

INSTALLATION MANAGEMENT COMMAND

A Short History

2001 - 2010



IMCOM

SOLDIERS • FAMILIES • CIVILIANS

We are
THE ARMY'S HOME



OCTOBER 2010



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THE HISTORY OF THE INSTALLATION MANAGEMENT COMMAND

The history of Army garrisons is extensive, adventurous and prolific. Dating back to the birth of our Army in 1775, Army Soldiers have always assembled around encampments in preparation for impending battles. At the center of the earliest Army's home, were the same fundamental ideals we promote today for our Soldiers: a place to rest, SUSTAIN a viable community, provide essential SUPPORT and services and Defend our freedom. Whether at the freezing winter encampment at Valley Forge, establishing Fort Leavenworth, Kan., as a foot hold in the Wild West or on the extensive building of Fort Bliss, Texas, the U.S. Army's largest post — the people that manage these installations have made history and have built a proud tradition that Installation Management Command continues today.



The activation of Installation Management Command (IMCOM) took place in October 2006, consolidating the Installation Management Agency (IMA), the Community and Family Support Center and the U.S. Army Environmental Center (USAEC) under one three-star command. The objective was to create a more effective, efficient and agile organization that ensures the world's best Army is supported on the world's best installations.

It has been more than nine years since the Army Transformation Installation Management concept, and today IMCOM stands as one of the Army's most successful initiatives.

Since establishing West Point in 1802, to gaining control of Soto Cano Air Base, Honduras in 2009, installation managers have supported an Army on the go. As seen in the past, installation leaders have furnished services and programs that provide a source of balance for thousands of men and women in uniform.

The Soldiers and Civilians of the IMCOM team are proud of their achievements. They are taking on the hard work of looking beyond the present to discover what future Soldiers will need from the installations that serve as the Army's Home.

The relocation of our headquarters to San Antonio, Texas, is a significant workforce event for IMCOM and creates an opportunity to reflect upon the history we've made and the history we are making together.

Lieutenant General Rick Lynch
Commanding General
 U.S. Army Installation
 Management Command
 Assistant Chief of Staff
 for Installation Management
 "Defender 6"

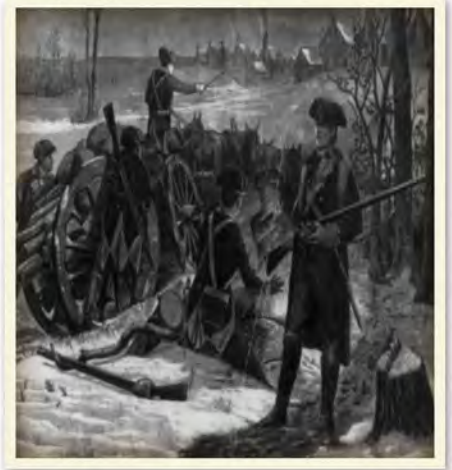
HISTORY OF U.S. ARMY INSTALLATIONS

West Point



1802 U.S. Military Academy at West Point, N.Y. is established, making the U.S. Army Garrison at West Point the oldest continuously operating garrison east of the Mississippi.

Valley Forge



1777-1778 Commander-in-Chief General George Washington sets up winter camp at Valley Forge, Penn.

Fort Leavenworth



1827 Fort Leavenworth is established as the first permanent U.S. Army post in Kansas; this installation is the oldest continuously operating garrison west of the Mississippi.

1860-1870 High mark for Army frontier posts is 116 in 1867, with an average of 212 men per post.

1861 The first engagement of the American Civil War takes place with the bombardment of Confederate-occupied Fort Sumter, S.C., by federal troops at Fort Johnson. Fort Sumter was attacked 12 April at 4:30 a.m.

Fort Sumter



Fort Huachuca



1886 circa Fort Huachuca's original encampment area. The hospital building in the center is now the Resource Management Office.

1915 Many continental U.S. installations were created at this time to train American Expeditionary Force Soldiers for European service.

1917 Construction began in June 1917, and on July 18 the War Department named the cantonment Camp Dix. Fort Dix is named for Major General John Adams Dix, a veteran of the War of 1812 and the Civil War.

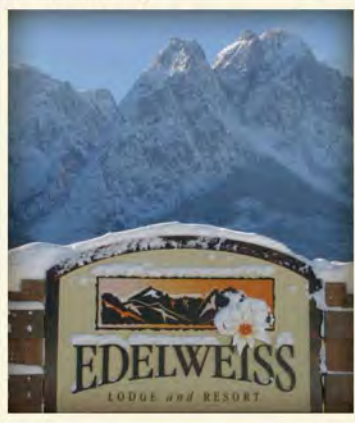
1920s Soldiers march past Quad C at Schofield Barracks, Hawaii. Quad C was built in 1916, and thanks to the Army's renovation and preservation efforts, the exterior looks almost the same now as it did then. (U.S. Army)

1926 Congress passes Public Law No. 45 authorizing the Secretary of War to sell off property and use funds on permanent construction at other military posts (for housing and hospitalization needs).

1933 Additional money is made available with the National Industrial Recovery Act (NIRA) to assist trades and industries during the Great Depression: \$61 million for 660 construction projects at 65 installations.

1940 Title I of the Work Relief and Public Works Appropriation (PWA) Act allows \$13,942,572 in WPA funds and \$52,283,400 in PWA funds for Army housing. Spent at 64 posts, on 285 projects, for 1,091 sets of quarters.

Garmisch Edelweiss Lodge and Resort today



1945 First Armed Forces Recreation Center in Europe opens. Armed Forces Recreation Center (Europe) was comprised of recreation centers at Chiemsee, Garmisch and Berchtesgaden.

1946 Fort Eutis, Va., became home to the newly formed Transportation School, which moved to Eutis from New Orleans.

Schofield Barracks 1920s



Fort Eutis



1948 Congress passes Public Law 626 authorizing military construction at installations for the fiscal year 1949. Allowable construction was based on size limits rather than cost limits, Family housing was provided for enlisted men, and the \$5,000 spending limit on buildings or installations without approval by the Secretary of War was repealed.

Camp Red Cloud, South Korea



Camp Red Cloud, originally known as Camp Jackson, was named in honor of Corporal Mitchell Red Cloud, Jr. Red Cloud was awarded the Medal of Honor posthumously for his actions during the Korean War.

Pre World-War II Buffalo Soldiers: Troops of the 10th Cavalry perform close order drill while in temporary encampment before the start of World War II.

Buffalo Soldiers



Fort Carson



1940s circa A photo of Fort Carson, Colo. During World War II, a total of 104,165 Soldiers trained at Camp Carson.

1972 Army creates the Project Manager for Chemical Demilitarization, which ultimately becomes the U.S. Army Environmental Command.

Early 1980s Fort Bragg, N.C., spouses of Soldiers deployed in the Sinai Desert, organize into Family Support Groups for mutual support.

AFAP Conference at USAG Weisbaden



1983 Family Support Group, Issue #74, is institutionalized by entering it into the Army Family Action Plan (AFAP). The AFAP concept was formally adopted at the HQDA planning conference. First AFAP published in 1984. Photo caption: Maria Diaz facilitates the Family Support and Consumer Services Work Group during the Army Family Action Plan Conference Feb. 24. The group sorted issues regarding Space-Available Travel, housing and identity theft prevention.

1988 First Base Realignment and Closure commission recommendation is issued and ultimately approved by the Secretary of Defense. Several bipartisan BRAC rounds followed. The 2005 BRAC round was significant in that it mandated joint basing.

1992 Military District of Washington adopts a set of Stewardship Standards to be applied to the preservation and rehabilitation of historic Family quarters.

1993 Assistant Chief of Staff for Installation Management position is activated.

Fort Huachuca RCI Mountain Vista Communities 2010



1996 Military Housing Privatization Initiative (MHPI) provides for the construction and improvement of military housing. Residential Communities Initiative (RCI) is a program designed to privatize Army Family housing.

2001 United States enters the Global War on Terrorism as a result of terrorist attacks launched by religious extremists on 9/11 against the twin towers of the World Trade Center, the Pentagon and Flight 93.

THE EARLY BEGINNING OF IMCOM: *Countdown to Activation*

● June 2001

Secretary of the Army Thomas E. White establishes the Headquarters, Department of the Army Realignment Task Force to review headquarters functions.

● September 2001

Terrorists attack the United States of America - The Global War on Terrorism (GWOT) begins.

● October 2001

Secretary White approves the task force recommendation to centralize installation management.

● November 2001

An informal task force of experts, representing all base operations support service functions met to analyze implementing the transformation of installation management.

● March 2002

Secretary of the Army announces the location of the seven IMA Regions.

Philip Sakowitz Jr., officially stands up the Transformation of Installation Management (TIM) Task Force in Arlington, Va.

● April 2002

The TIM Task Force stands up an Organization and Operations Plans Validation Team to verify all concepts in operation and staffing for the Installation Management Agency remain consistent with the leadership intent.

● May 2002

Major Commands (MACOMs) formed local task forces to facilitate standing up IMA's Region offices.

● August 2002

MG Anders Aadland becomes the first Director, Installation Management Agency.

Secretary White signs U. S. Army General Orders No. 4, officially establishing IMA as a Field Operating Agency (FOA) to the Assistant Chief of Staff for Installation Management (ACSIM).

● October 2002

Secretary of the Army hosts the IMA Activation Ceremony, officially activating IMA on October 1, 2002.

"In terms of Institutional transformation, the Installation Management Agency implements best business practices into how we run our installations and communities. It is simply a smarter way to do business."

