessment – Usually an initial look at knowledge flow that can lead to either an abbreviated or deliberate assessment; and (4). Individual – used to identify gaps in personal knowledge and develop strategies to fill those gaps.

A2 Continuous Process Improvement (CPI) - This objective links our KM/Situational Dominance efforts with CPI. Recommendations or suggestions for KM action that may be good candidates for CPI action are referred to G5 Business Transformation Division (BTD) for application of the appropriate Continuous Process Improvement tool, e.g., Lean Six Sigma or Rapid Improvement Event. G5 BTD keeps the KM Cell/Work Group informed of progress. KM Executive Board will approve findings and direct enterprise wide application as appropriate.

References
- Installation Management Campaign Plan 2010-2017, v3.0, April 2011
- Memorandum, Chief of Staff and Secretary of the Army, Subject: Army Knowledge Management Principles, 23 July 08.
- Memorandum, Office of the Secretary of the Army, Subject: Implementing the Army Knowledge Management (AKM) Principles, 15 January 2009.

Appendix 1 (KM Roles and Responsibilities) to Annex G: Situational Dominance

Roles and Responsibilities

- **KM Practitioner -** anyone who shares their knowledge with others; may or may not have received formal training.
- **KM Specialists –** performs full time knowledge management duties; has specialized education and training.
- **KM Leader -** usually the person in charge, e.g., manager or commander; ensures the staff and subordinate organizations improve "organizational awareness" and become an adaptive learning organization; fosters knowledge sharing.
- **KM Champion -** anyone who actively advocates for implementing KM techniques, processes, and practices; contribute to advocacy, support and knowledge brokering.

KM Practitioners: Everyone

- Be familiar with Army policy on KM, including Army KM (AKM) Principles and Components.
- Know what's important to share and who to share it with.
- Understand how to use different tools & technologies to share knowledge.
- Proactively collaborate and encourage others to do the same.
- Determine ways to use existing organizational resources to maximize knowledge sharing.

KM Representative

- Conduct KM Maturity Assessments and use outcomes to implement KM strategies.
- Coordinate with KM Professionals at higher levels for guidance and support.
- Explain and advocate KM techniques, processes & procedures to leadership.
- Develop an overall framework that guides KM for the organization, including subordinate units.
- Know how to create relevant metrics to measure the success of KM.

KM Specialists

- Recommend ways to effectively capture tacit knowledge so that it can be shared by others.
- Train KM techniques, processes & procedures.

- Apply lessons learned to update the organization's strategic knowledge plans.
- Develop an overall framework that guides KM for the organization, including subordinate units.
- Actively promote KM with leaders and staff.

Appendix 2 (Army's KM Principles) to Annex G: Situational Dominance

The Army Knowledge Management Principles transcend technology advancements, mission, policy or organizational changes. They embrace an enterprise focus. The objective of the KM Principles is to connect those who know with those who need to know (know-why, know-what, know-who, and know-how) by leveraging knowledge transfers from one-to-many across the Global Army Enterprise. All work to support the implementation of the Army's KM Principles.

Army KM Principles

1. Train and educate KM leaders, managers, and champions.
2. Reward knowledge sharing and make KM career rewarding.
3. Establish a doctrine of collaboration.
4. Use every interaction whether face-to-face or virtual as an opportunity to acquire and share knowledge.
5. Prevent knowledge loss.
6. Protect and secure information and knowledge assets.
7. Embed knowledge assets (links, podcasts, videos, document sharing…) in standard business processes and provide access to those who need to know.
8. Use standard business rules and processes across the enterprise.
9. Use standardized collaborative tool sets.
10. Use Open Architectures to permit access and searching across boundaries.
11. Use a robust search capability to access contextual knowledge and store content for discovery.
12. SharePoint, Army Knowledge Online (AKO), or DKO are the preferred portals and access points to all Army enterprise knowledge assets.

Annex C: Leader and Workforce Development Strategy

Objective: Develop a multi-skilled, adaptable, and sustainable workforce with the knowledge, skills and abilities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians worldwide.

This Annex outlines actions that must be taken to successfully meet the leader and workforce development goals and objectives detailed in LOE 3 of this Campaign Plan. Professional leadership and development of the Installation Management Community (IMC) requires that we build and sustain a multi-skilled and adaptive workforce, both Soldier and Civilian.

Goals

1. We will grow and sustain a resilient workforce with the right intellect, professional and leader competence, and high moral character to meet all missions and requirements.

2. Our workforce will have the opportunity to reach their full potential, limited only by their ability, aspiration, and initiative. Such opportunity includes potential for movement into cadres designed to fill key leadership positions.

Responsibilities.

Senior leaders (General Officer, Senior Executive Service, Garrison Commanders, Garrison Managers) will monitor execution and take corrective action when necessary

All Leaders:

a. Incorporate training and leader development into strategic plans.

b. Include workforce training and development requirements into annual budget forecasts and annual training plans for the execution year.

c. Evaluate training and leader development programs in light of current fiscal reality and ensure training supports the mission of the command or the functional requirements for employee series and grade.

d. Ensure completion of required Army leader development courses for all staff.

e. Include developmental assignments and mentoring as components of individual development plans.

f. Maintain necessary training and leader development records and reports on all employees. As the program matures, utilize the Army Career Tracker to document training.

g. Ensure performance plans, regular counseling, and performance ratings are completed on time and include review of individual training and leader development requirements.

Garrison Senior Leaders:

a. Monitor implementation of training and leader development programs.

b. Designate a Training Administrator to oversee training administration and management functions at the garrison.

c. Incorporate workforce training and development requirements into an annual Fiscal Year Training Plan that is prioritized and linked to resources .

d. Conduct quarterly Training Plan review of accomplished and pending training; adjust priorities and schedules as necessary.

e. Ensure scheduling and completion of required Army leader development courses for Civilians.

First-line Supervisors:

a. Jointly develop an Individual Development Plan (IDP) or Individual Training Record (ITR) with each Civilian or Soldier within 30 days of the performance period, entry into a new position, or permanent change of station.

b. Review and update IDPs or ITRs during each performance counseling session.

c. Ensure IDPs or ITRs are recorded and on file.

d. Schedule subordinates for training consistent with the annual training plan and release them to attend when approved.

e. Ensure most cost-effective means is employed to accomplish training and evaluate return on investment.

f. Ensure staff members complete Army and IMCOM-directed mandatory training and other training listed on the IDP or ITR.

g. Release employees to attend training once it has been authorized or allow use of duty time for completion of mission-related on-line courses.

h. Ensure completed training is recorded in applicable personnel systems.

Growing Leaders, Supervisors and Workforce

We will build a robust cadre of agile, multi-skilled and adaptive individuals with the right competencies for key positions at each level of the IMC by centrally managing current and future talent in a deliberate approach – linking organizational requirements with individual capabilities, training, education and progressive assignments.

It is our people, and not the facilities, that are the foundation and infrastructure of the IMC. Too often we focus on the hard tangibles and results, while paying little heed to the motivations that inspire our workforce to learn, share, collaborate, create, and innovate in ways that allow the IMC to succeed in delivering a quality of life to our Soldiers, Civilians, and Family Members commensurate with the quality of their service. In a climate of shrinking resources, one of our greatest challenges is to manage and develop our talent in an effective way to ensure they are capable of meeting current and future missions.

Effective management and development of our IMCOM senior leader talent will be accomplished through careful, active management under the purview of the Talent Management Center (TMC). A major goal of the TMC is to focus on preparing the leaders of the IMC with career broadening experiences, competencies, skills, and abilities necessary to create a cadre of professionals ready to assume leadership roles within the organization. The end state is to ensure the IMC has the professional workforce in place to meet future challenges.

