



Observation Post

U.S. Army Installation Management Command - We are the Army's Home

May 6, 2015

Volume 2, Issue 2

Mission:

- IMCOM delivers and integrates base support to enable readiness for a self-reliant and globally-responsive All Volunteer Army

Vision:

- Innovative professionals committed to effectively delivering extraordinary services and facilities for our premier Army

Straight Talk with Senior Commanders

The next five months will be challenging as we work through a mid – year review and posture for FY16. Good stewardship of limited resources is critical as we work to close out the fiscal year and articulate the funding reduction impacts on our garrisons to Army senior leadership and Capitol Hill. A tremendous amount of coordinating, planning, and testifying on Capitol Hill has occurred to develop a funding strategy that ensures Soldiers, Families, and Civilians continue to receive the quality programs and services delivered on our installations every day. We maximized every Congressional and Senate engagement to articulate the Army's requirements, affects of a potential sequestration, budget reduction impacts, facility, and energy issues. Although the future is unknown, we remain steadfast in supporting the Army's priorities and working with your team to ensure we identify and close any critical gaps in services.

That said, we've had key leadership changes that I would like to highlight, since these individuals serve an important role in the communities. The individuals are as follows: BG Dan Mitchell, IMCOM DCG-S, Mr. Mike Formica, IMCOM Europe Region Director and Dr. Christine Altendorf, IMCOM Pacific Region Director. Additionally, we have several new Deputies to Garrison Commanders, they are as follows: Derrick Hood (Brussels); Hugh Hardin (POM); Audy Snodgrass (Sill); Patrick Mackenzie (Humphreys); and Mary Himic (Hood). Their proven leadership skills and expertise will serve you and the Army well!

This past March, we convened our garrison commanders and their sergeants major to discuss key topics and programs



LTG David Halverson, Commanding General, U.S. Army Installation Management Command (U.S. Army photo)

that are important to the Army.

Hearing first hand from our garrison command teams about installation access control, quality of life programs, partnerships, energy initiatives, human capital planning, and budget execution efforts was time well spent. Their leadership, feedback, and insight were invaluable as we look to refine our service delivery methods for you.

As we move forward in supporting Force 2025 and Beyond, I want to thank you for your leadership. Your personal involvement sets the conditions for success. The Army has a positive track record for successfully meeting every challenge. Together we will meet this one through innovation, sound business practices, and continuing to do what we do – take care of Soldiers, Families, and Civilians.

Support & Defend! Here to Serve!

Dave Halverson

Fiscal Year 15 Funding

As we work through FY 15 and toward FY 16, Installation Management Command's (IMCOM) near-term resource challenges are being shaped by the fiscal realities of sequestration. To sustain support services, the Army's programming strategies have historically made IMCOM reliant upon year of execution funding. The impacts of Army-wide funding reductions now result in the Army having less flexibility to implement this type of strategy. This dynamic is forcing IMCOM to live within our current baseline funding levels. To this end, we are communicating to senior Army leadership the worst case scenario, i.e. if we receive no additional funding, the result will be detrimental to our mission.

If Sustainment, Restoration, and Modernization remains funded at 69% of requirements, then only life, health, safety related sustainment work, and preventative maintenance would be covered, leaving only minimal funding for repair and modernization.

Within Base Operations Support, Civilian pay is fully funded, but delivery of critical service contracts, i.e., electrical, refuse, custodial, grounds maintenance, military personnel services, and others are at risk. Army Family Housing was reduced 32% below the FY14

See **FUNDING**, page 4



Installation Access Control Requirements

Army authorities are taking a closer look at our security posture and defining what can be done to strengthen it. One of the main lines of effort toward security enhancement has been and will continue to be installation access control.

The Secretary of the Army recently directed all installations to review their level of compliance with existing entry requirements and put in place mitigating measures where current mandates cannot be met. The Secretary further charged senior commanders to coordinate with garrison commanders toward prioritizing requirements and developing a phased plan to implement and execute access/visitor control and common access card credentialing procedures.

Headquarters Installation Management Command (IMCOM) Provost Marshal/Protection, Physical Security Office is at the center of this initiative and working diligently toward moving the command forward to full compliance.

In accordance with SecArmy Directive 2014-05, Policy and Implementation for Common Access Card Credentialing and

Installation Access for Uncleared Contractors, security personnel performing the access control mission and conducting criminal background checks will deny installation access to individuals with the following derogatory information (Army senior commanders can further add disqualifying factors that



would deny individual access onto the installation):

-The National Crime Information Center (NCIC) contains criminal information about the individual that presents a potential threat to the installation.