Secretary of the Army, Thomas White



U.S. ARMY INSTALLATION MANAGEMENT COMMAND

(FORMALLY - INSTALLATION MANAGEMENT AGENCY)



DISTINCTIVE UNIT INSIGNIA

Scarlet is the color traditionally used by support units, with which the Installation Management Command (IMCOM) is associated. The chain links signify durability, while the ring denotes continuous service. The combination of the chain links and ring symbolize the Installation Management Command's continuous worldwide support to all the Soldiers, Families, Civilians and units. The swords refer to teamwork and the focus on preparing and training soldiers for combat to defend and protect. Green, associated with the Command's parent organization — Assistant Chief of Staff for Installation Management — represents IMCOM's stewardship of installations. Black reflects the Agency's determination to execute their missions to support the garrisons throughout the regions.

Background: The shoulder sleeve insignia was approved on Aug. 15, 2002. It was amended to revise the symbolism on Nov. 22, 2005. It was redesignated effective Oct. 1, 2006, for the Installation Management Command with the revised symbolism.

SHOULDER SLEEVE INSIGNIA



INSTALLATION MANAGEMENT COMMAND LEADERSHIP

Directors and Commanders Past and Present



MG Anders Aadland
Director, IMA
Oct 02 – Aug 04



MG Ronald Johnson
Director, IMA
Aug 04 – Oct 05



MG Michael Rochelle
Director, IMA
Nov 05 – May 06



BG John Macdonald
Director, IMA
May 06 – Oct 06
Deputy Commander, IMCOM
Oct 06 – Feb 09



LTG Robert Wilson
Commander, IMCOM
Oct 06 – Nov 09



LTG Rick Lynch
Commander, IMCOM
Nov 09 - Present

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OCTOBER 2002 – SEPTEMBER 2003

The First Year

“IMA’s achievements and failures during its first year are a testimony of the commitment, dedication, warrior spirit and professionalism of those who served in its ranks at that time. Through their Stalwart efforts and perseverance, they contributed significantly to our Army, its infrastructure, its environment, its communities and its people at a decisive moment in our Nation’s history.”

MG Anders Aadland, first IMA Director, 2003

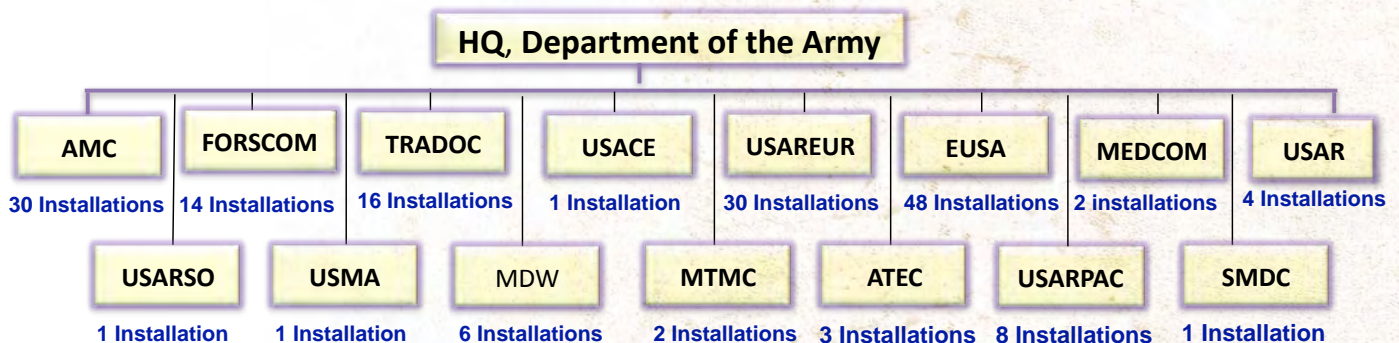
Before IMA, there were 15 major commands (MACOMs) responsible for base support. MACOM Commanders had full authority to execute operation tempo (OPTMEPO) and base support funds to accomplish their mission. However, this structure created many inequities throughout the Army. The precedence of the *haves and have nots* installations was commonplace. There were no common standards, consistent services or acutely managed infrastructure. This created an environment where base operations (BASEOPs) dollars were siphoned to support OPTEMPO requirements. Additionally, there were too many military personnel conducting garrison support operations rather than mission duties. The creation of IMA was a profound commitment to eliminate these inequities, focus on installation management and enhancing the well-being of Soldiers, Families and Civilians.

STRUCTURE *BEFORE* CENTRALIZED INSTALLATION MANAGEMENT

Major commands managed all installations before establishment of centralized installation management

- Installation services not predictable for Soldiers, Families
 - No set standards for installations
 - Installations were “haves” or “have nots”
 - War fighter’s purpose was diverted

Structure before centralized installation management:



It was a tough environment in the early days with plenty of institutional opposition to the installation split. The reassignment and realignment of soon-to-be IMA personnel was dreaded to say the least. IMA was under resourced for the first couple of years, impacting services provided at the installation, as well as, leading to a widespread, *I-told-you-so* attitude. The fencing of funds was the other major issue which finally came to fruition in 2004.

Centralizing installation management was a major culture change in the Army; working through the intricate transfers of personnel and immeasurable funding issues was daunting. In 2007, the Installation Management Study confirmed IMA received approximately two-thirds of the money MACOMs received previous to IMA to manage installations.

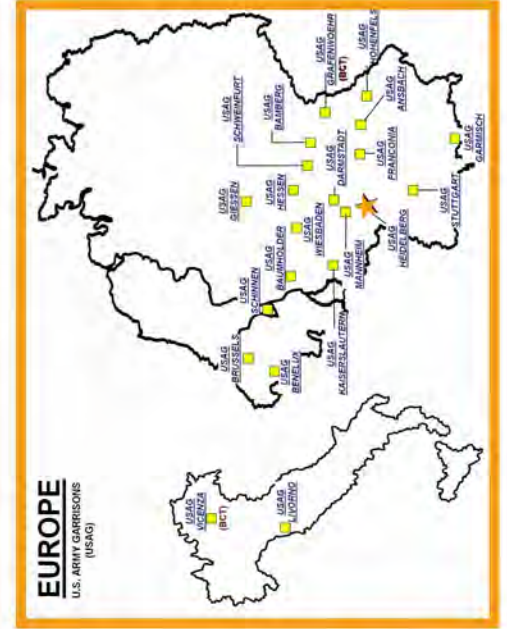
In one of the largest organizational changes in Army history, IMA became the Army's single agency responsible for worldwide installation management, managing 184 Army installations globally with a staff of 120,000 military, civilian and contract members across seven regions on four continents. The following depicts Headquarters and Region locations:

- ❖ IMA Headquarters, Arlington, Va.
- ❖ Northwest with headquarters at Rock Island, Ill.
- ❖ Southwest with headquarters at Fort Sam Houston, Texas
- ❖ Northeast with headquarters at Fort Monroe, Va.
- ❖ Southeast with headquarters at Fort McPherson, Ga.
- ❖ Korea with headquarters at Yongsan, South Korea
- ❖ Pacific with headquarters at Fort Shafter, Hawaii
- ❖ Europe with headquarters at Heidelberg, Germany



Our deploying Army.

IMA REGIONS IN 2002



The original IMA boundaries.

The four IMCOM Regions inside the continental U.S. were aligned with current Federal Emergency Management, Federal Emergency Management Agency, Environmental Protection Agency and U.S. Army Reserve Regional Support Commands regions. As one of its first major accomplishments, IMA began to move nearly 80,000 Civilians and military members from the 15 land-owning MACOMs, with a budget over \$8 billion to oversee management responsibilities and operations of 184 Army installations.

The initial operating capability (IOC) for IMA took place in the Fall of 2001, which set in motion the vast tasks involved in determining the Army's base support budget and building the installation management workforce. Concurrently, the massive transition from the MACOMs to Assistance Chief of Staff for Installation Management's (ACSIM) field operating agency was executed by the newly created Transformation of Installation Management (TIM) Task Force.

This was a ground-breaking year towards centralized management of resources. The following were some of the key actions that took place:

- ❖ Base Support Funds could only be use for mission requirements with approval *only* from HQDA.
- ❖ HQDA gives operational control of base support funds to IMA.
- ❖ IMA began to provide funding letters to MACOMs allocating Base Support Funds.
- ❖ IMA directly managed and controlled funds for IMA headquarters and regions.
- ❖ IMA-ONLINE (IOL) is selected as IMA's funds control and management system.
- ❖ IMA effectively executes more than \$6 billion in Operations Maintenance, Army and more than \$1 billion in Army Family Housing funding.

Some of the other major accomplishments and significant events for the year were:

- ❖ IMA developed the first Strategic Plan with the following Goals:
 - » Manage installations equitably, effectively and efficiently
 - » Enable the well-being of the Army's people
 - » Provide sound stewardship of resources
 - » Deliver superior mission support to all organizations
 - » Develop and sustain an innovative, team-spirited and highly capable work force
- ❖ Army Installation Design Standards, which mandated common facility and infrastructure standards for all Army installations, were approved by the vice chief of staff of the army (VCSA). The Installation Design Guide coupled with mission requirements and technical designs and specifications became the process to define and manage the installations' maintenance, repair and construction projects. This was a principal improvement to gaining standardization and consistent metrics across the Army.

