

From the COMMANDING GENERAL

★ ★ ★ ★ ★ We are the Army's Home ★ ★ ★ ★ ★



THE ARMY'S HOME IS A COMPLEX NEIGHBORHOOD

When we say the Installation Management Community is The Army's Home, we tend to assume that everyone understands what we mean. To the uninitiated, or to those who only see their corner of it, it sounds simple—we keep the gates open and the lights on. Or we make sure the Commissary and the clubs open on time. We train Soldiers for mission success and provide child care for military Families. We employ many local citizens and boost local economies, all the while working with federal and local agencies to protect the lands and species under our stewardship.

Most installation stakeholders are focused on one or two parts of an installation's mission. Yet when you start to look at the pieces, the Army's Home is an immensely complex and varied place. Army installations may show a consistent face to the world, but they are as individual as the Soldiers, Civilians and Families they train, house, employ and entertain.

Because the Army's Home is so diverse and multifaceted, we in the Installation Management Community must communicate what we do and why it's vital to the Army. For most of the Army's history, installation management was left to local commanders, whose first priority, rightfully, was training and deploying Soldiers, not maintaining barracks or running Family programs. Installations and infrastructure got money and attention when they were no longer serviceable.

Today's Army is different. Today's Soldiers are educated, many are married and have Families, and they are all volunteers. They

have career options and life options. They don't have to serve in the Army and they don't have to settle for a lesser quality of life than their civilian peers. So today's Army needs an Installation Management Community to not only run the installations day to day, but to set and enforce standards for quality and efficiency of housing, services, facilities, and recreation. And our community must never lose sight of our ultimate responsibility: to provide trained and ready Soldiers to combat commanders.

The Installation Management Community's workforce is over 95 percent civilian. This dedicated, multi-skilled, diverse workforce is integral to the programs, services and infrastructure support that the IM Community provides to Soldiers and Families throughout the ARFORGEN cycle. Civilian personnel are increasingly contributing to operating forces as well as expeditionary employees. Because our Civilians are there to help meet the needs of Families and Soldiers and to support evolving training requirements, our Soldiers are better able to focus on readiness for the mission.

Since our Army relies heavily on the contributions of our Civilian workforce and leaders, leader and workforce development is critical. Just as our Soldiers need to train and build resiliency to meet 21st century challenges, so do our Civilians. We are committed to helping our Civilian workforce build broader and deeper skill sets, including skills necessary to lead a healthful, well-balanced life, to benefit both the organization and the individual employees.

We're using this issue of the Journal as a special edition to give readers a current snapshot of some key areas of interest and to be a good overview of the community that we can use as a reference for the next year.

We're fortunate to have an introductory article from the incoming Assistant Secretary of the Army for Installations and Environment, the Honorable Katherine Hammack. She brings tremendous experience in the fields of environmental sustainability and energy conservation that will set a positive direction for our business.

Our Installation Management Community

leaders from the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and Installation Management Command (IMCOM) headquarters, and the region directors also contribute to this issue, writing on the state of Soldier housing, installation initiatives in energy security and efficiency, support to senior commanders, Civilian career development in the IM community, and the state of IMCOM's BRAC relocation to Joint Base San Antonio and Fort Sam Houston. In several cases, we asked members of the OACSIM and IMCOM staffs to collaborate on articles to emphasize the fact that we are, indeed, one community with a common purpose.

A prime example is the article that looks at our Family initiatives three years after the Army Family covenant was introduced. Co-authored by MG Reuben Jones of the Family and MWR Command and Ms. Kathleen Marin from OACSIM Installation Services, this article shows how much progress we've made in a short time and how we're telling our customers about the services out there for them. I encourage all to read this article because providing Family services is our key measure of success.

After you read this issue, I hope you understand what it means for the Installation Management Community to be the Army's Home—the scope of what we do, why doing it is so important, and how we're striving to do it better. Soldiers, Civilians and Families can continue to expect the highest levels of support and commitment from us. And the members of the Installation Management Community can be proud of what they do every day, serving those who serve our nation.

Lieutenant General Rick Lynch
Commanding General

U.S. Army Installation
Management Command

Assistant Chief of Staff
for Installation Management

"Defender 6"



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JOURNAL OF INSTALLATION MANAGEMENT

★ ★ ★ CONTRIBUTORS' GUIDE ★ ★ ★

Topics and Contributors

The U.S. Army Journal of Installation Management is the Army's print forum for ideas, experiences, case studies and opinions relating to the many disciplines that pertain to the broad area of installation management. Each edition will feature articles from a select group of garrison leaders and other contributors discussing topics within the issue's designated theme, which will ordinarily stem from some part of the Installation Management Campaign Plan (IMCP). The IMCP is available at the IMCOM Web site, <http://www.imcom.army.mil/hq/>.