-Unable to verify the individual's claimed identity.

-Has current arrest warrant in the NCIC.

-Currently barred from entry to a federal installation.

-Convicted of crimes encompassing sexual assault, armed robbery, rape, child molestation, production or possession of child pornography, trafficking in humans, drug possession with intent to sell or drug distribution, murder and treason.

-Convicted of a felony within the past 10 years.

-Convicted of a felony firearms or explosives violation.

-Identified as known to be or suspected of being a terrorist or known links to terrorism.

For more information, contact Craig Shreiner, IMCOM Provost Marshal/Physical Security Chief, 210-466-0495, craig.g.shreiner.civ@mail.mil.

Army Substance Abuse Program (ASAP) Update

USA Today reporter, Gregg Zoroya, has been focusing on war's impact on Service Members and the capacity of Army programs like Army behavioral health, the Army Substance Abuse Program (ASAP) and suicide prevention services to help Soldiers and Family members deal with those impacts. The article in USA Today published on 11 Mar 15 was very critical of the ASAP Program.

The Installation Management Command (IMCOM) ASAP is solid and all of the assessments completed to date show that our program is trending upwards. The IMCOM ASAP team works hard every day to ensure our Soldiers, Civilians and their Families receive the best care possible.

We take the readiness of our Soldiers and the resiliency of our Families very

seriously; they deserve our very best. Army leaders are actively engaged in ASAP, aware of its challenges, and lead corrective action when required. As such, in response to the article, the Secretary of the Army directed a 100% Office of the Inspector General (DAIG) ASAP Program review.

Additionally, the Chief of Staff of the Army directed IMCOM to conduct lightning visit inspections consisting of four to five installation ASAPs. DAIG visits began on 13 Apr 15 with visits to all ASAP clinics and are scheduled to be completed on 9 May 15. The IMCOM lightning visits were completed on 23 Apr 15. The Secretary of the Army also directed the Assistant Secretary of the Army Manpower & Reserve Affairs to lead a comprehensive review and assessment of the

ASAP policy, program objectives; program design, program effectiveness and efficacy; staffing and resources; and organizational alignment. This review will be informed by initial results from the ongoing Inspector General's inspections of the clinical portion of the ASAP program.

The result of these efforts will inform the strategic direction for the ASAP. The Army remains committed to our Soldiers by ensuring their well-being remains a top priority for leaders at all levels. Prevention of substance abuse is more than an ASAP issue, it is leader business.

For more information, contact Pamela Budda, IMCOM G1, ASAP Chief, 210-466-0885, Pamela.j.budda3.civ@mail.mil.



IMCOM Redesign Study to Support Army Priorities

In the Chief of Staff of the Army's (CSA) testimony to Congress on 28 January 2015, he described the national security environment as the most uncertain he has seen in nearly 40 years of service. The rapid disintegration of order in Iraq and Syria; Russia's intervention in Ukraine; and China's military modernization threaten our interests and raise concerns with our allies. Despite all of these increased threats, the CSA testified, "we continue to reduce our military capabilities."

Historically, the Army has taken risks in installation services to reallocate funds to other priorities. With continued funding reductions and the potential return of sequestration, we expect

this to continue. As it has in the past, Installation Management Command (IMCOM) will continue to do its best to fund readiness priorities such as airfields and training ranges in support of senior commanders. Concurrently, IMCOM must determine how to operate within reduced funding.

This spring, IMCOM will begin a collaborative redesign study to prioritize programs and services; and redefine the organizational structure by echelon to deliver those services. The concept for the redesign is to relook the services and programs delivered at the garrison and as appropriate, reshape the garrison organizational construct which delivers those services. Once the garrison services and organization

are determined, the next step is to redefine and reshape IMCOM regions and headquarters, and then submit our recommendations to the Army for approval.

Army leaders are making difficult decisions during this time of reduced resources and IMCOM is no exception. Status quo and traditional efficiency-seeking initiatives cannot keep pace with the decline of the budget. This redesign study is IMCOM's opportunity to be innovative and bold in accomplishing its mission.

For more information, contact Marie Doyle, G5 Strategic Plans Analyst, 210-466-0238, marie.r.doyle4.civ@mail.mil.

Garrison Commanders, City Managers Team Up to Share Expertise

Installation Management Command (IMCOM) and the International City/County Management Association (ICMA) are piloting a program to create mentorship relationships between garrison commanders and city managers.

By sharing expertise, "the professional development experience will expand our garrison commanders' appreciation for garrison operations and set them on the right path for a successful command," said Lt. Gen.