"The Installation Management Agency was stood up 'overnight' and that meant we came into the game with the team on the bench"

Philip Sakowitz, Executive Director, IMA

- ❖ The new Army Baseline Services standards and metrics were approved by the VCSA. This facilitated obtaining the necessary funding to match the estimated funding requirements to achieve the “green” service level for the 95 base operations services. The mechanism for doing this was Common Levels of Support (CLS).
- ❖ In April 2003, IMA implemented Productivity Management Program (PMP) attempting to foster a cost culture at all levels and requiring quarterly Productivity Improvement Reviews. In September 2003, garrisons began implementing Activity Based Costing to enhance PMP capabilities.
- ❖ The efforts of IMA, MACOM civilian personnel directors, the Civilian Personnel Operations Centers Management Agency, installation Civilian Personnel Advisory Centers and Military personnel officers contributed significantly to the momentous success of transferring 119 Unit Identification Codes (UICs) from 15 MACOMs, consisting of 7,423 authorized positions and filling 87 percent by the end of FY03.
- ❖ The Installation Management Institute (IMI) was created to train multiple disciplines of IMCOM employees, from across the enterprise, under a centralized training format. The IMI continued for several years, training and educating career disciplines in accordance with DA Career Programs.
- ❖ IMA standardized personnel rating schemes, ensuring a consistent and equitable evaluation system.
- ❖ IMA’s dedicated mission mobilized, validated and deployed over 149,000 Reserve Component soldiers for Operation Iraqi Freedom (OIF). IMA housed all 149,000 in barracks(not tents) and received, processed and shipped more than 11,000 rail cars of AC/RC unit equipment; supporting 247 shiploads of material; deployment/ redeployment of 10,303 individual replacements and processing 20,000 personnel through the rapidly-created Fort Belvoir, Va., processing center.
- ❖ A Military Construction (MILCON) prioritization model was completed and a consensus on the process to submit and process these requirements was achieved for the first time. IMA established a corporate standardization, documentation and quality check for all of these requirements.
- ❖ Utility privatization became a major enterprise, starting with 103 utility system evaluations and an improved-source-selection, program partnership with ACSIM and assistant secretary of the army for installation and environment (ASA I&E).
- ❖ IMA purchased and delivered \$13.5 million worth of Morale, Welfare and Recreation (MWR) equipment, supplies, and services for Soldiers and Civilians involved in Operation

“The biggest issue IMA faces in standing up the agency is the ‘culture change’. The Army had been managing installations in a decentralized fashion for many years.”

Philip Sakowitz, Executive Director, IMA

Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). The agency went on to help place fitness and recreational facilities at 42 sites in Iraq, eight in Afghanistan and at each major troop location in the Balkans.

- ❖ IMA supported the Army's Reset Program. This restored units to a desired level of combat capability commensurate with mission requirements and resource availability. In its first year, IMA managed the repair of more than 59,000 pieces of critical equipment belonging to active and reserve units deploying to or from Iraq or Afghanistan.
- ❖ The Joint Personal Property Shipping Office – Washington Area was assigned to IMA and shipped more than 67,000 household shipments annually covering 40 counties in Virginia, Maryland, West Virginia and the District of Columbia.
- ❖ The first Productivity Improvement Review cycle produced more than 800 initiatives with a potential savings in excess of \$100 million for the following year.
- ❖ IMA held its first Garrison Commander's Conference in September 2003.



Camp Zama MWR Youth soccer program.

IMA's rookie season ended with one of the most significant events of the year, the Army's establishment of the Installation Management Board of Directors (IMBOD). The IMBOD was responsible for proposing major management strategies, plans and programs pertaining to Army installations. Chaired by the VCSA and the ASA I&E, the IMBOD consisted of: the senior four-star MACOM commanders, Sergeant Major of the Army, Chief of the Army Reserves and Chief of the Army National Guard. The IMA director served as the IMBOD executive secretary. Early decisions on compelling issues included: Global War on Terrorism, mobilization and deployment, base support funding, Program Objective Memorandum input, performance management reviews and installation standards.

"The Army's installations are our flagships for readiness."

GEN Peter Schoomaker, Chief of Staff, United States Army

2004

In 2004, the outgoing IMA Director, MG Anders Aadland said, "There is much to do to fully realize the potential of this profound change [creating IMA]. Continue to prove the efficiency of this concept by being a closely-knit, agile, responsive, determined agency team that enforces common standards around the world." This proclamation set the stage for major accomplishments and firsts for the growing ACSIM field operating agency heading into its sophomore year.

IMA remained steadfast in its commitment to the Global War on Terrorism by mobilizing and deploying more than 350,000 Soldiers from IMA garrisons. This was a figure, "two times greater than the size of the U.S. Army Europe in May 1945." OIF and OEF were in full combat operations with Soldiers forward deployed in over 46 different countries – this tested IMA's mettle.

While supporting an Army at war on two fronts, IMA stepped up in the breach to provide the Army more of the most critical assets in its inventory, Soldiers. IMA developed and implemented three initiatives. First, with troops strength in certain specialties critically low, IMA implemented a multi-phased Contract Security Guard Program across 40 installations. This provided up 4,000 military police (from installation gate guard duty) for the fight. This was a number equivalent to five battalions. Secondly, IMA supplemented this effort by converting 3,300 military positions to civilian positions (known as the "MIL to CIV" conversion) and lastly, started the CONUS Support Base Services contracts. Both of these actions sent military manpower back to the warfighting commands.

The historic firsts kept coming with the enduring initiative known as Common Levels of Service, more commonly known as CLS. The strategy of guaranteeing delivery of quality support services within available funds is undeniably one of the biggest turning points that put the green Agency on the map. Initially a tough sell, CLS convinced the Installation Management Board of Directors and received its full endorsement.



New community hospital at Fort Belvoir, Va.

Some of the other major accomplishments and significant events for that year were:

- ❖ Developed a Standard Garrison Organization (SGO) template that provided a standard garrison structure with constant functions and processes to manage installations consistently to common standards.
- ❖ Implemented CLS and received funds endorsement from the Department of Army, maintaining predictability with common standards across all garrisons. This highly visible effort strove to eliminate the controversial *haves and have-nots* garrisons' stigma.
- ❖ Leveraged single agency oversight of installations to implement efficiencies worldwide. Establishing Activity Based Costing and Management principles, coupled with Productivity Improvement Reviews at the garrisons, forced a corporate-driven efficiency mindset validated at IMA Headquarters.
- ❖ Utilizing this corporate approach, IMA repaired and cross-leveled more than 64,000 pieces of equipment to 23 mobilization sites filling critical shortages for deploying Soldiers.
- ❖ Incorporating Army Performance Improvement Criteria and the Balanced Scorecard architecture took a front seat as the rollout continued into 2005.
- ❖ Established a strategic communications plan supporting the CSA Priorities, one of which was promoting *Installations as Flagships* and IMA's impact on Soldier productivity, readiness, recruiting and quality of life.
- ❖ Adopted the Interactive Customer Evaluation (ICE) system as a tool for customer feedback.
- ❖ Validated the phrase "IMA is a Learning Organization" by getting record numbers of Civilians into Army training courses, developmental programs and senior service schools. In 2004 and 2005, 25 percent of the Army's premier intermediate training programs attendees were IMA employees. Additionally, IMA received an unheralded 64 Department of the Army Interns for FY05.
- ❖ Established Career Field 29 to provide a developmental avenue primarily geared towards the core positions of the deputies to the garrison commander, garrison managers and installation managers.

"The prospect of future challenges in the coming years face our leadership, we are optimistic that IMA has established itself as a dependable, responsive and reliable team player."

**CSM Debra Strickland,
Command Sergeant Major, IMA**



An IMCOM Child Development Center and its precious assets.

- ❖ IMA's Army Continuing Education System (ACES) leaped forward with several significant accomplishments:
 - » First IMA-wide ACES careerists' workshop that set the path for years of progress.
 - » IMA's programs receive solid reviews from the Military Voluntary Education Review, a Department of Defense mandated, third party quality control team.
 - » IMA-Europe delivered education programs and services to deployed Soldiers in the Balkans, Afghanistan and Uzbekistan.
 - » For the first time since 1991, Army fully funded the tuition assistance program.

- ❖ FY04 funding is nearly \$4.5 billion, well below FY03 levels.

With a corporate approach in mind, the ubiquitous agency implemented IMA Business Process Redesign, thus fulfilling the Army's intent in the Transformation of Installation Management. In August 2004, IMA awarded two Blanket Purchase Agreements—delivered services on installations nationwide.

A lasting quote from MG Aadland as he departed set the tone for IMA, "IMA is here to stay.....it is the right thing for this Army."

"In forming the IMA, the Army chartered a corporate approach to installation management. This allows commanders to focus on the mission while IMA concentrates on maintaining predictability and efficiency in the delivery of services."

MG Ronald Johnson, Director IMA, 2004

"IMA will succeed – it has already succeeded beyond what anyone had a right to expect."

MG Ronald Johnson, Director IMA



Home coming.

2005

This challenging year saw the Army begin to restructure and form the Army Modular Force and the initiation of the six-year Reset program that added complexity and challenges to our global operations.



Hawaii Junior Enlisted Homes.

The most significant event of the year was the 2005 Base Realignment and Closure (BRAC) round set for completion in 2011. Following this foundation-rocking decision, the Integrated Global Presence and Basing Strategy (IGPBS) continued reshape the location and support of Soldiers, Families, Civilians and other members of the Installation Community. Due to the magnitude of these two events, IMCOM created the Stationing Management Office. The office worked with MACOMs and Headquarters, Department of the Army to ensure installations were optimally resourced to minimize any disruption or turbulence to training, housing and community support.

BRAC 2005 directed the relocation of the Northwest Region from Rock Island Arsenal, Ill., to Fort Sam Houston, Texas, and consolidated it with the Southwest Region. It also relocated the Southeast Region from Fort McPherson, Ga., to Fort Eustis, Va., and the HQs, FMWRC and USAEC from the National Capital Region to Fort Sam Houston.

In 2005, IMA leveraged its corporate, centralized management, decentralized execution capability to accomplish these fundamental achievements:

- ❖ Enabled the equitable distribution of scarce resources.
- ❖ Civilianized some 4,000 military administrative positions, freeing up Soldiers to focus on warrior operations and the mission essential training lists (METL) tasks.

