



Observation Post

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

July 21, 2014

Volume 1, Issue 1

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

Since joining the IMCOM Team in April, I have travelled to multiple installations meeting with many of you. Based on your feedback, I am resurrecting the IMCOM Quarterly Newsletter that will serve as a conduit for you to hear directly from me and my Staff; and to serve as the basis for further discussion should you choose to do so. The intent of the newsletter is to advise you of Army-level and above the Garrison-level decisions/actions that directly or indirectly affect the Garrisons and better position you to make informed decisions as related to Garrison business.

That said, at a recent visit to IMCOM HQ, General Raymond T. Odierno, Chief of Staff, Army, spoke to us of Force 2025 and how the Army will be smaller - a more globally responsive - and regionally engaged force. He addressed the fiscally constrained operating environment and the force structure cuts the Army is facing as it remains the most highly trained and professional land force in the world. He stated that every crisis presents opportunities and challenged us to look for innovative ways to become more effective and efficient, and to manage customer expectations while continuing to do what we do -



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

take care of Soldiers and Families.

Advocating the CSA's challenge, I have urged our IMCOM team (in partnership with you/our customers) to look for innovative ways to improve how we do business, streamline processes where it makes sense to do so, and to reduce and/or eliminate redundancies. As documented throughout the history of our nation, challenging times most often serve as the catalyst to drive change. I am confident that together we can yield a positive outcome. We must work together to collectively assess the services

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Common Levels of Support (CLS)

The purpose of IMCOM's Common Levels of Support (CLS) is to deliver high quality, standardized, predictable and cost effective levels of service across the Army.

Through July and August of this year, IMCOM will prioritize our CLS Service Support Programs' (SSPs) 1-n list for FY15 with the assistance of each ACOM, ASCC and DRU, scoring the SSPs against established criteria.

Customer and mission partner input will be critical as we strive to deliver the right level of service, allow flexibility to meet mission requirements, and stay within available resources.

For further information, please contact Ms. Hilary Madsen, hilary.j.madsen.civ@mail.mil, (210) 466-0278.

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Exploring Total Army Sponsorship

What is it?

The Total Army Sponsorship Program (TASP) is a commander's program designed to assist Soldiers, Families, and Army civilian employees during relocation. Commanders at every level are responsible for its implementation, leadership involvement, and its success, which includes establishing internal processes (policy and/or Standard Operating Procedures) for managing and inspecting the TASP. In addition, commanders should designate a Sponsorship Program Manager in writing to execute, supervise and evaluate the program.

What the Army has done?

In September 2013, the Army Career Tracker (ACT) was selected as the Army's enterprise solution to sponsorship. ACT provided the Army a standardized sponsorship process that could be utilized worldwide. ALARACT 083/2014 announced the ACT Sponsorship 90 Day Pilot Test, "No Sponsors - No Orders". The pilot was extremely successful, achieving an 87% confirmed sponsor assignment in ACT for "arrived" Soldiers.

The Army has mandated pre-arrival sponsors for all Soldiers in the ranks of Colonel and below. Mandatory sponsor-



ship training prior to the receipt of installation clearing papers was implemented Army-wide. Also mandated was the completion of Sponsorship Surveys prior to departing losing installation and upon arrival at gaining installation. The revision of AR 600-8-8 and development of DA PAM 600-8-8 are currently underway.

What efforts does the Army have planned for the future?

Sponsorship training will be incorporated into the Army Learning Management System and subsequently fed into ACT via the Integrated Total Army Personnel Data Base (ITAPDB). This capability will ensure all sponsors are adequately trained on their responsibilities prior to being as-

signed. Commanders will have prior knowledge of inbound Soldiers and thus better positioned to accommodate their transition needs.

ACT will incorporate all components and cohorts of the Army, standardize the TASP, and enhance leader involvement and knowledge of sponsorship through its myriad of report capabilities. IMCOM G1 will provide assessment of the ACT Sponsorship Pilot to OACSIM and DCS G1 to determine the best way to proceed with full implementation.

Why is this important to the Army?

Sponsorship is important to the Army because our Soldiers are important to the Army. Sponsorship is about taking care of our Soldiers as they transition from one unit/installation to another. It plays a vital role in reducing or eliminating stress and other high risk behaviors often associated with transitioning. When a Soldier is made to feel welcome and adequately integrated into his or her new unit/community, a bond/trust is built generating the foundation for the Soldier to become a productive member of the unit/team/community, reducing and/or eliminating the likelihood of falling victim to sexual predators or engagement in high risk behaviors.