The Installation Management Community Academy, http://www.imcomacademy.com/ will be the physical venue to provide and synchronize all training along three pillars - leadership, business acumen, and technical skills. The Academy will not duplicate existing institutional offerings or training curricula but will be tailored to provide Installation Management specific leader and professional development educational offerings that will enhance leadership and technical competencies of the IMC workforce.

References

Primary resources are contained in Army Regulation 350-1 and IMCOM Regulation 350-1, supplemented by IMCOM Command Policies.

References and links to the recurring and required training to maintain functional, supervisory, and leader skills are included in IMCOM Regulation 350-1, Annexes A, D, E, G of IMCOM Regulation 350-1.

Army Civilian Career Program Training and Education Plans are provided in appropriate AR 690-950 series regulations.

Installation Management Career Management Guide (1 June 2011) provided at https://www.us.army.mil/suite/doc/30513849.

Annex D: Metrics

> **Objective:** The Metrics Annex explains the intent, approach and specific metrics developed to evaluate progress toward attaining the desired end state described in the Installation Management Campaign Plan

Introduction

The purpose of the Metrics Annex is to explain the intent, approach and metrics developed to monitor progress toward attaining the desired end state described in the Installation Management Campaign Plan (IMCP). The initial IMCP, published in March 2010, included 231 metrics; version 4 of the IMCP includes 58 metrics. The rationale for metrics reduction and avoiding random activity associated with unnecessary analyses is best described in Field Manual 5.0, The Operations Process:

> Committing valuable time and energy to developing excessive and time-consuming assessment schemes squander resources better devoted to other operations process activities. Commanders reject the tendency to measure something just because it is measurable. Effective commanders avoid burdening subordinates and staffs with overly detailed assessment and collection tasks. Generally, the echelon at which a specific operation, task, or action is conducted should be the echelon at which it is assessed. This provides a focus for assessment at each echelon. It enhances the efficiency of the overall operations process.
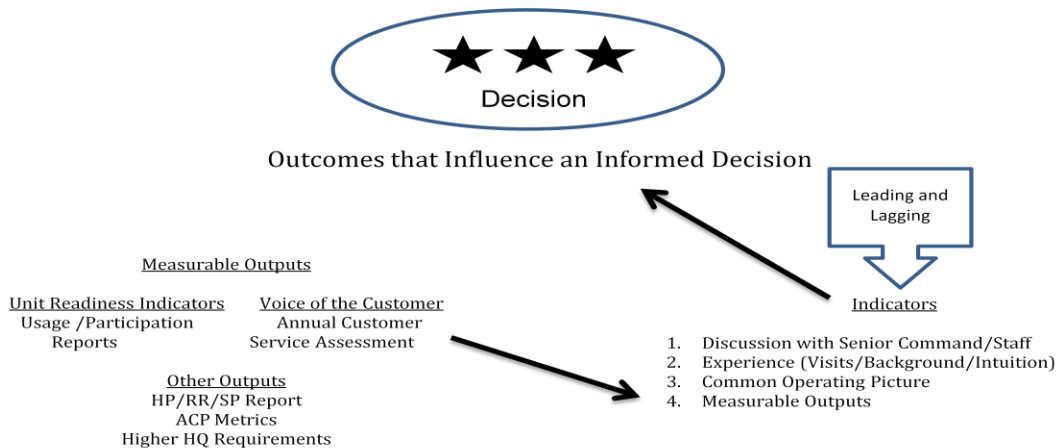
Figure D-1

Using the principles of sustainable Army Communities of Excellence, leaders of the organization review performance of the Campaign Plan on a cyclic basis. Performance

is assessed, gaps identified, solutions debated, action plans developed, and best practices shared. The Installation Management Commanders' enterprise-level programming and resource allocation decisions are influenced by assessing and linking Campaign Plan metric outcomes with the common operating picture, senior leader experience, personal observations and strategic dialog between the Commander and Senior Leaders (Figure D-1). To reduce the "work of the duck's feet" existing metrics are leveraged, when possible, to assess garrison programs. At every juncture the following questions are asked: "Are we doing the right things? Are we doing things right? What are we missing?" The goal is to provide the Senior Commander with standardized mission-enabling products, services, facilities and infrastructure, within available resources, while building a more efficient and sustainable organization.

This document has two sections:

- Part 1: Metrics Approach
- Part 2: Line of Effort (LOE) Key to Success Metrics

Part 1: Metrics Approach

Purpose of Performance Management

One of the central concepts of strategy execution is that "you cannot manage what you do not measure." The Assistant Chief of Staff for Installation Management and the Installation Management Command Headquarters and Region staffs use an integrated approach to performance and results tracking. The Campaign Plan review process is centered on enterprise-wide Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-Being; Leader and Workforce Development; Installation Readiness; Safety; and Energy and Water Efficiency and Security. Each Key To Success within the Lines of Effort is assigned one or two metrics. Sub-tasks developed for each Key to Success describe specific actionable initiatives or programs which support the Key To Success goals. In nearly all instances, the Campaign Plan metrics are used to assess changes in system behavior, capability, or operational environment related to achievement of outcomes. Most metrics are not intended to measure task accomplishment and also may not apply to every subordinate organization within the Installation Management Community.

Approach to Metric Development

The Line of Effort teams from the Office of the Assistant Chief of Staff for Installation Management and the Installation Management Command with input from the Region Directors and Garrison Commanders drive the metrics development process. The metrics are screened and selected based on their ability to capture performance efficiency, effectiveness, Voice of the Customer, and compliance with Army standards. Whenever a metric is proposed, leaders are challenged to defend why the metric matters; how much will it cost to collect the data; who needs to know; and will the metric assist with programming or resource allocation decisions? Each metric described in the

Campaign Plan and in this annex is further defined and documented by the Headquarters' metric owners on a metric definition form. This form contains a detailed description of all data elements associated with each metric. The metrics will continue to be refined over time to improve strategic outcomes within the Installation Management Community.

Key Elements to Metrics Deployment

The Army currently uses the Strategic Management System (SMS) as its platform to capture, align to strategy, and report performance results driven by the Army Campaign Plan. Similarly, SMS has been selected as the results reporting solution for the Installation Management Campaign Plan.

SMS is a knowledge management tool which aligns strategic focus across Regions and Garrisons. It is a web-enabled, data-driven, performance reporting application which is capable of capturing data from various existing sources, thus avoiding duplicate data entry. It provides a flexible, multi-tiered, enterprise wide view of performance to enable informed decisions at executive and tactical levels. The dashboard supports the Commander's desire to enter his operation center at any time and assess current performance.

Detailed metric information, such as data elements, metric formulas, thresholds of performance, and source of data, is loaded into in this web-enabled application by Headquarters Installation Management Command staff. The intent is to minimize additional data collection and manual input at the installation level by pulling data from existing data collection systems when possible. There are no plans to replace existing databases. SMS has the capability to link to and automate the input of information from data sources like the Installation Status Report and Unit Status Report. The process for training users and reviewers to operate within the Strategic Management System is on-going and will be sustained through Direct Connect Online sessions. Figure D-2 describes how reporting at different levels of the organization supports the programs and initiatives outlined in the Campaign Plan. Detailed reporting tasks will be published in a follow-on Operations Order.

Voice of the Customer (VOC)

Key to monitoring and assessing performance by Line of Effort is the customer's assessment. It is important for us to understand and learn from their perceptions. Our customers include Senior Commanders, Soldiers, Family Members, Civilians and Retirees who, at times, may have differing needs and priorities. Currently our VOC metrics are focused on customer satisfaction and customer behavior as reflected in participation and utilization rates. Over time VOC metrics will evolve to hone in on the most current and critical aspects of customer needs and satisfaction. Understanding

customer segments, monitoring and anticipating trends in behavior, needs, expectations and satisfaction will enable us to tailor our products, services, and facilities to better meet requirements as the Army continues to change.

