



Observation Post

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

October 9, 2014

Volume 1, 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

Senior Commanders:

The last few months have been exhilarating as I've immersed myself in IMCOM and witnessed first-hand the myriad of "fire missions" that we do on behalf of our garrisons and the Soldiers and Families we support.

Concurrently, acting on guidance from the Chief of Staff of the Army, we continue to look for innovative, efficient and effective ways to improve how we do business.

We are taking a hard look at ourselves, reviewing our core competencies (Common Levels of Support) and working in collaboration with our stakeholders (Senior Commanders representative of the various Army Commands) to establish FY15 capability levels.

This will provide us with the framework to identify and realign resources to baseline services. It will also serve as a great opportunity for us to look at the services we provide and collaboratively work to redefine garrison services, scaling down



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

services, and hours of operation to what is needed.

We can no longer continue to do everything. We must work together to determine services we can provide and apply limited resources, and then, through innovation and creativity, use "out of the box" business practices to fill the gaps.

We remain steadfast in our commitment to serving and supporting our Soldiers, Families, Civilians, Retirees, Wounded Warriors, and Survivors.

Inspector General Trends

In FY14, the IMCOM Inspector General completed 174 IG Action Requests containing 204 issues and allegations, the majority being assistance cases — e.g., pay discrepancies.

A complaint that claims impropriety against a specific individual normally results in an allegation. We resolved 50 allegations in FY14, 26% of which were substantiated. Approximately 23% of those substantiated allegations began as anonymous complaints.

The top 5 categories of issues and allegations were as follows:

- 1. Leadership Issues:** abuse of authority, failure to take appropriate action, failure to obey regulation and reprisal.
- 2. Civilian Personnel Management:** employee development, employee/management relations, and civilian recruitment.
- 3. Improper Personnel Actions:** civilian hiring actions, and employee time and attendance.
- 4. Finance:** allowances (e.g. COLA), vendor pay and nonappropriated funds.
- 5. Personal Misconduct:** misuse of a government vehicle and official time.

For further information, please contact Mr. Chris Cummings, 210) 466-1119, Christopher.m.cummings3.civ@mail.mil.

Observation Post is a quarterly communication tool for U.S. Army Installation leaders to receive direct feedback and critical information from IMCOM Headquarters and Dept. 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. General questions may be addressed to Diana Carrauthers, Commander's Initiatives Group, diana.j.carrauthers.civ@mail.mil, (210) 466-0731.

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Restoration & Modernization Vetting/Prioritization

The Army's Facility Investment Strategy provides long-term goals and guidance on short-term execution of the Army's infrastructure funding streams. IMCOM HQ applies this strategy in its management of Sustainment, Restoration and Modernization (SRM) funding.

As with all sound planning and programming processes, it is imperative that coordination with Army Commands (ARCOMs), Army Service Component Commands (ASCCs) and Direct Reporting Units (DRUs) are achieved at the IMCOM Garrison, Region and headquarters levels. The process, in accordance with AR 420-1, starts at the Garrison level and is normally concluded at the Garrison (Directorate of Public Works-hosted) Real Property Planning Board; the process results in identification of the Senior Commander's SRM and MCA priorities. For FY15, IMCOM headquarters is working toward submission of the command's SRM and MCA priorities to HQDA by October 15, 2014.

Although our goal is to fund and execute sustainment at 80% of the DoD Facility Sustainment Model (FSM) requirement, current projected HQDA funding of Sustainment is at 65% of the FSM. Below is our Sustainment Strategy for this allocation.

This strategy recognizes that Garrisons must perform preventive maintenance to ensure facility components remain operational for their expected useful life span. It also recognizes the need to prioritize response to Demand Maintenance Orders, to execute small Restoration/Modernization (R/M) projects and to support Sustainment projects.

Finally, it recognizes that requirements for large R/M projects that can't be executed with the Garrison's funding allocation will be identified twice each year: First, as listed above, as part of the annual data-call for project priorities; second, in April, to identify projects available for year-end execution should HQDA funding become available.

IMCOM is applying the Army's Facility Investment Strategy (FIS) to prioritize R/M requirements for the command.

These are as follows:

- Each submitted R/M project restores Q3/Q4 facilities to



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Facilities and Infrastructure



FY14 Facility Sustainment Strategy

- 30% Preventive Maintenance (PMO)
 - Support High Performance Sustainable Buildings
- 50% Sustainment
 - DMO (Pri 1- LHS/Emergencies; Pri 2 – Urgent and Pri 3 – Recurring/Normal)
- 5% Allow Migration to R/M Requirements
 - DMOs and Projects
- 15% Sustainment projects

OSD Facility Sustainment Model Requirement for IMCOM is \$2.9B annually. FY14 funding is \$1.8B (65%).