"It is your work (IMA employees) alone that will cause other Americans to answer their call to duty."

MG Ronald Johnson, Director IMA

- ❖ Developing and executing the first model to standardize and quantify garrison services – Common Levels of Support (CLS).
- ❖ Continued to build an innovative learning organization.

The hurricane season of 2005 was monumental with one of the costliest and most deadly hurricanes in U.S. history, Hurricane Katrina. As the storm raged in its immediate aftermath, IMA personnel were steadfastly coordinating and providing lifesaving logistical support to the Federal Emergency Management Agency, the Louisiana National Guard and many other federal agencies.

One of the cornerstones for creating a single organization to manage installations was the years of neglect that facilities took as funds were siphoned away for other uses. Early on, IMA made a pledge to match the quality of a Soldier’s home with their commitment and service to the nation. IMA initiated the first phase of a \$252 million Barracks Improvement Program. It was aimed at improving living conditions of 40,000 soldiers in 339 sub-standard barracks, on 29 installations by 2007.

“The climate that surrounds IMA will continue to evolve in a fast-changing Army, and we will continue to serve its vision of supporting Army communities wherever the mission takes us.”

CSM Debra Strickland, CSM IMA

IMA continued to improve installations by instituting an enterprise approach to acquiring equipment. IMA leveraged its purchasing power and structured the first centralized purchasing program for two major MWR expenditures, which were physical fitness equipment and golf carts. In 2005, the savings from these two major bulk buy purchases saved more than \$819,000. The golf

cart program (largest in the world) netted a savings of nearly \$4 million over five years, a 25 percent savings over the original government contract.

The incorporation of the Corporate Management Process as a methodology anchored IMA’s effective execution. This is especially true with the role IMA played as a key enabler in the Global War on Terror, Army Transformation and maintaining accountability to our customers. The process was embedded in our foundation of Sustainability, Continuous Improvement and Well-Being. In 2005, IMA deployed its strategic planning process, with training, to all Garrisons. This process was developed in 2004, and embedded in all plans throughout IMA.



Fort Lewis Enlisted Duplexes.

Some of the major accomplishments and significant events for the year were:

- ❖ Improved coordination with ACSIM on resource management issues.
- ❖ Increased implementation of CLS across IMA.
- ❖ Implemented the Project Priority System which increased predictability and consistency of MILCON.
- ❖ Enhanced ability to detect and understand garrison issues through the Performance Management Reviews.

- ❖ Continued usage of the Army Performance Improvement Criteria (APIC) as the overarching method to promote improvements.
- ❖ RCI remained a positive factor in accomplishing the Army's re-stationing efforts and complying with the BRAC legislation. In FY05, more than 600 new units became homes to Soldiers and Families with many more on the horizon.
- ❖ United States Army Environmental Center changed the Army's environmental planning process. This change reduced the average time to produce environmental impact statements from an average of 27 months to 12 months.
- ❖ Customer feedback improved immensely through the AFAP process, automated Interactive Customer Evaluation system on garrisons, and town-hall forums and an improved customer comment card program.
- ❖ Improved the business transformation funding criteria that was established with the IMA Business Improvement-Lean Six Sigma program.
- ❖ Decreased Soldier's mobilization processing time by 45 percent, from 30 days to only 14.
- ❖ Mobile training teams went to IMA installations to facilitate a culture of Leading Change for Installation Excellence.
- ❖ IMA launched the Headquarters Civilian Mentoring Program, enhancing employee professional and career development, by attracting more than 100 applicants.

The IMA and Association of United States Army (AUSA) formed a joint venture to conduct the first major IMCOM, AUSA enterprise-wide symposium. Over the next four years this symposium was held concurrently with Multi-Functional Training Conference and trained thousands of IMCOM employees.

In 2005, Army Community Service (ACS) celebrated 40 years of dedicated service with the following serving as cornerstones of their installation services:

- ❖ Relocation Assistance Program
- ❖ Family Member Employment Assistance Program
- ❖ Exceptional Family Member Program
- ❖ Family Advocacy Program
- ❖ Mobilization and Deployment Program
- ❖ Army Family Action Plan process
- ❖ Information Referral and Follow-Up Program

The IMA headquarters and installation community earned and bestowed numerous awards and recognitions in 2005 that included:

- ❖ IMA Stalwart Awards for top-performers and model leaders were selected from two categories: headquarters and region personnel.
- ❖ Community and Family Support Center's Lodging Operation of the Year Award for excellence in hotel management.
- ❖ Army Communities of Excellence winners for exemplary efforts by garrisons supporting Soldiers, Families and Civilians.



AUSA's Army Civilian of the year, 2010. Leslie Carroll at Fort Campbell, Kentucky.

- ❖ Army and DOD Efficient Waste Programs Award and the Secretary of Defense Environmental Award for comprehensive and innovative programs to protect and improve our environment.
- ❖ Philip Connelly Award for Excellence in Army Food Service.
- ❖ Presidential Award for Leadership in Federal Emergency Management.
- ❖ Secretary of the Army Energy and Water Management Award for comprehensive energy conversation programs.
- ❖ Defense Installation of the Year Award for collaborative efforts with local communities on matters such as housing, mission expansion, schools and other critical issues.
- ❖ Chief of Staff of the Army Deployment Excellence Award for outstanding results in exceeding the Army deployment standards.
- ❖ DOD Community Drug Awareness Award for the best counterdrug program.
- ❖ Army Fire Station of the Year Award, DOD Fire Department of the Year Award and The Army's Military Fire Officer of the Year Award.



Secretary of the Army John McHugh, left, presents Antonio Jones with the Publications Improvement Award.

As IMA headed into 2006, it faced significant reductions in funding from 2004 and 2005 levels. These reductions totaled \$4.5 billion less than the Agency was given in 2003.

“It is IMA’s corporate approach toward effectively, and decisively managing installation that leverages the power of the whole to deliver relevant solutions for today’s force and innovation for the future.”

MG Michael Rochelle, Director IMA

2006

In 2006, per General Order 38 signed by Secretary of the Army Francis Harvey and Chief of Staff GEN Peter Schoomaker, the IMCOM was created as a three-star command and a direct reporting unit to the ACSIM. Additionally, the General Order integrated Family Morale Welfare and Recreation Command (FMWRC) and United States Army Environmental Command (USAEC) as commands subordinate to IMCOM. This historic order established IMCOM as a three-star command, with a seat at the table and command authority within the Army. This marked a major change in the importance placed on installation management. IMCOM now had greater expectations placed on it and the next four years were paved with hard earned successes and much to look forward to in the future.

As a command, IMCOM created new initiatives to further develop installation management:

- ❖ Developed strategic sourcing, which empowered individual installations to make larger, more bulk purchases.
- ❖ The Business Transformation initiative implemented proven business strategies, such as Lean Six Sigma (LSS). IMCOM's LSS program, one of the Army's largest, generated over \$1 billion in efficiencies.
- ❖ The MILCON Transformation initiative partnered IMCOM with the U.S. Army Corps of Engineers to provide projects faster, at lower cost and within scope.

The Army Campaign Plan set the course for the Army until 2025. Inside the plan, 159 Decision Points (DP), the two that deal directly with IMA were: DP 91, Garrison Functions and DP 56, Supply and Maintenance. These Army-level discussions, with all of the stakeholders, developed and shaped strategic supporting and supported guidelines, determined primary responsibilities and developed models for performing shared common tasks. These DPs integrated the efforts of Army Commands, Army Service Component Commands, Direct Reporting Units and IMCOM to provide an Army-wide



Installation Management flag unfurling during activation ceremony by LTG Robert Wilson, right, with the assistance of SGT Dustin Devine, 3rd U.S. Infantry (Old Guard).

standard for support to the Army operating under the ARFORGEN construct and a transformed Generating Force. The end state is the right organizational structure that aligns responsibilities that provide effective service in the most efficient manner to the senior mission commander.

Some other major accomplishments for the year were:

- ❖ With hard-fought financial support, IMA funded Phase I of its Interim Child Development Center Initiative, opening 18 temporary CDCs by the end of the fiscal year.
- ❖ By the end of the year, IMA developed 147 construction projects, completed 139 major designs and awarded 75 contracts totaling \$220 million for the Training Barracks Improvement Program alone. All told, TBIP funded 153 improvement projects at 19 locations, improving the living conditions for 86,000 trainees annually.
- ❖ In 2006, IMA began using an online self assessment tool, Organizational Self-Assessment, which allowed garrisons to more efficiently conduct effective self-assessments.

On Nov. 1, 2006, in accordance with the 2005 BRAC process, IMCOM activated IMCOM-West. The IMCOM's Northwest and Southwest Offices merged to form IMCOM-West at Fort Sam Houston with completion by the end of FY08.

IMA took great pride in their men and women in uniform and so honored them with the inception of the Soldier of the Year and Noncommissioned Officer of the Year program. In the same stride, IMA focused on building and developing its civilian personnel as 14 percent of Senior Service College civilian slots went to IMA personnel. It also increased the number of Senior Executive Service members selected from its ranks.

In FY06, IMA saw improvement in its base operations support funding. HQDA provided additional funding at the start of the year and added more than \$700 million during the Mid-Year review. This gave IMA nearly \$5.7 billion in Base Operation Support (BOS), which was close to FY03 expenditures. For the first time in many years, Sustainment Restoration and Modernization funds were not migrated to BOS, meaning both funds were used for their intended purposes.

In comparison to where IMA started, there was tremendous growth in personnel numbers in the first four years, as the workforce grew from 865 in 2002 to 68,322 in 2006.