Leadership Focus and Campaign Plan Performance Reporting

Figure D-2

While most customer relationship initiatives are carried out by Garrison staff, the Headquarters and Region staffs are becoming increasingly engaged to assess customer feedback from an Enterprise perspective. The recent initiative to standardize the naming convention in ICE will enable the Headquarters and Regions to obtain a complete picture of customer feedback across the Enterprise or by Region. As we gain this perspective, we will be better able to detect systemic customer issues and address them accordingly. By listening to the customer, managing expectations, identifying gaps in performance, and developing action plans to improve products and service delivery, we will actively drive continuous improvement and foster a cost management culture.

Continuous Improvement

The Installation Management Community is involved in a never-ending effort to update, analyze, and improve processes. The quest to reduce metrics is not limited to the Campaign Plan and its associated metrics. Across the enterprise an estimated 1000 to 4000 business measures are collected (dependent on definition; "business measures" is

defined herein as all data used to quantify inputs, outputs, process characteristics, or outcomes). In 2009, an enterprise-level Lean Six Sigma (LSS) project team concluded that some measures are unnecessary or duplicated. In compiling and evaluating 1400 measures, the team determined that roughly 5% of the measures could be considered unnecessary. In 2010, a second LSS team furthered the work of the first with an Installation Management Business Measures Evaluation Project. The team developed a specific evaluation method and model and applied it to 1300 Installation Status Report and Common Levels of Support measures collected during Fiscal Year 10. Preliminary results have shown that approximately 27% of the 1300 measures for which service owners provided information could be candidates for elimination, pending validation of results. The outcome of this project has the potential to reduce garrison workload associated with collecting and reporting unnecessary business measures. In addition, this project will promote long-term efficiency for the Installation Management Community by developing and validating a sustainable method for curbing the use of unnecessary measures.

Conclusion

Our outcome for driving execution of the Campaign Plan and assessing results through metrics is to improve the delivery of our services, programs and infrastructure to a complex set of customers who are themselves performing in a dynamic operating environment. Our end state is readiness and well-being for every person living, working, and utilizing services on or off our Army installations. By selecting and tracking relevant measures, we will enhance our ability to answer the three fundamental questions: Are we doing the right things? Are we doing things right? What are we missing?

ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
LOE 1: Soldier, Family, and Civilian Readiness			
KTS SR1: A Deployable Mindset Across the Enterprise			
1.1.1	Civilian Post Deployment Health Reassessment	% of Civilians who completed the mandatory Post Deployment Health Reassessment (PDHRA) following an OCONUS deployment IAW DODI 6490.03.	# of Civilians completing a PDHRA/ # of post deployment Civilians
1.1.2	Risk Reduction Program (RRP) "Shot Group" Rating	Risk Reduction Program (RRP) "Shot Group" rating	Sum of Amber and Red RRP ratings
KTS SR2: Resiliency and Balance – Mind, Body, and Spirit			
1.2.1	Garrisons with an established Community Health Promotion Council (CHPC) [Y/N]	% of garrisons which have a CHPC that analyzes, evaluates and delivers requirements IAW AR 600-63	Does Garrison have CHPC that anlyzes, evaluates, and delivers Req's IAW AR 600-63 (Y = 1; N = 0)
1.2.2	Customer Service Assessment (CSA) Performance Rating	Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services	# Excellent and Good responses in designated Resiliency and Balance related services/Total number of responses (From different customer segments)
KTS SR3: Responsive Services that Meet Fluid ARFORGEN Requirements			
1.3.1	Garrisons with ARFORGEN support requirements providing a standardized ARFORGEN support plan [Y/N]	% of garrisons providing a standardized ARFORGEN support plan ICW semi-annual Senior Commander (SC) hosted Installation Planning Board (IPB)	Does Garrison provide a standardized ARFORGEN Support Plan ICW Semi-Annual SC Hosted IPB? (Y = 1; N = 0)
1.3.2	Soldiers completing Soldier Readiness Processing (SRP) requirements	Unit Commander's Satisfaction with SRP support	# of "Excellent, "Good", "OK" Respones to SRP ICE Comment Card / Total # of SRP ICE Card Responses
KTS SR4: Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements			
1.4.1	Enlisted Soldiers enrolled in college or college-related courses	% of Enlisted Soldiers enrolled in college or college-related courses	(Total # Soldiers Enrolled in Lower Level College Programs / Total # of Soldiers Eligible for Enrollment in Lower Level College Programs Assigned to the Installation)
KTS SR5: Training Support Services in Support of Soldier Readiness			
1.5.1	Installation Mission Essential Requirements (MER) capability	% of MER met on the installation	Designated ISR Performance measures aggergating into 3 Sub-metrics with 16 datapoints
1.5.2	Senior Commander (SC) satisfaction with IMCOM Training Support Services (TSS)	% of SCs satisfied with IMCOM provided TSS	# of "Excellent, "Good", "OK" Respones in Designated Training Support SCS (MCTC, STSP, TSS, Range Ops, Trng Land Sustainment) / Total # of Responses (From Military Leaders)

NOTE: Formula subject to change during SMS metric deployment

ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
LOE 2: Soldier, Family, and Civilian Well- Being			
KTS SW1: Standardized Programs and Services for Soldiers, Families and Civilians			
2.1.1	Army Community Service (ACS) Accreditation	% of garrisons with ACS Centers accredited	Number of garrisons with accredited ACS / Total number of garrisons providing ACS
2.1.2	Exceptional Family Member Program Enrollments (EFMP)	% of EFMP enrolled Families with outdated enrollments	Number of garrisons meeting EFMP standards / Total number of garrisons delivering EFMP services
KTS SW2: Excellence in Schools, Youth Services and Child Care			
2.2.1	DoD Child and Youth Program DoD Certification	% of garrisons with eligible child development services, school age services and youth programs DoD certified	Number of garrisons with eligible child development services, school age services and youth programs DoD certified / Total number of garrisons providing eligible child development services, school age services and youth programs
KTS SW3: Facilities, Programs, and Services that Support Recreation, Leisure, Travel, and Single Soldiers			
2.3.1	Community Recreation, FMWR Business Programs and Army Lodging Standards Assessment	% of garrisons meeting Army community recreation, FMWR business programs, and Army Lodging standards	Number of garrisons meeting community recreation, FMWR business programs, and Army Lodging standards / Total number of garrisons
2.3.2	Community Recreation, FMWR Business Programs, and Army Lodging Customer Satisfaction	Customer satisfaction with community recreation programs, FMWR business operations, and Army Lodging	Weighted average customer satisfaction score for community recreation, FMWR business operations and Army Lodging
KTS SW4: State and Community Support and Partnerships			
2.4.1	State & Community Support & Relationships	% of garrisons with a Garrison Commander rating of 5 on the Garrison Commander's Community Relationships Assessment	Number of garrisons with a 5 rating on the Garrison Commander's Community Relationships Assessment / total number of garrisons
KTS SW5: Well-Being Programs and Services to meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle			
2.5.1	Military Family Life Consultant (MFLC) Effectiveness	% of garrisons with assigned MFLCs meeting the OSD standard of a minimum of six contacts per day	Number of garrisons meeting MFLC standards / Total number of garrisons delivering MFLC services
2.5.2	Community Support Coordinator (CSC) Effectiveness	% of CSCs that meet the partnership standard	Number of garrisons meeting CSC standards / Total number of garrisons delivering CSC services
LOE 3: Leader and Workforce Development			
KTS LW1: Multi-Skilled and Adaptive Leaders			
3.1.1	Workforce Leader Development	% of workforce who have completed required leader development education for their position	# of Garrison workforce Army Civilians in permanent positions who have completed both the Foundation Course and the Basic (Distributed Learning) Course (or equivalency) / # Garrison workforce Army Civilians in permanent positions
3.1.2	Supervisory Leader Development	% of supervisors that meet mandatory supervisory training course requirements	# of permanent Army Civilian supervisors who have completed Supervisor Development Course (SDC) / # of permanent Army Civilian supervisors