David Halverson, CG IMCOM. "The association our garrison commanders develop with city managers will be the foundation for a long-term relationship with knowledgeable partners they can call upon anytime."

The IMCOM/ICMA pilot program provides peer-to-peer support to garrison commanders during a one-week engagement with ICMA members and host communities. The partnership provides professional development and training opportunities for garrison

commanders and connects them with information and resources available to city and county managers through membership in ICMA.

Colonels and lieutenant colonels that have been centrally selected to lead a garrison, but have not yet taken command, are eligible to participate. Performing well as a garrison commander and demonstrating they can do this consistently over time will

See CITY, page 4

Observation Post is a periodic communication tool for U.S. Army Installation leaders to receive direct feedback and critical information from IMCOM Headquarters and Department of the Army that directly or indirectly impacts the service and support of America's Army.

Observation Post is published by IMCOM Headquarters Commander's Initiatives Group, in partnership with IMCOM Staff and Directorates. Past issues can be viewed at <http://www.IMCOM.army.mil>. General questions may be addressed to Patrick Rothbauer, Commander's Initiatives Group, patrick.j.rothbauer.civ@mail.mil, (210) 466-0731.



Installation Management Command Supports Soldier For Life

Transition is a part of life and transition is something we plan for, adapt to and embrace as part of our culture in the Army. Soldiers and Families navigate the changes in their lives with different perspectives and circumstances. IMCOM facilitates a healthy transition by providing resources, services, and programs in an environment centered around teamwork, transparency, and collaboration. The IM-

COM Soldier for Life Fusion Cell was established to horizontally synchro- nize all the programs that support Sol- diers and their Families and

create vertical integration of all stake- holders using a common operating pic- ture.

Units across our Army prepare to en- sure mission readiness – *in combat*. Total Army Strong reaffirms the Army's commit- ment to the total Army Family – *at home*. Soldier for Life is a mission that prepares Soldiers throughout the Soldier life cycle to remain Army Strong – *in life*.

The programs and services delivered by IMCOM support every phase of Soldier for Life: Start Strong, Serve Strong, Re- Integrate Strong and Remain Strong. A Soldier for Life common operating picture was developed to provide command over- sight and facilitate transparency across stakeholders to leverage best practices and ensure mission success. This com- mon access card enabled common oper-

ating picture can be accessed by visiting: https://home.army.mil/sites/operational/SitePages/Transition_COP.aspx.

In collaboration with government and private sector organizations, IMCOM is hosting national transition summits at more than 20 Army installations world- wide to ignite dialogue between leaders, employers, Soldiers, and spouses. The schedule for upcoming national transition summit events can be viewed at: [https:// home.army.mil/sites/operational/Lists/ Nat Trans Summit Sched/ COP View.aspx](https://home.army.mil/sites/operational/Lists/Nat_Trans_Summit_Sched/COP_View.aspx).

For more information, contact Rosemary Clark, IMCOM Soldier For Life – Fusion Cell Program Analyst, 210-466-0357, rosemary.a.clark4.naf@mail.mil or usarmy.jbsa.imcom-hq.list.soldier-for-life-fc@mail.mil.



Garrison Commanders, City Managers Team Up to Share Expertise

CITY, from page 3

enhance professional development, while simultaneously improving Army

Soldier, Civilian, and Family quality of life on their installations.

For more information, contact LaToya Sizer, IMCOM G7 Command Programs

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Fiscal Year 15 Funding

FUNDING, from page 1

program, creating a \$45M funding shortfall. Reprogramming at midyear will mitigate critical shortfalls of \$25M for leased housing and \$4M for the Residential Communities Initiative, but these adjustments will leave significant risk in housing, maintenance, and repair.

The end state will be challenging and we are very positive that Army leadership is well aware and assessing the risks. Other Army major commands

have articulated their support and concern that the ripple effect on them would be significant, should IMCOM funding shortfalls not be addressed. Internally, IMCOM is developing tiered courses of action tailored to the severity of our potential end-state funding posture. The courses of action will minimally sustain or curtail services as a means to live within our funding target. IMCOM senior leaders convened in March to refine the mitigation plan and build the strategic communication that addresses expectations and the way-

ahead.

Our primary goal is to execute a strategy that keeps the command within our funding boundaries while attempting to sustain mission services. While there are inherent risks that will come from this strategy i.e. higher borrowed military manpower utilization, deferral of less critical projects, and more, we will work to avoid mission failure situations.

For more information, contact Aurora Castaneda, IMCOM G8 Budget Chief, 210-466-0762,