Announced in December 2006, the Installation Management Study focused on enhancing efficiency and more clearly defining roles, responsibilities and relationships between IMCOM, ACSIM and the subordinate commands. Coupled with Army Transformation and the 2005 BRAC law, these three drivers led IMCOM to developed it transformation plan to fit seamlessly within the Army.

“IMCOM's future contributions to the Army community will be anchored by the Command's past achievements, its consistent support for Soldiers, Families and Army Civilians, and its commitment to transform installations in preparation for serving the Army future community.”

LTG Robert Wilson, Commanding General IMCOM

2007

In 2007, the Installation Management Study recommendations greatly assisted in transforming IMCOM by restructuring the headquarters and regions around a proven business model called Key Account Management. The Regions consisted of a group of Region Installation Support Teams designed to support dedicated garrisons. The Functional Support Teams were at the headquarters to provide functional expertise across the enterprise. After a series of events to reshape relationships, define roles and responsibilities, a rehearsal of concept drill was conducted and transition was set for October 2009.

The historic Army Family Covenant was unveiled across the Army and was embraced by the Army's senior leaders with Secretary Geren leading the way. IMCOM's response was through the Soldier Family Action Plan that created Soldier Family Assistance Centers for Warriors in Transition. Additionally, Army One Source was born serving as a virtual response center for our geographically dispersed population of Soldiers and Families, which has touched more than 100,000 lives. By the end of the year, IMCOM had 35 Warrior Transition Units in place delivering quality support, commensurate to the dedicated service of our Soldiers and Families.



CSM Mary Brown signs Army Family Covenant at Brunssum, Netherlands as MG Byron Bagby and LTC Fern Sumpter observe.

In February, Congress supported the President's announcement of a permanent growth to Army ranks by 65,000 Soldiers. The Public Works Division made a Herculean effort to develop a full set of facility requirements and MILCON projects strikes to support this growth; examine 30 percent of existing projects: developed a customized program to support; growth and prepared extensive documentation to support such efforts. This was all accomplished before the March congressional deadline.

Some of the major accomplishments and significant events for the year were:

- ❖ Public Works community had a banner year:
 - » Developed plans to fully modernize older barracks mitigating more than \$3 billion in MILCON.
 - » Obtained congressional support, \$1.5 billion for two new major projects:
 - First Sergeant's Barracks initiative (FSBI), that ensures quality management and sustainment of every occupied barracks in IMCOM's inventory.
 - Completely restore the Volunteer Army Barracks, eliminating a widespread mold and mildew problem.
 - » In two weeks, the public works community developed an investment strategy and project list for \$2.1 billion of the American Recovery and Relief Act, commonly referred to as the Stimulus Program.
 - » Developed plans to modernize the Army's Trainee Barracks that are scheduled to be completed in 2015, five years ahead of schedule.

ARMY FAMILY COVENANT

- » The unfortunate events of the Walter Reed incident focused the national attention on our Wounded Warriors. This highlighted our desperate need to provide proper facility conditions and construction standards to meet their specific needs.
 - » Rapidly pulled together and executed more than \$200 million in Restoration and Modernization projects to turn existing facilities into interim barracks, Soldier Family Assistance Centers and operational facilities for Warriors in Transition and their loved ones.
- ❖ The CONUS garrison's Directorates of Logistics' maintenance, supply and ammunition activities went under the operational control of the U.S. Army Materiel Command per Chief of Staff of the Army.

Funding continued to improve in FY07 with HQDA providing an additional \$1.8 billion to IMCOM at years beginning. This made funding commensurate with FY06. As a result, the issues that arose in FY04 and FY05 from Army senior mission commanders receiving insufficient support from the garrisons had almost disappeared in FY07, and IMCOM was resourced to provide the quality services its customers deserve.

The VCSA approved ACP DP 91 stating that IMCOM is the supporting command to ACOMs, ASCCs and DRUs for installation management. DP 91 did the following:

- ❖ At Army installations worldwide, the garrison commander supports the senior commander and all units, tenants and others and is responsible for providing a standard CLS to all customers.
- ❖ Deleted the senior mission commander and installation commander terms and replaced them with senior commander (SC) and clarified SC duties and the mission duties.
- ❖ Required a focus on Soldier, Family and Civilians by providing installation resources to units within HQDA's priorities.
- ❖ SC uses the garrison as the primary organization to provide services and resources to customers in support of accomplishing his or her mission.
- ❖ FORSCOM maintained administrative control of CONUS based operational units.
- ❖ ACOM/ASCC/DRUs were required to submit to IMCOM its subordinate mission priority needs for MILCON and BASOPs.
- ❖ SC serves as the senior Army officer to the surrounding community.
- ❖ SC provides oversight of IMCOM services .
- ❖ Garrison commander's primary focus is services to all customers at standards dictated by CLS.
- ❖ Mission units were able to focus solely on the mission.

"When American Soldiers are called on to defend our Nation's interests – confident in their training and equipment, and knowing that their families are supported – the talented men and woman of the Army's installation management team go with them."

MG John Macdonald, Deputy Commanding General, IMCOM, 2008

2008

"When Army historians document the origin of the Installation Management Command, they will recall the months between September 2007 and January 2008 as a watershed period when the command reaffirmed its value to the army." MG John Macdonald, Deputy Commanding General IMCOM stated.

The first five years of IMA's existence were met with skepticism and deep concern over its ability to succeed and effectively execute its mission. After all the deliberations in late 2007, the famous "IMCOM @ Five" briefing was given in February 2008, showcasing the accomplishments IMA executed in its first five years. This azimuth check"received the thumbs-up approval from the Secretary of the Army Pete Geren, Chief of Staff of the Army GEN George Casey Jr., Vice Chief of Staff of the Army GEN Richard Cody and the Army four-star commanders. This was IMA's signal that the command had earned its stripes and was here to stay.

The six main "IMCOM @ Five" take-aways were:

- ❖ IMCOM continue to receive consistent, focused direction for installation readiness by HQDA.
- ❖ Predictability and standardization of services and programs improved as funding, systems and processes have been put in place or improved.
- ❖ IMCOM is on track and moving forward and installations are showing marked increases in quality of life.
- ❖ Installation Transformation continues to evolve as the Army transforms.
- ❖ There is hard work ahead to provide support to an expeditionary Army in an era of persistent conflict.
- ❖ IMCOM is the Army's Home. It provides a source of balance that ensures an environment in which Soldiers and Families can thrive; structure that supports units readiness; and a foundation for building the future.

As IMCOM continued to mature in 2008, its main priority was managing the Army's Home at 110 installations. The growing portfolio of assets it was responsible for included (just naming a few):

- ❖ HOUSING and INFRASTRUCTURE
 - » 28 Airfields
 - » 2,643 miles of railroad
 - » 47,803 miles of utilities lines
 - » 56,487 miles of roads
 - » 98,000 trainee barracks spaces
 - » 583,000 Family and single housing units
 - » 973 million square feet of building space (Pentagon has 6.5 million square feet)



Change of Responsibility ceremony at Heidelberg, Germany, Diane Devens (left) takes over as Director of Installation Management Command - Europe, replacing Russell Hall (right) who replaced Devens as Director of IMCOM-North East with MG John Macdonald, Deputy Commanding General IMCOM, presiding.

- ❖ SOLDIER and FAMILY SUPPORT FACILITIES
 - » 35 Soldier and Family Assistance Centers (SFACs)
 - » 35 Warrior Transition Units (WTUs)
 - » 57 golf courses (owns more golf carts than any other organization in the world)
 - » 167 child development centers
 - » 589 recreational facilities

- ❖ SOLDIER TRAINING and SUPPORT FACILITIES
 - » 28 training support centers
 - » 60 record holding areas
 - » 88 mail and distribution centers
 - » 286 garrison dining facilities (served more than 47,000 meals daily)



IMCOM employees are responsible for environmental stewardship.

In March 2008, LTG Robert Wilson, Commanding General IMCOM, created the IMCOM Transformation Office to plan, coordinate and oversee IMCOM comprehensive transformation.

IMCOM committed itself to carry out the Army's four imperatives:

- ❖ SUSTAIN Soldiers, Families and Army Civilians
- ❖ PREPARE our Soldiers for success in the current conflict
- ❖ RESET the force expeditiously for future contingencies
- ❖ TRANSFORM the Army to meet the demands of the 21st century

LTG Robert Wilson was resolute in supporting the imperatives by focusing our installation mission to determine:

- ❖ What senior commanders need
- ❖ What Soldiers and Families deserve
- ❖ Capabilities that support our geographically dispersed population
- ❖ A vision of services and facilities for installations of the future

Some of the major accomplishments and significant events for the year were:

- ❖ MILCON for FY08 was \$66 billion.
- ❖ National Capital Region – District (NCR-D) responsible for Fort Belvoir, Va., Fort Meade, Md., Joint Base Myer-Henderson Hall, Va., and Joint Personal Property Office – Washington Area were provisionally stood up.
- ❖ U.S. Army Environmental Command leveraged more than \$70 million in defense funds to gain \$149 million more in outside partner funding to preserve over 96,000 acres in training land buffers.
- ❖ FMWRC established Army One Source reinforcing partnerships between Active Duty,

"Since our nation's beginning, Soldiers and families have been the foundation of America's freedom. This unchanging fact will shape the installations of 2025 just as it did those of 1775, the year before America's nationhood."

MG John Macdonald, Deputy Commanding General, IMCOM

National Guard and Army Reserve support services, local and state services and corporate America.