NOTE: Formula subject to change during SMS metric deployment

ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS LW2: Constant Communication and Continuous Feedback			
3.2.1	Performance Ratings	% of personnel (US, AF, NAF, full-time/part-time, LN, military) that received their most recent efficiency or performance ratings on time as required by regulation	# of personnel (US, AF, NAF, full-time/part-time, LN, Military) who received their most recent efficiency or performance rating on time as required by regulation / # of personnel (US, AF, NAF, full-time/part-time, LN, Military)
3.2.2	Employee Climate	% of workforce satisfaction to Employee Climate questions on the Army Civilian Attitude Survey (ACAS)	# of two most favorable responses across Employee Climate related ACAS questions / # of responses across Employee Climate ACAS questions
KTS LW3: Teamwork, Professionalism, Selfless Service in All Things			
3.3.1	Employee Orientation	% of new (to unit) employees receiving New Employee Orientation within 30 days of entry on duty (EOD) as required by IMCOM Regulation 350-1, Appendix B	# of new (to unit) employees receiving New Employee Orientation within 30 days of entry on duty (EOD) date / # of new (to unit) employees
3.3.2	Trust Climate	% of workforce satisfaction to Trust Climate questions on the Army Civilian Attitude Survey (ACAS)	# of two most favorable responses across Trust Climate related ACAS questions / # of responses across Trust Climate ACAS questions
KTS LW4: An Empowered Workforce Focused on Collaboration and Innovation			
3.4.1	Recognition	# of nominations for DoD recognized awards	# of individual or team nominations to DoD recognized award or recognition programs
3.4.2	Empowerment Climate	% of workforce satisfaction to Empowerment Climate questions on the Army Civilian Attitude Survey (ACAS)	# of two most favorable responses across Empowerment Climate related ACAS questions / # of responses across Empowerment Climate ACAS questions
KTS LW5: Continuing Education and Training Opportunities			
3.5.1	Individual Development Plans	% of employees with Individual Development Plans (IDPs)	# of employees (US, AF, NAF, full-time/part-time) with complete IDPs in association w/current rating period (complete requires supervisor and employee signatures on form) / # of employees in the workforce (US, AF, NAF, full-time/part-time)
3.5.2	Training Climate	% of workforce satisfaction to Training Climate questions on the Army Civilian Attitude Survey (ACAS)	# of two most favorable responses across Training Climate related ACAS questions / # of responses across Training Climate ACAS questions
KTS LW6: A Resilient, Sustainable and Healthy Workforce			
3.6.1	Physical Fitness	% of workforce enrolled in the Civilian Wellness Program	# of employees (US, AF, NAF, full-time/part-time) enrolled in or have been enrolled in the Civilian Wellness Program / # of employees (US, AF, NAF, full-time/part-time)
3.6.2	Return to Work Offers	% of eligible Periodic Roll (PR) status employees to whom Return to Work offers have been made	# of Return to Work offers made to Periodic Roll (PR) status employees eligible for Return to Work / # of Periodic Roll status employees eligible for Return to Work

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ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
LOE 4: Installation Readiness			
KTS IR1: Sustainable Infrastructure that Supports Senior Commander Requirements			
4.1.1	Sustainment Funding Migration	Migration of sustainment funding to restoration /modernization	Migration of sustainment funding to restoration /modernization
KTS IR2: Sustainable Army Communities of Excellence			
4.2.1	Installation Management Campaign Plan (IMCP) Implementation Assessment	Annual IMCP Implementation Assessment	% of installation rated C2 or higher. # of installations rated C1 + # of installations rated C2/ divided by total # installations X times 100 equals = % percentage rated C2 or higher. Standard: Green- greater than or equal to 80% of installations are rated C2 or higher, Amber-less than 80% and greater than or equal to 70% of installations are rated C2 or higher, Red- less than 70% of installations are rated C2 or higher. Each Installation assigned a value score range related to ACOE results. Value Scores: C1-Excellent, C2-Good, C3-Needs Work & C4-Not Effectively Implementation
4.2.2	Continuous Process Improvements (CPI) Cost Savings	Cost Savings realized through CPI and Enterprise initiatives	Actual enterprise initiative cost savings / divided by estimated enterprise initiative cost savings X time 100 equals = % percentage of estimated enterprise cost savings actually realized. Standard: Green-installations achieve greater than or equal to 80% actual cost savings to estimated cost savings. Amber-installations achieve less than 80% and greater than or equal to 60% actual cost savings to estimated cost savings. Red -installations achieve less than 60% actual cost savings to estimated cost savings
KTS IR3: Installation Boot Prints Streamlined and Transformed			
4.3.1	Change in Gross Square Footage (GSF)	Annual Change in GSF of facilities	GSF added – (GSF reduced through Facilities Reduction Program (FRP) + GSF reduced through MILCON)
KTS IR4: Enhanced Capabilities through Partnerships			
4.4.1	Utilities privatization	Reduction in Army liabilities for deficient utility systems and deteriorated capabilities	Cost of maintenance backlog (ISR-Q1 + required) liabilities removed through Utilities Privatization (UP)
4.4.2	Energy Partnerships	Increased volume of Enhanced Use Lease and Utilities Privatization and Army Compatible Use Buffer (ACUB) Partnerships	(# of Utilities Privatization (UP) Partnership Agreements Executed in Previous Year - # of Utilities Privatization (UP) Partnership Agreements Executed in Current Year) / (# of Utilities Privatization (UP) Partnership Agreements Executed in Previous Year)

NOTE: Formula subject to change during SMS metric deployment

ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS IR5: The Army's Infrastructure Modernized and Sustainable			
4.5.1	Improving worst Army facilities	Improving condition of the Army's worst facilities through execution of SRM projects	No. of facilities with quality ratings of Q3 and Q4 / Plant Replacement Value (PRV) current FY vs. prior FY
4.5.2	(Deleted)		
KTS IR6: Environmental Stewardship			
4.6.1	Environmental stewardship plans [Y/N]	% of required stewardship plans current and approved	Does Garrison have a current & approved Stewardship Plan? (Y = 1; N = 0)
4.6.2	(Deleted)		
4.6.3	Diversion of waste going to landfills	% diversion of waste going to landfill	a) 1 - (Total Solid Waste Disposed MSW/Non-hazardous Waste Generated) b) 1 - (Total C & D Waste Disposed MSW/ C&D Waste Generated)
KTS IR7: Quality Housing and Barracks			
4.7.1	Satisfaction with family housing	% of Army Families satisfied with Residential Communities Initiative (RCI) privatized housing	% of Army families satisfied with RCI privatized housing
4.7.2	Quality barracks	% of barracks (BT/AIT/AT/PP/WIT) that meet Army standards, current vs. end of FYDP	% of barracks (BT/AIT/AT/PP/WIT) that meet Army standards, current vs. end of FYDP.
4.7.3	Certificate of Non-Availability Rates	Certificate of non-Availability Rates	Number of current non-availability certificates issued this reporting period / number of non-availability certificates issue in prior reporting period
4.7.4	Maximize Barracks Occupancy Rates	Maximize Barracks Occupancy Rates	Number of occupied barracks units this reporting period / Total number of barracks units available this reporting period
KTS IR8: A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets			
4.8.1	Capabilities Based Annual Full Scale Exercises (FSE)	% installations conducting capabilities based annual full scale exercises IAW the SC risk and readiness asssessment.	Total Installations divided by the number of installations conducting capabilities based annual full acale exercises = % conducting capabilities based annualfull scale exercises.
4.8.2	First Responder Capability	% installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls	No. of installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls / total no. of installations