01-Apr-14

a Q2 rating. Fix worst enduring facilities first as priority R/M projects.

- Priorities will align with the FIS Focus Areas: Energy/Utilities, Organizational Vehicle Maintenance, and Trainee Barracks.
- Other IMCOM priorities include TAA announcements, Chief of Staff of the Army priorities, Army Cyber Command, Korea Transformation, Europe Realignment, Hawaii Military Construction (MILCON) Alternate Plan, and rebalance Real Property to mitigate MILCON requirements (facility conversions).
- Installation Senior Commander priorities, which meet these requirements received highest priority. Region Directors provide priorities across their Regions. ACOMs also provide their priorities for Installation Senior Commander prioritized projects. HQ IMCOM works to integrate these priorities into a consolidated project list.

IMCOM HQ is committed to funding facility requirements based upon Army priorities. If commanders have concerns that their requirements are not being recognized within these priorities, they should contact IMCOM HQ G4 for further clarification. For further information, please contact Mr. Gus De Jesus, (210) 466-0618, Gustavo.e.dejesus.civ@mail.mil.



IMCOM Army Airfields/Heliports: Manpower and Way Ahead

Army Airfield/Heliport (AAF/AHP) manning has become an issue of increasing significance as we continue to face authorization reductions, which hinder our capability to adequately support Senior Commanders (SC).

Although our validated Army Airfields Manpower Model documents 1,048 requirements for 34 AAF/AHP, our funded garrison authorizations have historically been in the 700-800 range and are currently 723, approximately 69% of SC requirements. Projected reductions through FY17 further reduce our authorizations to 676.

We fully understand the significant impact these cuts have, and will continue to have, on our ability to safely and efficiently support our mission partners' operational and training requirements.

We are working closely with the Department of the Army G3/5/7, and in particular, the U.S. Army Aeronautical Services Agency, to find Army solutions to this issue. LTG Huggins, DA G3/5/7, during a discussion of Airfield manning with LTG Halverson, ac-

knowledged the impact of the current planned reductions and pledged to take this issue on.

While there have been discussions at many levels about solving the manpower issue by closing or terminating operations at some lesser-utilized AAF/AHPs, the fact is the number of authorizations that could be garnered by doing so, given the few AAF/AHP that might be candidates, would only make a small percentage difference. Senior and Garrison Commanders have been extremely creative in developing strategies to mitigate the effects of the reductions and continue to support operations and training at our airfields; however, barring an increase in authorizations, the biggest manpower savings can be generated by reducing hours/days of operation and services provided.

As we move forward, rest assured that, in coordination with our mission partners, we will continue the fight to seek appropriate resources and support at Army level. If you have any questions, please contact our G3 Airfield Operations Division, 210-466-0228.

Religious Support: Strong Bonds Program Update

For FY15, the Office of the Chief of Chaplains (OCCH) tailored the Strong Bonds (SB) program to be consistent with public law and DoD same-sex policies while also respecting the religious beliefs and conscience of individual chaplains.

The number of chaplains who are free to lead and provide training at SB events with same-sex couples (SSC) participation is very low. The Chief of Chaplains expects all chaplains to be faithful to their individual vows of ordination, religious beliefs, and follow the guidance of their denominational endorser.

Chaplains whose endorsers permit them to participate in SSC-attended events are referred to as being "non-restricted," while those who cannot participate are referred to as being "restricted." Chaplains can also be restricted if they decide they cannot participate due to personal conscience and belief.

"Perform or provide" is the operational standard by which the chaplaincy conducts the religious support mission in a pluralistic Army environment. If a chaplain cannot perform a specific service or support, the chaplain will provide for that service or support by coordinating with another chaplain or appropriate agency. This standard drove the changes to the SB execution model. The new model employs a tiered escalation process to backfill restricted chaplains with non-restricted chaplains on the installation or from the USAR or ARNG.



SSG Damian Yu and his wife Rocio participate in a relationship building exercise at a USAG Fort Bragg Strong Bonds event. (U.S. Army photo)

Finally, the new model requires DEERS verification of ALL couples to ensure attendance eligibility. An extended registration period with improved website support facilitates early identification of potential challenges for the Chaplain Corps to mitigate. It is in every chaplain and commander's best interest to reduce "surprises" that may adversely affect a scheduled training event. For further information, please contact Mr. Glenn E. Coe, glenn.e.coe.civ@mail.mil, (210) 466-0722.



Soldier for Life Transition Assistance Program

The Soldier for Life – Transition Assistance Program (SFL-TAP) (formerly called the Army Career and Alumni Program) is an important mission for the Army and for IMCOM. The Army plans to reduce troop strength from its current level of 520,000 Soldiers to 450,000 by FY17. While unemployment for all veterans has been decreasing, it still remains much higher among post-9/11 veterans (especially the young, minority and women) compared to civilians.