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we provide and establish a baseline. We can no longer continue to do everything, we must determine that which we can provide and apply limited resources, and then, through innovation and creativity leverage private sector goodwill expanding partnerships and use "out of the box" business practices to fill the gaps.

Believe our newly revised IMCOM vision and mission statement, "Innovative professionals committed to effectively delivering extraordinary services and facilities for our premier Army" and "IMCOM delivers and integrates base support to enable readiness for a self-reliant and globally responsive all

volunteer Army," respectively, will lay the framework for success.

We are looking to the future and posturing ourselves to support Force 2025 by remaining committed to taking care of Soldiers, Families, DA Civilians, Retirees, and Survivors while shaping expectations with an emphasis on self-reliance and resiliency. Together (by teaming with our customers) we can make a difference; together – through innovation and creativity – we can do more.

Support & Defend! Here to Serve!
Dave Halverson



How should Garrison Safety serve the Installation?

Paradigm shifts can be difficult, but without them, change often cannot be achieved. Such is the case with the Garrison Commander's Safety Program. The Garrison's Safety Program concurrently supports the Garrison and the Senior Commander's Installation Safety Program. This article outlines the general concept of the Common Levels of Support (CLS) as related to Service 112.

Given our current operating fiscal reality, we must prioritize our resources to those areas where risk is the greatest. The revised CLS metrics help achieve this goal and are based on simplicity, effectiveness, universal applicability, and adaptability. They are based on the Five Core Functions of a Safety Professional (DA PAM 385-10, Table J-1) and can be utilized by any commander across the Army.

The following are the new CLS metrics, which have also been adapted as the new Installation Status Report metrics. Over the next few months, each metric will be addressed in detail (to address intent and applicability).

1. Percent Required and Mission Dictated Safety Program Completed
2. Percent Accidents Investigated
3. Percent Inspections Completed
4. Percent Risk Assessment Code 1,2,3 Addressed on Time
5. Percent Personnel with Required Safety Training

Safety is a Commander's program (AR 385-10, 1-4 aa. (1)). IMCOM Safety serves the Garrison Commander and supports the Senior Commander's safety program by ensuring that the Garrison is conducting their operations safely. If your command has 0018 requirements, then the Army expects that Safety Professional to execute the Five Core Functions. IMCOM Safety can assist with the Tenant's safety programs, but assistance must be agreed upon and documented via an Inter-service Support Agreement. For further information, please contact Mr. Gordon Tate, Ph.D., gordon.e.tate.civ@mailmil, (210) 466-0366.

Religious Support—Volunteers, Contractors and Background

One of the greatest obstacles to providing quality religious support across the enterprise is limited availability of qualified manpower. When there are insufficient military or DA civilian personnel available to provide certain religious support services, we rely heavily on volunteers.

Volunteers engaged in religious support activities involving children **must have a completed Installation Records Check** (IRC) to be in compliance with current regulations, instructions, orders, and policies (IAW AR 608-10; DODI 1402.5; and IMCOM OPORD 13-058 with all subsequent FRAGOS). When there is no one qualified on staff nor qualified volunteers, garrisons may be able to contract for those religious support services if appropriate funding is available and necessary background checks are completed.

Contracts are used only as an **exception to policy** when the Senior Chaplain or Garrison Chaplain certifies that no military personnel, DA civilians or volunteers are available to perform that function" (IAW AR 165-1 para 14-2). Garrison Chaplains must submit these exceptions to policy requests (including supporting documentation, i.e. Performance Work Statement or existing contract - when exercising an option year) to the IMCOM Command Chaplain for approval. "Commanders are authorized to support Essential Elements of Religious Support (EERS) with appropriated resources" (10USC 3547). "The EERS include concepts, functions, practices, and objects that are held or used by distinguished faiths for worship, religious education, and



USAG Bavaria makes a pilgrimage to historic Wolfschutzenkapelle (Wolf Hunters Chapel). (U.S. Army/2014)

pastoral care" (IAW AR 165-1 para 13-1). "The Chapel Tithes and Offerings Funds (CTOF) are non-appropriated funds (NAF) that provide supplemental support for the religious practices and requirements of Soldiers, authorized DoD personnel, their Family members, and other authorized personnel as defined by the Army Stationing and Installation Plan". CTOF cannot be used to augment APF (IAW AR 165-1 para 15-2). Regardless of the funding source (APF or NAF), all **contractors** providing religious support services that involve children **must have a completed IRC and a Child Care National Agency Check and Inquiries**.