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ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
LOE 5: Safety			
KTS SF1: Effective Privately Owned Vehicle (POV – Motorcycle and Auto) Safety Programs in Place			
5.1.1	Privately Owned Vehicle (POV) and Privately Owned Motorcycle (POM) Accidents	Installation POV and POM Class A-C accident rate for current fiscal year compared to same time period previous fiscal year	# of installation POV Class A-C accidents from previous year minus # of installation POV Class A-C accidents from the current year year / # of installation POV Class A-C accidents from previous year # of installatoin POM Class A-C accidents in current quarter/# installation POM Class A-C accidents in previous FY, same quarter) x 100
5.1.2	Army Traffic Safety Training Program (ATSTP) [Y/N]	% of required automobile and motorcycle training delivered to standard	Does your Garrison Deliver ATSTP to Standard? (Y = 1; N = 0)
KTS SF2: Heightened Safety Awareness Across the Command			
5.2.1	Army Readiness Assessment Program (ARAP) Action Plans [Y/N]	% of Garrisons Completing the ARAP and Initiating Action Plans	Garrison Score on Completing ARAP Surveys and Action Plans (10 = Y to Both; 5 = Y to Only One; 0 = None)
5.2.2	Safety Stand-down [Y/N]	% of Garrisons that have conducted at least one Safety Stand-down per year	Did the Garrison Conduct at Least One Safety Stand-down per Year? (Y = 1; N = 0)
KTS SF3: Employ Hazard Control Measures to Foster a Safe Working and Living Environment			
5.3.1	Injury Rate	% change in DoD, Civilian & Soldier Class A-C Injuries & Illnesses	((# of DoD Civilian & Soldier Class A Fatality & Disabling Injuries in the previous year + # of DoD Civilian & Soldier Class B-C Injuries/Illnesses in the previous year) - (# of DoD Civilian Class A Fatality & Disabling Injuries in the current year + # of DoD Civilian Class B-C Injuries/Illnesses in the current year)) / (# of DoD Civilian & Soldier Class A Fatality & Disabling Injuries in the previous year + # of DoD Civilian & Soldier Class B-C Injuries/Illnesses in the previous year) x 100
5.3.2	Deferred Safety Inspections, Investigation Findings and Facility Repairs	# of safety inspections, findings from accident investigation, repairs or maintenance deferred	1 - (# OF RAC 1 & 2 Safety Inspection & Accident Investigation Findings, Required Repairs or Maintenance Corrected within 30 Days) / # of RAC 1 & 2 Safety Inspection & Accident Investigation Findings, Required Repairs or Maintenance Identified)

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ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS SF4: Require and Promote Safe and Healthy Practices in Professional and Personal Activities			
5.4.1	Safety Training [Y/N]	% of Garrisons that have met all the training requirements stated in IMCOM Command Policy Memorandum 385-10-1 – Safety Policy.	Has Garrison Met all Training Requirements IAW IMCOM Policy Memo 385-10-1? (Y = 1; N = 0)
5.4.2	Safety Performance Objectives [Y/N]	% of Garrisons that have established safety performance requirements in all military efficiency reports and civilian employees' performance plans	Did your Garrison Establish Safety Performance Requirements in all Military Efficiency Reports & Civilian Employees' Performance Plans? (Y = 1; N = 0)
KTS SF5: Support Senior Commanders' Safety and Occupational Health Programs			
5.5.1	Installation Safety and Occupational Health Advisory Councils	% of Garrison safety related issues identified during the Installation Safety and Occupational Health Advisory Councils which are subsequently closed	# of Garrison related Safety issues identified during the Installation Safety and Occupational Health Advisory Councils which have been closed during the Garrison Safety and Occupational Health Advisory Council / # of Garrison related Safety issues identified during the Installation Safety and Occupational Health Advisory Councils
5.5.2	Standard Army Safety and Occupational Health inspections	% of required Standard Army Safety and Occupational Health Inspections completed	# of required inspections completed / # of required inspections
LOE 6: Energy Efficiency and Security			
KTS EN1: Reduced Energy and Water Consumption			
6.1.1	Reduced energy consumption	A minimum 15% Reduction in energy intensity per square foot (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015); verified with meter data.	[Current FY Energy (MBtu/KSF)/FY03 Energy (MBtu)]
6.1.2	Reduced water consumption	A minimum 6% Reduction in potable water consumption per square foot baseline year (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015); verified with meter data.	[Current FY Potable Water(MGAL/KSF)/FY06 Potable Water (MGAL/KSF)]
6.1.3	(Deleted)		
KTS EN2: Increased Energy and Water Efficiency and Modernized Infrastructure			
6.2.1	New building construction and major renovations that comply with energy efficiency	% all new building construction and major renovations that meet Army Sustainable Development and Design energy efficincy requirements are certified Leadership in Energy and Environmental Design (LEED) Silver or higher	[# of MILCON & SRM renovations greater than $750k certified LEED Silver or higher/# of MILCON & SRM completed buildings greater than $750k]

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ANNEX D: Line of Effort (LOE) Keys to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS EN3: Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies			
6.3.1	% renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010-2012, 7.5% in 2013 and in compliance with EISA 2007 and not less than 25% in 2025	% renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010 -2012; 7.5% in 2013; and in compliance with EISA 2007 and not less than 25% in 2025	[Current FY Renewable and Alternative Energy (MW) consumption/Total FY Energy (MW) consumption]
KTS EN4: Improved Development of Renewable and Alternative Energy for Vehicle Fleet			
6.4.1	Sustain 2% Petroleum Fuels Decrease Annually	2% annual decrease in fossil fuel consumption using 2005 fossil fuel consumption as a baseline	Fossil fuel used previous FY - (2005 baseline consumption * .02)
KTS EN5: Reduced Carbon Bootprint on the Environment			
6.5.1	Reduced Carbon Bootprint on the Environment	% Scope 1 and 2 Greenhouse Gases (GHG) emissions reduction against 2008 baseline	1 - ((2008 GHG emissions baseline - current GHG emissions)/(2008 GHG emissions baseline)

NOTE: Formula subject to change during SMS metric deployment

Annex E: Religious Support and Spiritual Fitness

> **Objective: *SR2-2*:** Provide comprehensive Religious Support Services and Spiritual Fitness Programs, reflective of the civilian community and tailored for the military community, to strengthen the spiritual character and resilience of our Soldiers, Families, and Civilians.

Introduction

This annex aligns religious support and spiritual fitness with Soldier, Family and Civilian readiness and well being. The need for spiritual leadership and resources in our military was recognized from the Army's very inception with the beginning of the Chaplain Corps in 1775. Chaplains are required by law to hold religious services for members of the command to which they are assigned, when practicable. Chaplains provide for religious support, pastoral care, and the moral and spiritual well being of the command (Title 10, US Code, Section 3547). Army Regulation 165-1 assigns this responsibility to the commander specifying that the "religious program for the Army is the commander's program."

Garrison UMT Mission

Worship · Pastoral Care · Religious Education · Spiritual Growth & Professional Development · Family Care · Spiritual Fitness

The IMCOM Unit Ministry Team (UMT) supports the commander by empowering each of the Garrisons in their implementation of the Command Master Religious Plan (CMRP). The CMRP addresses the five Service Support Programs (SSPs) enabling the commander to provide "equitable support for religious, spiritual, moral, and ethical activities of all personnel in their commands" (AR 165-1). These SSPs manifest themselves in both traditional and innovative ways. To facilitate the Garrison UMTs in their ministry, the IMCOM UMT regularly monitors and recommends change to Force Structure requirements, and assigns personnel to the 275 active component chaplain and 325 chaplain assistant authorizations to ensure adequate religious support at each Garrison. In addition, the IMCOM UMT approves requests for Reserve Component chaplains and chaplain assistants supporting the rear detachment religious support mission to deploying units on our Garrisons. The IMCOM

UMT provides supervision to our Region and Garrison UMTs, who conduct thousands of transactions collectively each month in order to manage more than twenty-three million dollars in chapel tithes and offerings contributed annually. It also provides technical supervision and required annual training to the fifty-six Directors of Religious Education who supervise approximately 64,000 volunteers in Garrison chapel programs each year. All this contributes to the IMCOM UMT's mission of enhancing Spiritual Fitness by providing vital ministry and building resiliency for 562,400 Soldiers, their Family members, and DOD Civilians on IMCOM installations worldwide.