- ❖ FMWRC support to the Army Family Covenant expand exponentially to include:
 - » Support to 249 Army National Guard Family Assistance Centers.
 - » Hiring 1,029 Family Readiness Support Assistants.
 - » Provided nearly \$8 million in exceptional Family member respite care.
 - » Created 477 ACS staff positions meeting operational needs.
 - » Established Soldier Family Assistance Centers expanding support for Warriors in Transition in the vicinity of medical facilities.
 - » Provided \$35 million in marriage and relationship enhancement programs across the globally dispersed Army.

The Soldier and Family Readiness Board of Directors was formed to serve as a strategic forum to improve and sustain Soldier and Family readiness with enterprise-level decisions. This board is chaired by the Secretary of the Army and Chief of Staff of the Army, with ACSIM serving as the executive secretary. The SFRBOD members included the USA, VCSA, ASA(M&RA), ASA(I&E), five four-star MACOMs; Chief, USAR; Director ARNG; Office of the Surgeon General; Chief of Chaplains and Army G1. The preceding preparatory meetings in descending order were the three-star Soldier Family Readiness Executive Committee and the Soldier Family Readiness Working Group. Topics in 2008 included:

- ❖ Army Soldier Family Action Plan areas
- ❖ BRAC, Global Defense Posture, Army Modularity, generating force support and Family programs
- ❖ Army Medical Action Plan
- ❖ Support to Families of deployed Soldiers
- ❖ Expeditionary Base Operations
- ❖ Soldier and Family Readiness as per the four Army Imperatives
- ❖ Policies and programs outside the Army (DoDDS, DeCA, AAFES)
- ❖ Transformation of Installation Management.



Scouts helping out on Earth Day - USAG Vicenza, Italy.

“My transformation vision is to create an integrated and synergistic (Office of the Assistant Chief of Staff for Installation Management and Installation Management Command) organization. We will create interoperability among the (IMCOM, Army Environmental Command, and Family and Morale, Welfare and Recreation Command). Our organization will become more effective, customer-focused, streamlined, and resourced proportionately to the current economic funding for base operations.”

LTG Robert Wilson, Commanding General, IMCOM

With IMCOM's identified efficiencies, HQDA adjusted IMCOM funding for FY06, FY07 and FY08. In FY06 and FY07, these reductions were \$380 million and \$500 million respectively. FY08 saw nearly \$900 million in budget reductions due to efficiencies.



Photovoltaic solar array - Fort Carson, Colo.

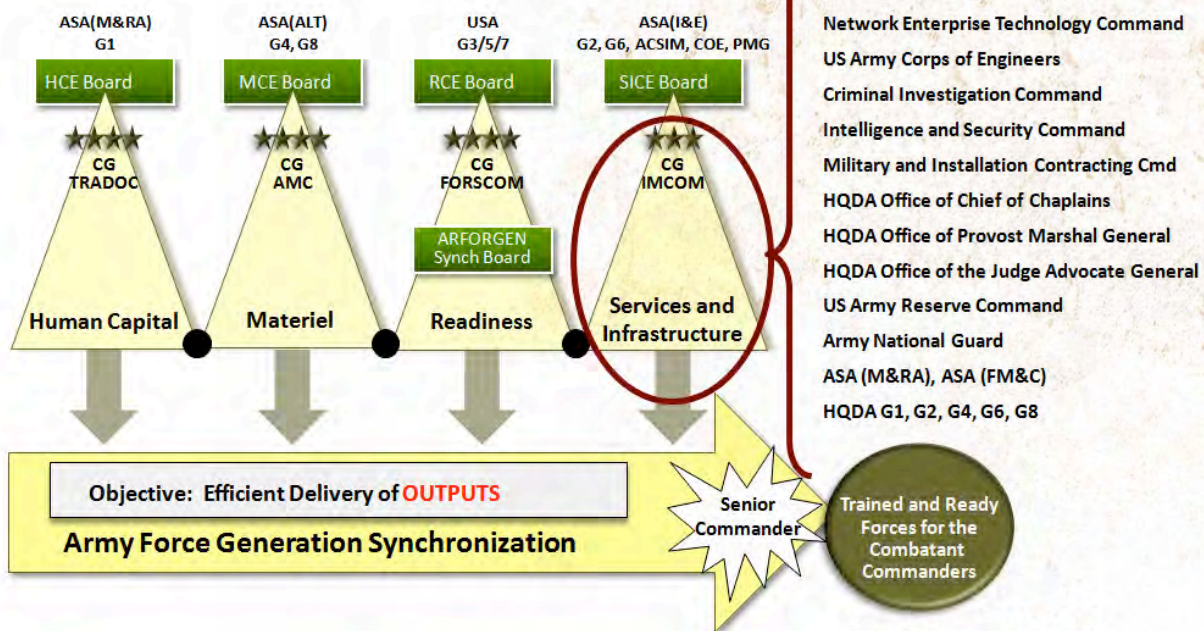
“Senior Commanders now focus their attention and resources on warfighting missions — leaving city management functions to Garrison Commanders. Commanders are providing standardized and predictable Soldier and Family services and programs in record time”.

LTG Robert Wilson, Commanding General, IMCOM

2009

The years of new activities and initiatives now began to blend. However, IMCOM Transformation was just getting started. IMCOM synchronized its transformation to better aligned with the Transformation of the rest of the Army. Below is the DA directed Core Enterprise approach for the total Army:

As part of institutional adaptation, providers of services and infrastructure formed a single entity - SICE



The Army directed Institutional Adaptation was an essential component of the Army's overall Transformation effort, and put the Army back in balance, aligning its functions, processes and working relationships to that of the Generating Force and the Operational Force. This effectively and efficiently generated trained and ready forces within available resources and preserve the all-volunteer force. Under this Institutional Adaptation, the Army focused its effort on four Core Enterprises: Readiness, Materiel, Human Capital and Services and Infrastructure (SICE). SICE supports training and mobilization of all forces, while providing a full range of installation and family support activities before, during and after the Soldier's absence. IMCOM serves as the lead command in charge managing the SICE stakeholders.

After discovering facilities that had been improperly maintained for decades, the First Sergeants Barrack Initiative (FSBI) came alive, enhancing single Soldier quality of life, maximizing barracks utilization, reducing unprogrammed single Soldier basic allowance for housing and reallocating Soldier time from non-war fighting tasks. In 2008 and 2009, the Army approved \$600 million for Warrior in Transition Barracks, directly supporting the more than 7,000 Soldiers in WTUs.

“Strategic communications and the Installation Management Campaign Plan are inseparable. Communication efforts that do not consistently advance the implementation of the Plan are unfocused, wasted efforts. Effective strategic communication of the Campaign Plan begins with the content of the Plan and the Commanding General’s intent and key messages.”

LTG Rick Lynch, Commanding General, IMCOM

In April, IMCOM assumed full responsibility to U.S. Army South (USARSO) as the Joint Task Force – Bravo (JTF-B) base operations provider with consolidated functions under an IMCOM Garrison Commander. This was IMCOM’s first major exploit into expeditionary operations.

Some of the major accomplishments and significant events for the year were:

- ❖ Established Military One Source a one-stop shop for a wide range of support resources that saved Soldiers and Families inordinate amount of precious time.
- ❖ Family Readiness Support Assistants were placed at the battalion level to assist commanders and family readiness groups.
- ❖ Connecting Families and geographically dispersed Soldiers via the new Army Integrated Family Support Network with face to face assistance, which was previously limited to onpost only.
- ❖ Garrison Directors of Logistics worked in concert with Army Materiel Command to quickly rebuild warfighting equipment for use during the RESET stage of the Army Force Generation (ARFORGEN) model.
- ❖ IMCOM went to a G-Staff designation at the headquarters to stay in par with the Department of Army’s redesignation to a G-Staff.
- ❖ Built more than 19,000 homes and renovated more than 14,000.
- ❖ Earned 2008 Presidential Quality Award for RCI execution.
- ❖ Training Barracks Modernization Program funded at an astonishing \$930 million, allowing 11,036 Soldiers to move into newly designed or renovated barracks.
- ❖ Secretary of the Army grants approval for three new SES positions — G-1, G-6 and Deputy FMWRC.
- ❖ Through USAEC efforts, a number of child development centers receive national certification.

Throughout 2009, FMWRC provided unheralded support to Soldiers and Families that included:

- ❖ Increased the number of Military Family Life Consultants from 144 to 212.
- ❖ Established Army Survivor Outreach Services to improve support for survivors of fallen soldiers.
- ❖ Created 36 Warrior Transition Units supporting more than 7,700 Soldiers.



LTG Rick Lynch takes the Installation Management Command guidon from GEN George Casey (CSA).

- ❖ Providing chain teaching to over 900,000 Soldiers on Traumatic Brain Injury and Post Traumatic Stress Disorder.
- ❖ Delivered community-based outreach services in 49 States.
- ❖ Obtained national accreditation of 103 Child Development Centers.
- ❖ Deployed MWR professionals into Iraq, Kuwait and Afghanistan.

On Oct. 1, 2009, IMCOM assigned 37 garrison Directorates of Information Management to the Army's Network Enterprise Technology Command/9th Signal Command. This met the Army's objective of all DOIMs being consolidated under a single Army command within the Army's Global Network Enterprise Construct. The final six DOIMs will migrate by 2011 or terminate due to BRAC. In FY10, IMCOM began to migrate to the General Fund Enterprise Business System which is the enterprise resource planning system that offers a web-based, online, real-time transaction and information capability.

On Nov. 2, 2009, LTG Rick Lynch assumed command of IMCOM, and became a member of the Army Staff as the ACSIM and assumed the role as the lead Commander for SICE.

Early into his command, LTG Rick Lynch grabbed took the reins of the Army's largest organization and set out a new command philosophy to guide this command with three questions for all employees:

- ❖ "Are we doing the right things?"
- ❖ "Are we doing things right?"
- ❖ "What are we missing?"