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FMWR Program Prioritization

Below this column is the Family, Morale, Welfare and Recreation (FMWR) Program Prioritization chart (aka - The Bin Chart) which was developed as a quick reference for leadership at all levels to highlight FMWR Programs delivered and their link to the success of the Army mission.

In today's fiscally challenged environment, decisions are constantly being made on where to spend appropriated fund dollars. For programs as diverse as those delivered by FMWR, we must be mindful of the impact of funding one program and possibly cutting into the delivery effectiveness of another.

Therefore this chart has identified key program elements and categorized them as high, moderate, and low risk.

A high risk program, which is directly linked to the Ready and

Resilient Campaign (R2C), is one that if unfunded and therefore

delivered at less than optimal levels could directly impact the Soldier's mission. As you move into programs in the medium and low risk categories the link to R2C becomes more indirect and should not impact the Soldier's ability to complete the mission.

This tool is not intended to be utilized as a first through last priority listing. Rather, it gives commands the latitude to understand total army risk and weigh that against the needs of the locally serviced population so that the best decision can be made on where to leverage the taxpayer dollar. For further information, please contact Mr. Paul D. Burk.

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Gold Star Awareness

IMCOM is currently in the midst of year-long Gold Star awareness campaign. The campaign uses three public service announcements (PSAs), news stories, events and engagement opportunities, social media, partnerships and the campaign website (goldstarpins.org) to educate the American public about the existence and meaning of the Gold Star pins.

The campaign kicked off with the premiere of the first PSA, "Unsung Heroes" during the Super Bowl pre-game show on FOX on 2 Feb. Through a strategic alliance with FOX, the PSA has aired at no cost to the Army on regional FOX Sports networks throughout the United States. Since the premiere, broadcast and cable networks have continued to download the PSA through the Defense Video and Imagery Distribution System (DVIDS) for use on their programming. According to DVIDS stats, since the beginning of the campaign, total potential audience of the PSAs is over 1 billion viewers.

The kickoff of phase two of the campaign centered around Memorial Day activities and the unveiling of the second PSA, "The Pin". The plan was a multi-pronged approach to increase awareness of Gold Star pins through a motorcycle ride across America from TX to Washington, DC by Gold Star Wife/Survivor Outreach Services program manager Donna Engeman along with a trip by Survivors from the PSAs along with IMCOM staff to DC over Memorial Day weekend.

Survivors and staff attended events in Washington, DC including wreath plantings, the Memorial Day concert and parade, the Washington Nationals game, the TAPS National Seminar, Rolling Thunder and a visit to Capitol Hill and Congress, all the while promoting the public service announcements and the Gold Star pins.

Phase two highlights included four media engagements with Survivors over Memorial Day weekend in DC and national airings of the PSA on FOX's broadcast of the Coca-Cola 600, FOX Sports 1's

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Soldier and Family Programs "Risk" Review



High Risk	Moderate Risk	Low Risk
<ul style="list-style-type: none"> ACS - Exceptional Family Member Program (EFMP) ACS - Survivor Outreach Services (SOS) ACS - Total Army Sponsorship Program (TASP) Army Substance Abuse Program (ASAP) Army Suicide Prevention Program (ASPP) Comprehensive Soldier & Family Fit (CSF2) CR - Regional Affairs Program CVSS - Child Development Center CVSS - Family Child Care (FCC) Homes CVSS - School Age Programs Post-Deploy Health Readiness (PDHRA) Sexual Harassment/Assault Response (SHARP) Transition Services (ACAP/POW/VIET) ACS - Information & Referral (I&R) ACS - Family Advocacy (FAMADV) - New Parent Spt. & Train Center ACS - Financial Readiness ACS - Mobilization/Deployment Spt. Unit (MSU/MSD, OMSD, OMS, FMSD) ACS - Soldier & Family Assistance Centers (SFACs) CR - Service Opportunities for Single Soldiers (SOSS) Programs CVSS - Deploy Spt. (e.g., reduce rear ties childcare) CVSS - Middle School/Team Programs CVSS - Off-Peak Army Support Services CVSS - Parent & Outreach Services CVSS - Schools Support Services CVSS - Youth Sports & Fitness 	<ul style="list-style-type: none"> Army Continuing Education Services (ACES) Base & Recreation Program Strong Bonds CR - Intramural Sports Programs/Outdoor Sports Fields & Complexes ACS - MWR/Dep - MWR Family Life Consultants CR - Warrior Adventure Quest Programs (a Outdoor Recreation Program) ACS - Community Support Coordination ACS - Employment Readiness (and Spouse Employment) ACS - Army One Source (AOS) Enrichment 3-11 (E3-11) CR - Community Recreation Programs (e.g. Base City, Adventure Zones) CR - Library Services Programs Tailor Assistance (TA) only CR - Adaptive Training Programs CR - Outdoor Recreation Programs ACS - Volunteer Corps ACS - Army Family Team Building (AFTB) ACS - Relocation Readiness 	<ul style="list-style-type: none"> ACS - Army Family Action Plan (AFAP) ACS - MWR/Dep - Joint Team Set Aside (JTSO) Career Advancement Accounts (CAA) CR - Adaptive Skills Programs ACOM - Family Resilience Support Assets (FRSA) CR - Recreational Swimming Programs BP - Aquatics (Category B) BP - Bowling (Category C) BP - Food, Beverage & Entertainment BP - Golf ** CR - Arts and Crafts Programs CR - Entertainment Programs CR - Leisure Travel Services Programs BP - Bingo ** BP - Armed Forces Rec Ctr (AFRC)