Worship

As an essential building block to spiritual fitness and readiness, the Garrison UMT provides extensive opportunities for our Soldiers and Family members to participate in worship. Worship enables Soldiers and Families to find direction, purpose and significance in life while embracing the values and practicing the disciplines that establish and maintain resiliency. Collective and individual worship provides opportunities to develop and deepen a spiritual understanding of human existence and promotes a sense of belonging to a caring community. This foundation instills confidence, strengthens relationships and fosters healthy attitudes. Military chapels and religious support facilities are the primary platforms to launch religious support activities which include a variety of worship forms practiced by many faith groups. Critical elements of worship include, but are not limited to:

- Sacred rites and ordinances
- Prayer and meditation
- Music
- Sermons and exposition of scriptures
- Fellowship
- Tithes and offerings
- Programs and events providing inspiration for spiritual maturity

Each Garrison UMT provides worship experiences that support Soldiers and Families on every installation and through all phases of the Army Force Generation (ARFORGEN) model. Worship services afford opportunities for stewardship and service in support of religious programs. Worshipping congregations provided well over $23,000,000 last year in offerings through Army chapels that were distributed to a broad range of services benefiting the Army Family as an expression of worship and honor to God.

Pastoral Care

The UMT offers extensive pastoral care to our Soldiers, Family Members and the Civilians who serve with them. This support is crucial, for in today's Army, Soldiers and their Families find themselves under extreme and ongoing stress. Former Chief of Staff of the Army, General George Casey, notes:

. . . the stress on Soldiers and Families has had an impact across the force. Yet our Values remain non-negotiable. Precisely for this reason, the Chaplain Corps' mission of providing spiritual, moral, and ethical counseling is critically important.

As we restore balance and set conditions for the future, our Army will depend on the entire Chaplaincy to sustain itself in an era of persistent conflict. The unique qualifications of Army chaplains will be more crucial than ever. I could not be more proud of the Chaplain Corps during this time of great challenge and uncertainty for our Army – the Strength of the Nation.

The need for resiliency for our Army Family in this time of persistent conflict is as critical as any time in history. The Army's overall success is directly related to our Army Family's success in spiritual resiliency—reaching deep into its very soul. Effective religious support is paramount in providing relevant guidance and inspiration. It helps equip individuals in preparation for life's challenges and it helps to sooth and heal the soul in the aftermath of life's struggles. The UMT provides vital care by spending time with its community – the Garrison. The age-old "ministry of presence" gives the chaplains the opportunity to be present where the people are. The chaplain is able to know and experience his/her "flock" where they live, work and play. He/she provides comfort in the hospital emergency room and in the day room. The chaplain is an encourager on the ball field and out "in the field" with Soldiers. He/she celebrates the birth in a Family and consoles when there is a death. The chaplain is able to model spiritual maturity and provide "footlocker counseling" (on the spot encouragement and guidance) by going to the people rather than waiting for them to come to him/her. At times, however, more personal and in-depth counsel and instruction is required. At these times, the UMT provides professional and uplifting pastoral counseling for our people in need. The Army Family's quest for spiritual fitness is enhanced immeasurably by the knowledge that they have such a caring and effective resource at their disposal.

Religious Education

The mission of IMCOM Religious Education is to provide the highest quality of spiritual formation and Religious Education (RE) for the Army and to develop programs and processes to facilitate continuing faith development and spiritual resilience for Soldiers and Family Members in all phases of the ARFORGEN cycle. We are committed to providing our Soldiers and Families a strong, supportive spiritual community where they can grow and thrive in an Army climate of persistent conflict. We perform this by harnessing the efforts and talents of tens of thousands of volunteers resulting in our Soldiers, Families, and Army Civilians becoming more spiritually fit and equipped to face the rigors of life.

Contemporary Spiritual Formation Processes: In conjunction with ongoing Spiritual Fitness initiatives, we are in the process of developing Faith Exploration Labs as an element of Soldier and Family Spiritual Fitness Centers. We also continue to offer

Spiritual Growth Seminars, Retreats, Spiritual Practices Workshops, and partnership with Family Life Chaplains on Strong Bonds events. We are persistent in seeking ways to leverage technology to deliver spiritual formation resources in the preferred media of our constituents.

ARFORGEN-Driven Programs and Resources: We provide Spiritual Support Resources for Soldiers within each of the Force Pools of the ARFORGEN model, Spiritual Support Programs for Waiting Families, and coordination of significant spiritual events around the ARFORGEN cycle.

Traditional Religious Education Programs: We will continue group-focused programs for deepening faith and for sacramental preparation such as Catholic Religious Education classes, Protestant Religious Education classes, Hebrew Schul, Rite of Christian Initiation for Adults, First Communion, Confirmation, Vacation Bible School, Muslim Faith Development classes, and educational classes provided through Distinctive Faith Group Leaders.

Spiritual Growth & Professional Development

Maintaining spiritual fitness, as with physical fitness, requires constant attention. Our physical muscles don't develop and strengthen on their own, nor do our spiritual "muscles."

Opportunities to grow and develop are vital for the care giver to ensure that the best possible service and ministry are provided for our Soldiers and Family Members. Members of the Garrison UMT find this growth through monthly training, professional workshops and training events, denominational conferences and personal devotion and study.

Providing avenues for Soldiers and Family members to understand and grow in their own spiritual walk requires relevant and innovative ministry. UMTs offer a variety of classes, workshops and training events covering a wide host of topics, such as Suicide Awareness, Ethical Decision Making, Problem Solving, Anger Management, Stress Reduction, Relational Growth and Enhancement and Building Self-esteem.

A novel means of encouraging Soldiers and Family members in their spiritual walk, working in concert with the Comprehensive Soldier Fitness (CSF) program, is the establishment and operation of Spiritual Fitness Centers. The CSF program has identified spiritual fitness as one of the five pillars of resiliency and defines spiritual fitness as, "the strengthening of a set of beliefs, principles, or values that sustain a person beyond family, institutional, and societal sources of strength." Every incoming Soldier will take an assessment and retake it at certain intervals throughout his or her career. Similar assessments are also available for Family Members and DA Civilians. The results of the assessments identify which one or more of the five pillars an individual should strengthen. The Army Chaplaincy will use the results of these to offer new and strategic ways to meet the spiritual needs of Soldiers, Family Members and DA

Civilians. This can be met through projected Garrison Spiritual Fitness Centers. It can also occur through a Virtual Spiritual Fitness Center which is not limited to a specific location and offers a technological way with which many young Soldiers, Family Members and DA Civilians are most comfortable pursuing a need.

Family Care

Family Care is a key component of Spiritual Fitness. The Soldier's readiness is unquestionably linked to his or her Family's wellness. Garrison UMTs provide Family Care in several ways: Chaplain Family Life Centers, spiritual fitness programs designed for all age levels, various helping programs and support as needed to the Army Community Services' Survivor Outreach Services.