"IMCOM uses strategic communications to integrate all of its actions and information across all functions and engage key stakeholders to promote awareness and understanding that lead to commitment and action in the larger context of Department of the Army interests and objectives."

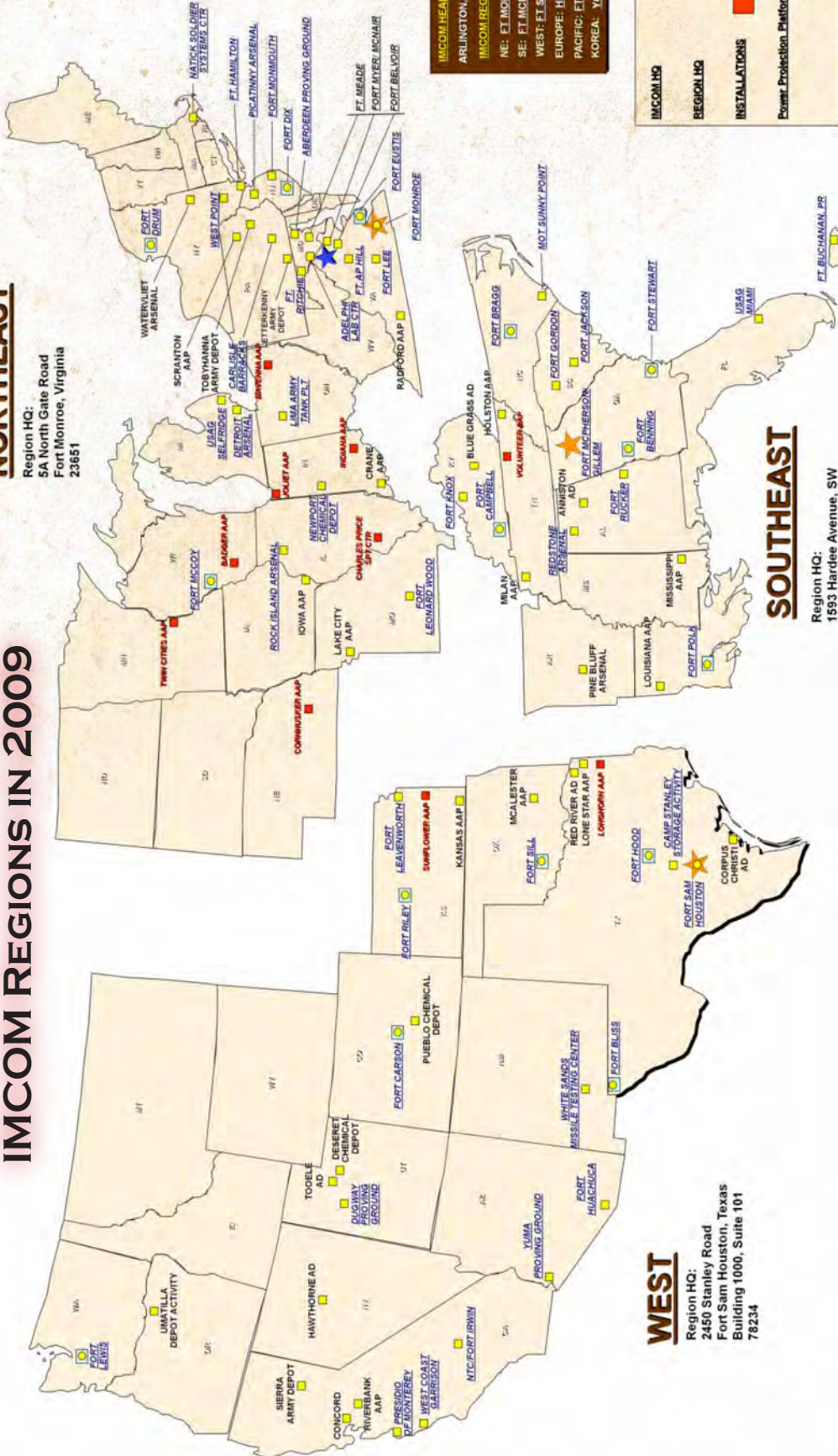
LTG Rick Lynch, Commanding General, IMCOM



IMCOM fire fighters on the front lines of a wild fire in Hawaii.

NORTHEAST

Region HQ:
5A North Gate Road
Fort Monroee, Virginia
23651



IMCOM HEADQUARTERS
ARLINGTON, VIRGINIA

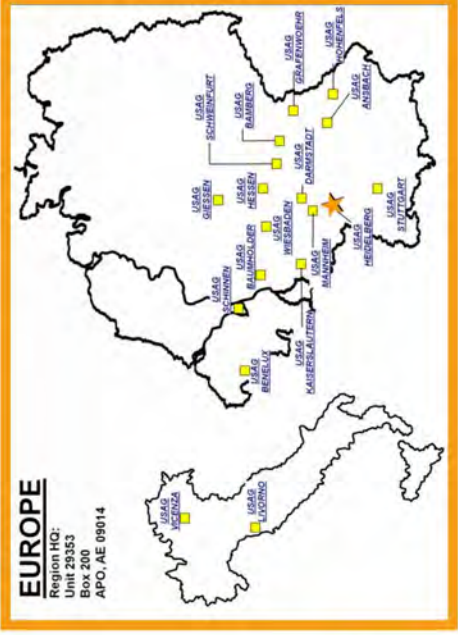
IMCOM REGIONS
NE: FT MONROE
SE: FT MCPHERSON
WEST: FT SAM HOUSTON
EUROPE: HEIDELBERG
PACIFIC: FT SHAFTER
KOREA: YONGSAN

Legend for symbols:

- ★ IMCOM HQ
- ★ REGION HQ
- INSTALLATIONS
- Power Protection Platform

SOUTH EAST

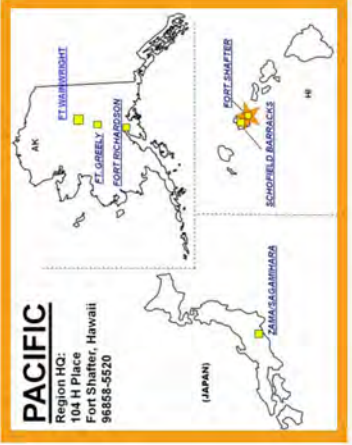
Region HQ:
1593 Hardee Avenue, SW
Fort McPherson, Georgia
30330



EUROPE
Region HQ:
Unit 29353
Box 200
APO, AE 09014



KOREA
Region HQ:
Unit 142
Building 4321 South Post
APO, AP 96205



PACIFIC
Region HQ:
104 H Place
Fort Shafter, Hawaii
96858-5520

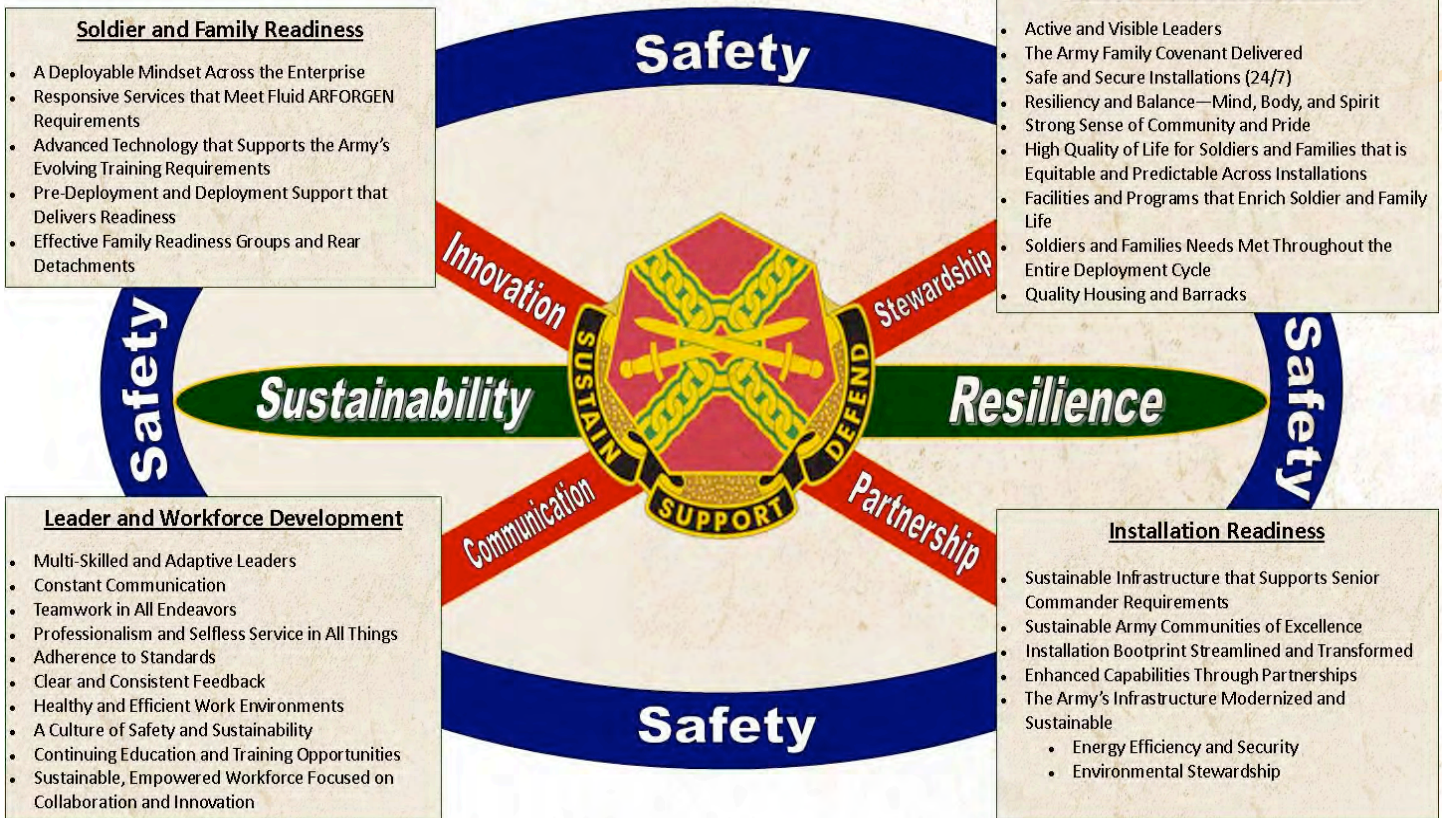
WEST

Region HQ:
2450 Stanley Road
Fort Sam Houston, Texas
Building 1000, Suite 101
78234

The Regional boundaries were reset to better align IMCOM resources to optimize Regional command and control and geographical dispersion.