Trends indicate the Army must do more to prepare Soldiers for transition and connect transitioning Soldiers to meaningful employment, education opportunities, and benefits earned through service.

Senior Commanders play an important role in ensuring Soldiers on their installation get to the SFL-TAP Center in time to take advantage of this important program.

Mandatory transition assistance training must begin for all Soldiers no sooner than

18 months and no later than 12 months prior to their separation date to enable a smooth transition to civilian life (those retiring may begin two years prior and continue for life). Soldiers being considered for release earlier than their contractual separation date (e.g., administrative or medical separation) should be referred to the Transition Assistance Program immediately upon identification as a candidate for early release. This timeline allows flexibility to release Soldiers for SFL-TAP services between major training events and commensurate with their individual needs and career goals.

The Army began to implement the Soldier Life Cycle concept (SLC) on October 1, 2014. This new concept provides Soldiers with structured, integrated education and skills throughout their military career to maximize success at transition.

Transition from Army Active Duty is an inevitable life-changing event for every Soldier and family, and SFL-TAP remains an IMCOM top priority. The SFL-TAP clearly shows the commitment of the Department of Defense, the Army, IMCOM, and our interagency partners in helping Soldiers to be ready to pursue career goals in civilian life. For further information, please contact Mr. Steven H. Carpenter, steven.h.carpenter3.civ@mail.mil, (210) 466-0330.

Business Operating Standards

IMCOM G9 Business Operations published the Business Operating Standards (BOS), a clear and concise document prescribing the responsibilities and procedures for administering Morale, Welfare and Recreation (MWR) business operations Enterprise-wide.

The BOS replaces previous operating standards, benchmarks and guidance for business operations based on today's fiscal conditions. The BOS can be found at http://www.armymwr.org/programs/busops/operating_standards.aspx.

The BOS establishes mandatory standards, to include Net Income Before

Depreciation (NIBD), for all programs and it reinstates the Performance Improvement Program (PIP). The PIP is a formal process where Garrison Business program activities are held accountable for producing a positive NIBD or risk possible closure.

In addition, the BOS provides guidance on general areas such as business growth, how to complete business/action plans, competitive pricing strategy, guest satisfaction and labor and personnel management. It also describes guidelines and standards in specific programs areas like administration, facility/equipment specifications, minimum

standard fees, and personnel certifications as well as other information to assist Garrison Business Managers meet the standards and operate efficient and effective activities.

Senior Commanders can assist with the BOS implementation by being aware of the standard and ensuring that Family and MWR programs adhere to the standards, and by holding Family and MWR personnel accountable for producing a positive NIBD.

For further information, please contact Dr. Peter Craig, (210) 466-1287, peter.craig.naf@mail.mil.

Army Community Service Leverages Community Partnerships through Army OneSource

Army OneSource (AOS) is a Secretary of the Army initiative that standardizes the delivery of family programs and services regardless of component or geographic location. Through technology and community outreach, the Army Community Service (ACS) staff have access to additional resources to ensure our Soldiers, Veterans, and their Families continue to receive the support services they so richly deserve. ACS has made rapid strides in serving the needs of the military community, but we can't do it alone. Operating in a fiscally constrained environment means we must maximize partnership opportunities.

Here's what is available through AOS:

- **www.AOSResourceCenter.com:** a membership-based online collection of resources for those who serve Soldiers and their Families, including free continuing education courses (<http://www.aosresourcecenter.com/continuingeducation>) and state demographic information (<http://www.aosresourcecenter.com/map>)
- **Web events:** webinars with top subject matter experts in the behavioral health, faith, legal and financial focus areas; access on demand web events here. (http://www.aosresourcecenter.com/training_library)
- **www.MyArmyOneSource.com** - an online collection of resources, programs

and services for Soldiers and their Families.

- **(State) Community Support Coordinators** - Contact persons for each state actively working with key stakeholders such as service providers, state planners and educators with insight on what is available for Soldiers outside the gate. Find your (S)CSC here. (CONUS only) (http://aosresourcecenter.com/file_depot/0-10000000/390000-400000/398422/folder/1132546/AOS_State_Coordinators.pdf)
- **Community events** - financial education workshops, hiring fairs, will clinics and resource databases for Service members in communities across the US (CONUS only).
- **Literature** - a unique collection of fliers, brochures, Family Resource Boxes and resource cards. (<http://www.aosresourcecenter.com/literature>)
- **Touch-screen Kiosks** - select locations will receive a free-standing, touch-screen kiosk which allows Soldiers and their Families to find the programs and services they are looking for, confidentially and at their convenience. (CONUS only)

Whether we live in big cities or rural areas, it is imperative that we unite in support of our men and women in uniform. Together we can connect our Military Families with the best resources all over the country.