Chaplain Family Life Centers are staffed with chaplains and Civilian counselors holding specialized degrees and training in Marriage and Family Counseling from a faith-based perspective. Soldiers and Family members routinely receive referrals from unit chaplains to participate in these free counseling services. Family Life Chaplains provide counseling techniques that address the entire facet of marriage and family issues. Family Life Chaplains also provide specialized training for chaplains to better equip them and enhance their skills in marriage and family related topics.

Garrison chaplains, along with unit chaplains, provide or host at Garrison Chapels or religious education facilities many adult, youth, and children's spiritual fitness programs. For example, many Army wives find spiritual fulfillment in Protestant Women of the Chapel (PWOC) or Catholic Women of the Chapel (CWOC) programs found at each installation. Youth and children's programs are part of the comprehensive Religious Education program and are often assisted by contracted organizations such as Military Community Youth Ministries (MCYM) and Youth for Christ (YFC). Many Garrison Chapel programs offer assistance to Soldiers and Families experiencing fiscal needs. Service that is provided includes "Operation Helping Hand," "Holiday Food Baskets" and "Food Pantries." Each of these ministry outreaches is a means of providing monetary and food support to members of our Army Family from the generous offerings of our chapel communities.

Another component of Family Care is Strong Bonds, a unit-based, chaplain-led relationship training 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.

One key component of Family Care is the spiritual and emotional ministry afforded to the Survivor Outreach Services (SOS). An Army Community Services program, SOS is designed to care for the needs of Families who have lost a Soldier to death from any cause. Garrison UMTs support SOS by linking with Garrison SOS Coordinators and, together with unit chaplains, providing requested pastoral care to grieving Family members. Garrison chaplains ensure that all chaplains on the installation are trained in

grief and bereavement counseling and are prepared to offer spiritual consolation and counsel to our deserving Families.

IMCOM HQ and Region UMT Support

The extensive Spiritual Fitness and care for our Soldiers, Families and Civilians does not occur in a vacuum. The ministry of 78 Garrison UMTs across the globe is supported and supervised by four Region UMTs which, in turn, are supported by the IMCOM UMT. The service and support afforded by the Region and HQ teams allow the UMTs on the Garrison "front lines" to provide direct ministry to our Army Family. The IMCOM UMT's span of control entails directing, manning, supervising of funds, evaluating, and supporting the Region UMTs (as well as twelve direct reporting garrisons) so the Region UMTs can effectively support the Garrison UMTs in conducting the LOEs. How the HQ UMT supports the mission is explained in the following:

Career Management and Personnel Assignments

To ensure the Garrisons are appropriately sustained, the IMCOM UMT provides direct career management support to IMCOM assigned chaplains and chaplain assistants (275 Officers, 325 Enlisted). In coordination with the needs of the Total Army, the IMCOM UMT works to ensure chaplain and chaplain assistant assignments/fills are met in all IMCOM Garrisons. It also endeavors to ensure denominational balance and special staff and mission needs are realized within IMCOM. The IMCOM UMT monitors chaplain students in the Family Life Training Centers to their follow-on utilization tour assignments. The focus of ministry to Soldiers and Families begins with placing the right chaplain, with the right training, in the right position, at the right time.

Force Structure Adjustments

The IMCOM UMT supports the Command and provides for the Garrisons by furnishing accurate and timely recommendations for appropriate religious support manning requirements in our Garrisons. The IMCOM UMT regularly scans for modifications on the TDA through the U.S. Army Force Management Support Agency website, ensuring the right balance of support is allocated according to the Personnel Management Authorization Document. Along with input from Garrisons through the Regions, the IMCOM UMT recommends force structure adjustments based on projected mission requirements ensuring quality ministry to our Army Family.

Chapel Tithes and Offerings Fund (CTOF) Management

A crucial aspect of worship is offering to God a portion of what He has given to us. Being responsible and good stewards of these offerings, however, is a major undertaking. The IMCOM UMT supports the Regions and Garrisons in a variety of ways to assist in this. It provides technical support, guidance and advice in the management and execution of the Chaplain Tithes and Offerings Fund (CTOF), including IMCOM procedures and policies for the operations. The IMCOM UMT reviews and administers

the CTOF End of Year (EOY) Reports and Command Master Religious Plan (CMRP) to support the Soldiers and Families in the Army.

The IMCOM UMT oversees the Government Purchase Card (GPC) operations, which includes review of over 3000 monthly transactions of over 300 cardholders and provides its management and control guidance and policies. As part of this supervision, it also provides staff input to Regions' annual staff assistance visits to examine the books, review local policies and procedures and offer guidance in the execution of the CTOF and GPC.

The IMCOM UMT also administers specialized grants from the Office of the Chief of Chaplains (OCCH) used to enhance and supplement ministry on Garrisons. Further, the UMT manages the designated offering ministry (special offerings taken to support special causes) taken three times a year as specified by the OCCH.

Mobilization Support of Reserve Component Personnel

During this time of extended conflict, the Army relies heavily on its Reserve Components (RC) to not only provide units mobilized to combat theaters, but also to individually augment installation support. The HQ IMCOM UMT coordinates and recommends approval for all Garrison Religious Support (RS) mobilization needs. Currently, about 60 chaplains and 25 chaplain assistants from the RC serve alongside our Active Component UMTs, providing RS at over 30 different installations around the world. IMCOM relies on RC chaplains and chaplain assistants to supplement the BASOPS mission by providing rear detachment RS for both Soldiers in the rear and Family members of deployed Soldiers. RC UMTs provide area coverage for installations with more robust mobilization and demobilization missions and also help meet shortfalls generated by Overseas Contingency Operations (OCO) that exceed the capacities of Garrison UMTs. The sizable RC contribution to our Garrisons maximizes fulfillment of the Installation Management Campaign Plan "Soldier, Family and Civilian Readiness" Line of Effort and the objective that Soldiers, Families and Civilians are confident that they are being cared for, and their physical, emotional, and spiritual needs are enriched by quality programs, infrastructure, and support.

Religious Education

In order to stay abreast of effective and creative ways of instructing our Soldiers, Family Members and Civilians, the HQ IMCOM UMT develops concepts for the transformation of the Army Religious Education (RE) program in coordination with the Director of Soldier and Family Ministries, Office of the Chief of Chaplains. The IMCOM UMT communicates purpose and scope of the RE program to Region and Garrison UMTs with the desired result that the RE program supports spiritual formation needs of all faith groups and is ARFORGEN-driven and relevant to Soldiers and Families in a climate of persistent conflict. To ensure that only the most qualified applicants fill the Garrison and Region Director of Religious Education (DRE) positions, the IMCOM UMT screens all applicant packets for required academic and experience qualifications. It then

maintains a strong team by overseeing training and professional development as well as offering guidance and mentorship to the DREs in the field.

Region UMT Direction and Guidance

To maintain a strong ministry presence throughout IMCOM, the IMCOM UMT is the first line of help, support, and guidance to the four Region UMTs. The vast array of support (which includes personnel, funds, grants, contracts, CLS/ISR, chapel construction, RC chaplain/chaplain assistant support, Distinctive Faith Group Leader certification, religious education, Strong Bonds and more) empowers the Garrison UMTs to concentrate on providing the best ministry to our Army Family.

Summary

The Chief of Chaplains makes clear the heart of the vital ministry within the United States Army Chaplaincy. In his Strategic Plan he asserts that the

> ". . . *United States Army Chaplaincy is Soldier-focused, spiritually based and   systems integrated. The sons and daughters in America's military are our most treasured resource. Their success in the future depends deeply upon their spiritual strength and to this end, the United States Army Chaplain Corps will use every means possible to personally touch their lives with hope, uphold their sacred values, and above all, never lose sight that within the chaos of battle, and behind the array of technology, is a sacred person.*"

The shared commitment by IMCOM to provide our Soldiers, Families and Civilians the means to maintain their spiritual fitness through Comprehensive Soldier Fitness and religious support will result in a stronger and more resilient Army community. The many and divergent stressors that encompass the difficult, yet rich, life of the Army community will be successfully met because Soldiers, Families, and Civilians are confident that they are being cared for and their physical, emotional, and spiritual needs are enriched by quality programs, infrastructure, and support.