2010

Commander's Intent



THE SUSTAINABLE ARMY COMMUNITY OF EXCELLENCE

The year started off quickly with LTG Lynch providing succinct and concise commander's guidance with the publication of the FY10 Installation Management Campaign Plan, which was structured by six Lines of Effort (LOE):

- ❖ 1. Soldier, Family and Civilian Readiness
- ❖ 2. Soldier, Family And Civilian Well Being
- ❖ 3. Leader and Workforce Development
- ❖ 4. Installation Readiness
- ❖ 5. Safety
- ❖ 6. Energy Efficiency and Security

The IMCP endstate is a measurable plan executed by each subordinate installation and nested in the goals and priorities set by the Secretariat and HQDA.

In support of his commander's intent, LTG Lynch directed several other vital changes to IMCOM's Transformation to include:

- ❖ Publishing the Installation Community Leader's Handbook to share knowledge, support discussion and imparts lessons and information in an expeditious manner. This supporting publication to the IMCP incorporates IMCOM's mission, vision, commander's intent and IMCP tenets.
- ❖ After a thorough evaluation, the commanding general decided to retained the Region Installation Support Teams and returning Functional Support Teams to the regions. Both structures were created in IMCOM's initial Transformation effort in response to the Installation Management Study.
- ❖ Public Affairs will operate as a single, integrated office.
- ❖ Strategic Communications office was created.
- ❖ Fostering an inclusive Installation Management Community (IMCOM, ACSIM and ASA(I&E))
- ❖ Disestablished the NCR-District and realigned those resources under the Northeast Region.
- ❖ IMCOM supports manning of the Services and Infrastructure Core Enterprise (SICE).
- ❖ All Regions will now be geofunctionally aligned as follows:
 - » Northeast Region with Training and Doctrine Command both located on Fort Eustis, Va.
 - » Southeast Region with Forces Command both located on Fort Bragg, N.C.
 - » West Region with Army Materiel Command (located at Redstone Arsenal, Ala.)
 - » Europe Region with U.S. Army Europe and 7th Army in Wiesbaden, Germany.
 - » Korea Region with US Forces Korea both located on Camp Humphreys, South Korea.
 - » Pacific Region with U.S. Army Pacific both on the island of Oahu, Hawaii.
- ❖ USAEC is the first subordinate command to uncase their colors in San Antonio.
- ❖ Revitalization of the U.S. Army Journal of Installation Management.

LTG Lynch's vision for IMCOM's BRAC and Relocation Plan included accelerating the move and expediting the hiring plan. The IMCOM colors and key leaders moved nine months earlier than planned accelerating the center of gravity shift by nine - 12 months. All personnel moves, hiring actions and in-sourcing events were accelerated by three months putting 70 percent of required HQs staff in San Antonio. This acceleration avoided additional leasing expenses of \$5 million, personnel moves in 4th quarter FY11 were reduced to 10 percent of total personnel and most importantly, allowed IMCOM personnel in San Antonio to be in place to support the relocations of FORSCOM, TRADOC, AMC and five other commands moves during FY11.

The complexities of transforming and transitioning IMCOM simultaneously while supporting Army Transformation is a major feat full of challenges. One challenge is to ensure continuity of service despite the headquarters staff being split between Texas and Virginia.

Some of these changes within IMCOM in 2011 and beyond are as follows:

- ❖ Execution of all BRAC 2005 actions by September 2011.
- ❖ Accelerated transfer of the AMC Special Installations to IMCOM.
- ❖ Future changes include integrating FMWRC and USAEC into the Headquarters.
- ❖ All CONUS garrison Directorates of Logistics activities will be under operational control to U.S. Army Materiel Command and begin a thorough assessment for potential transfer.



IMCOM working around the clock at Railhead operations - Camp Carroll, South Korea.

IMCOM is paving the road for success in the future by:

- ❖ Driving conceptual development of future installations.
- ❖ Anticipating environmental, energy and economic challenges.
- ❖ Exploring the growth of privatized facilities.
- ❖ Expanding partnerships between installations and surrounding communities.

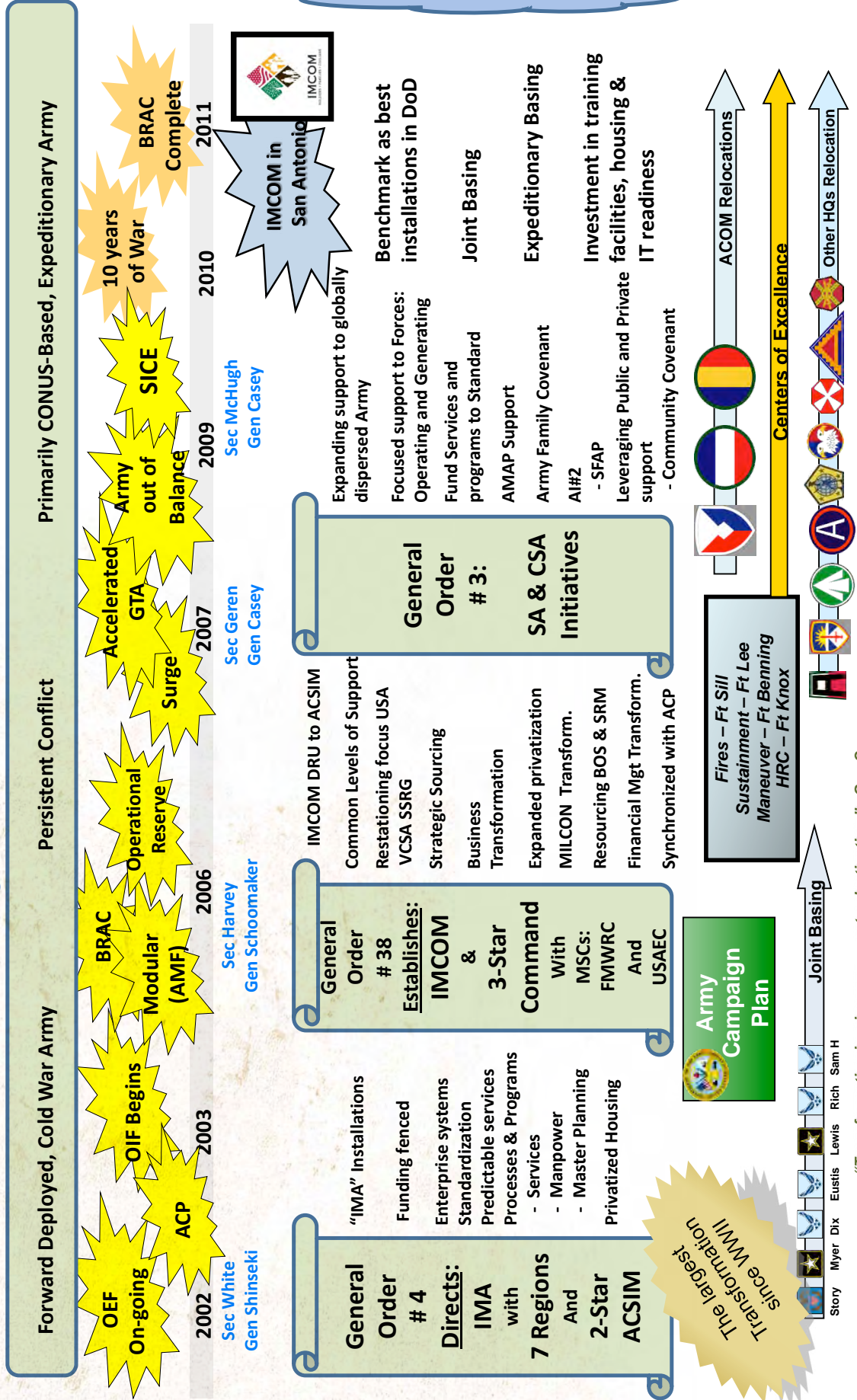
As FY11 rapidly approaches, IMCOM's transition to its new home in San Antonio signals the beginning of the next chapter of its promising future.

*“In life you have the choice to read history or make history.
Let's choose to make history.”*

LTG Rick Lynch, Commanding General, IMCOM

Installation Management Command (IMCOM) Supporting the Army

Where we came from Maturing as a Command Where we are now Where we're going



Building Systems and Processes Exercising Throw Weight Shaping the Future to fully realize potential



We are
THE ARMY'S HOME.



IMCOM
SOLDIERS • FAMILIES • CIVILIANS

IMCOM HEADQUARTERS DURING TRANSITION





We are
THE ARMY'S HOME



IMCOM
SOLDIERS • FAMILIES • CIVILIANS