Category C activities (no APF funding) will operate under the Business Revitalization Plan for increased profitability.

Not Scored / Not Prioritized

- Community Covenant
- Family Housing
- Lodging (privatized) (OMA MDEP)
- QTSO - Patient Care (multiple svcs)
- QTSO - Preventative Medicine (multiple svcs)
- QTSO - Readiness & Mobilization (multiple svcs)
- Residential Communities Initiative (RCI) (AFPI)
- Soldier Barracks (JH, WTU, FSBP 2020, etc.)
- CAT C Self-Sustaining Programs
- Common Spt FMWR Dir (ACS, CYSS, CR, BusOps)

- Risk categories provide levers to control APF investment
- Provides flexibility for community partnerships to fill gaps
- Consistent with VCSA R2C program prioritization recommendations

Ready and Resilient Campaign: some programs are not on list (e.g. FSBP; Embedded BH; Master Fitness; Master Resilience Trainer; Training (x6); Performance Triad (x3); CHPC; IRES; Soldier for Life)

No APF support; program is demand driven

For easier viewing of this chart, or other graphic elements in this document, "right-click" the object, select "zoom" and then select "200%." Return to normal viewing with the same process.



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Facility Shaping Strategy

With force structure reductions and continued fiscal constraints, the Army cannot afford to maintain excess facilities and infrastructure. IMCOM G4 is finalizing a Facility Shaping Strategy, which will support DA efforts to reduce the Army's facility sustainment cost through disposal of excess facilities.

Synchronized to support the Army Facility Investment Strategy for FY 15-21, this shaping strategy will track annual progress to reduce the Relocatable Building inventory, World War II Wood, off post leases, and facility excess/deficits.

The Facility Shaping Strategy also acknowledges the value of quality facilities in supporting the current force structure,

surge capacity for rapid expansion, and swing space during major renovations. Poor quality facilities are obvious candidates for deconstruction and/or demolition.

Opportunities for conversion of excess facilities to reduce facility deficits, reduces the pressure on MILCON and ensures units can perform their mission in facilities defined by Army standards. Included in this initiative is an ongoing effort to improve real property data accuracy that will set the conditions for the Military Value Assessment model to inform decision makers for future force structure reductions and potentially a future BRAC.

For further information, please contact Mr. Al B. Carroll, allan.b.carroll.civ@mail.mil, (210) 466-0600.

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Golden Boy Boxing event from Fort Bliss, TX and USA Network's broadcast of WWE's Raw on Memorial Day. Several Congressmen and Senators also sent out Gold Star messaging and links to the PSA through social media.

Prior to Memorial Day, IMCOM released a Gold Star pins awareness communication guide for garrisons with an overview of the campaign which included suggested Gold Star pins messaging and tips on what garrisons can do to support the campaign. Several garrisons incorporated Gold Star pins messaging in social media and in installation leaders' remarks on Memorial Day. We urge all garrisons to continue promoting the campaign on their websites, social media and at events throughout the duration of phase two which extends through mid-Oct. Phase three will begin with the release of the final PSA, "The Pledge" at the AUSA National Convention. Find the communication guide and creative materials at <http://www.mwrbrandcentral.com/HOMEPAGE/printmedia.html>.

For further information, please contact Mr. Pierre Laxa, pierre.i.laxa.naf@mail.mil, (210) 466-1821 or Mr. Hal S. Synder, hal.s.snyder.civ@mail.mil, (210) 466-1169.



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.

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