Annex F: Energy & Water Efficiency and Security Action Plan

Objective: Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide an increased level of energy security leading to sustainable and resilient infrastructure and mission assurance.

This Annex outlines actions that must be taken to successfully meet the objectives detailed in LOE 6 of the IMCP. Development of a Garrison Energy and Water Management Program (GEWMP) elevates energy and water efficiency and security as key elements in supporting Installation readiness, in preserving our freedom of action and in being good stewards of the Nation's financial and natural resources.

1. To ensure success, all IMCOM Garrisons will implement a GEWMP that details their approach for identifying, developing, integrating and executing specific actions for managing and meeting the objectives outlined in LOE 6 of the IMCP. GEWMP will be supplemented by a Comprehensive Energy and Water Master Plan (CEWMP) by US Army Corps of Engineers Huntsville Center and or US Army Garrisons (USAG).

2. All IMCOM Garrisons must implement all actions in this Annex and develop a proactive Garrison GEWMP that monitors their progress against objectives detailed in LOE 6 of the IMCP. GEWMP will be validated and updated annually. All Garrison GEWMP and EAPs will include the following:

1) Appoint, in writing, full time garrison energy managers in accordance with criteria in AR 420-1 and input and maintain contact information in the Army Energy and Water Reporting System (AEWRS). Garrison Commanders will ensure their energy managers are knowledgeable, trained, cleared and are capable of providing regular updates and implementing effective solutions.
2) Include energy and water conservation responsibilities in position descriptions of Commanders and Directors and other key positions that impact energy management to ensure compliance with Federal Legislation, Executive Orders, AESIS, and IMCP LOE 6.
3) Establish and chair a quarterly Garrison Energy Steering Committee (GESC), composed of energy managers and organizations/units from within the USAG's Area of Responsibility (AOR), to review energy/water consumption activities, evaluate goals and objectives, and to develop strategies for improvement.
4) Implement a Building Energy Monitor (BEM) and Unit Energy Conservation Officer (UECO) Program IAW https://www.us.army.mil/suite/doc/23967581 (example at https://www.us.army.mil/suite/doc/23967333).

5) Develop an Energy Security Plan and update plans annually based on a review with local utility suppliers (example template is at https://www.us.army.mil/suite/doc/23967335).

6) Correctly enter energy data monthly and water data quarterly into the Army Energy and Water Reporting System (AWERS) and conduct quality-control checks on a monthly basis. Garrisons must provide a quarterly certification of data completeness to their Region energy manager.

7) Provide appropriate data to Region to support command reporting of Army Energy Security Implementation Strategy (AESIS) metrics.

8) Provide appropriate data to Region to support command reporting of Army Energy Security Implementation Strategy (AESIS) metrics, once promulgated.

9) Review all new construction and repair project plans and specifications for compliance with all appropriate energy policies. Projects must include all life cycle cost effective energy and water conservation measures.

10) All new construction must incorporate sustainable design principles to achieve a minimum of the Silver Level of the LEED Certification IAW AR 420-1, appendix H.

11) IAW EPAct05, all designs will reduce energy consumption by 30% below the levels established in 2004 by American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) Standard 90.1. All garrisons will follow the IMCOM design criteria for designing and programming all SRM and MILCON projects as required by HQ IMCOM Memorandum dated 11 January 2010, subject Energy and Water Conservation Design Guide for Sustainment, Restoration and Modernization (SRM) and MILCON Projects. The energy and Water Conservation Design Guide can be found at http://www.wbdg.org/references/pa_dod_energy.php .

12) IAW EISA Sec 432, garrisons will perform annual energy audits of at least 25% of their facilities (total square feet of space) to evaluate energy usage and determine the best locations to incorporate energy savings measures. All audit recommendations with a simple payback of 10 years or less will be implemented no later than the following FY. Guidance for the conduct of energy audits can be found in the DOD Energy Manager's Handbook: http://www.acq.osd.mil/ie/fim/library/DoDEnergyManagerHandbook.doc.

13) Implement all cost effective no-cost/ low-cost measures as detailed in (https://www.us.army.mil/suite/doc/23967336). A completed worksheet will be included in the GEWMP.

14) Implement energy and water saving projects that are life cycle cost-effective (Energy Conservation Measures (ECM) with simple payback of 10 years or less) IAW EISA07. An ECM worksheet at (https://www.us.army.mil/suite/doc/23967338) will be completed and included in the GEWMP.

15) Annually, life cycle cost effective ECMs that cannot be self funded or through one of the other mechanisms will be identified and entered into the IMCOM Project Prioritization System for HQ funding consideration.

16) Annually, use alternate funding sources such as, Energy Savings Performance Contracts (ESPCs), Utility Energy Services Contracts (UESCs), and Energy

Conservation Investment Program (ECIP) to help fund at least one project that cannot be self funded.

17) Submit at least one project annually for consideration of ECIP funding, concentrating on renewable energy. Nominations and DD Form 1391 are normally due in July of each fiscal year.

18) When tenant units deploy insure rear detachments consolidate into as few facilities as possible and mothball the remaining unused facilities; including turning off all lights, turning off non-essential electric equipment, and setting air conditioning to 85 Degrees Fahrenheit in summer and 55 Degrees Fahrenheit in winter.

19) Implement EPA's Water Use program once issued as Army policy.

20) IAW Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance, garrisons will reduce vehicle fleet petroleum use 30% by 2020, given a base year of 2005 (2% per year). Garrisons should develop a petroleum fuel reduction strategy which includes: a) replacing fossil fuel vehicles with alternative fuel vehicles (AFVs) and electric vehicles (EVs); b) maximizing use of mass transit and shuttle buses; and c) installing alternative/renewable refueling infrastructure (E85, compressed natural gas, electric outlets, charging stations etc.) to encourage utilization of AFVs and EVs.

21) Nominate worthy projects, individuals, and teams for energy awards, such as Secretary of the Army Energy awards and Federal Energy Management Energy and Water Conservation awards. Nomination deadlines are typically in February and March.

22) Submit a complete annual energy report on time, due in October of each year.

23) Garrison Energy Managers who have not attended the AEE (Association of Energy Engineers) Certified Energy Manager (CEM) training must attend the 5-Day CEM residence course and pass the CEM exam (subject to availability of funds), NLT 12 months after assuming the position. Registration and attendance will be coordinated thru HQ IMCOM, G4, Public Works, Energy/Utilities Branch.

24) Garrison Energy Mangers will provide, as a minimum quarterly, energy training and awareness for installation and community personnel.

25) Garrison Energy Manager and Public Affairs Office and the Directorate of Community Activities will take every opportunity to promote energy conservation awareness throughout the USAG's AOR; command channels, community wide activities during annual Energy Awareness Month, and Earth Week.

26) Garrison energy Managers should work to become LEED accredited NLT 24 months after assuming the position.

Energy Related References:

- Army Energy Security Implementation Strategy (2009).
- Army Sustainability Campaign Plan (2010)
- Energy Independence and Security Act of 2007 (EISA07), Section 432, 19 December 2007.
- Installation Management Campaign Plan, March 2010.
- Energy Policy Act of 2005, (EPAct05).

- Executive Order 13423 "Strengthening Federal Environmental, Energy, and Transportation Management" (EO 13423).
- Executive Order 13514, Federal Leadership in Environmental, Energy and Economic Performance, 5 October 2009.
- AR 420-1, Army Facilities Management, chapter 22, Army Energy and Water Management Program.
- Installation Management Energy Portfolio
- U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED)

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