Articles will be evaluated for consistency with commander's intent and for topical fit within the theme. All submissions are carefully reviewed and may be shared with a subject matter expert to provide a second opinion as to accuracy and relevance. Where appropriate to maintain consistent focus and high editorial quality, authors may be asked to clarify or expand on some aspect of their papers.

All articles should be titled and state the name of the author(s) of record, along with a short bio, not to exceed 50 words.

Length

Articles should be of adequate length to engage a knowledgeable reader in a substantial exploration of the topic. A good average length is about 3,000 words, or 13 double-spaced pages.

Manuscript Style

Writing should be clear and concise, ideas should be the author's own, and cited material must be properly

accredited. We are looking for a scholarly text—not news stories. Structure normally proceeds from a thesis statement to background, discussion, conclusion, recommendations, and summary. Proposal outlines or abstracts are not required, but will be considered and feedback provided if writers want to test an article idea.

The Journal staff does not require adherence to a particular academic style, but rules of good writing always apply. A good and widely available reference book is the *Elements of Style*, by Strunk and White. For heavily footnoted articles, an academic style such as the American Psychiatric Association (APA) Style or the Chicago Style can be helpful in managing references.

Although most of the audience is senior installation professionals and customers, vocabulary should be accessible to a general college-level audience, with technical language used only as necessary. Writers should try to avoid military or function-specific jargon when possible, or try to explain for a general audience if it is necessary. The editorial staff will edit all manuscripts for general rules of good grammar and style. Substantive changes will be referred to the author for clarification. Editors will also consider security and appropriateness when editing manuscripts.

Writers should include a short biography that mentions current duty assignment and any credentials that lend credibility to the writer. Also include mailing address, daytime phone number, email address, and any other contact information that allows editorial staff to reach you.

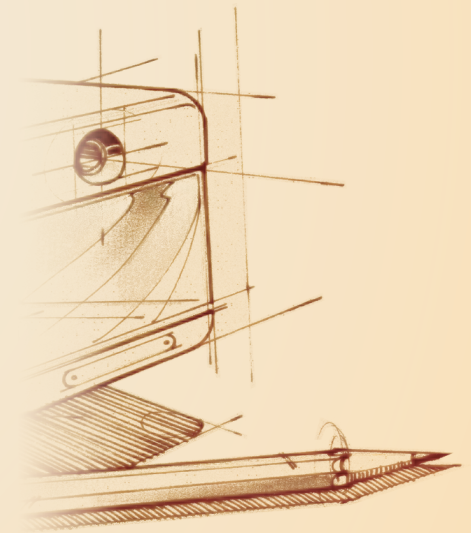
We will not publish contact information.

Accompanying Material

Photographs, charts, and other supporting visuals are encouraged, but will often have to be modified by the designers for reproduction quality. Don't embed visuals into the text of an article—instead, submit them separately, with identifying information and relevance to the article.

Clearance

All articles and supporting visuals must have any required clearance for operational security. Editors will also screen for public releasability.





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Army Installations and Environment: Our Vision for Energy Security and Sustainability

by Ms. Katherine Hammack, Assistant Secretary of the Army, I&E

“The Army is in the midst of a significant shift in how energy is viewed. We can no longer assume that fuel and power will be available when and where needed. Accomplishing future missions depends on enhancing the security of our energy supplies and sustaining the environment from which they come.”

- Ms. Katherine Hammack, Assistant Secretary of the Army for Installations and Environment

Energy security is a critical part of our Army mission. A combination of factors, including rising fuel prices, effects of climate change, and new federal mandates, are driving the Army toward a new vision for sustainability. By increasing our focus on energy security – assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet operational needs – we have an opportunity to achieve even greater operational efficiency and success.

In 2010, for the first time, the Quadrennial Defense Review (QDR) highlighted energy security as an issue where reform is imperative. The report points out that one of the benefits of energy efficiency is to provide our deployed Soldiers with a valuable force multiplier by extending the range and duration of field operations and helping to cut the number of combat forces required to support extended energy supply lines.

In a world where increasing demand for a declining supply of resources, climate change, or natural disasters can spark large scale conflicts, population migrations, and pandemics, the Army views sustainability as part of our na-

tional, and our Soldiers’, security.

Working for the Soldier, Family, Installation, and Nation

Sustainability means taking a comprehensive and integrated approach to our energy and environmental footprint. The Army is global and a vision for global sustainability must address energy supply and demand inside and outside the fence at home and abroad. Efforts to improve the environment and the sustainability of the Army are critical to our relations with our neighbors both at home and abroad.

Opportunities to enhance sustainability directly affect our Soldiers at home and on the front lines. For example, fewer combat Soldiers are needed to protect fuel conveyors or supply chains when energy efficiency measures have been put in place to reduce the overall need for fuel and energy. We must train and deploy an Army prepared to do no harm to the environment and to tread lightly.

Our vision for the next decade

Energy security and sustainability are inextricably linked. Planning for sustainability does not just involve challenges, but also offers opportunities.

To take advantage of the short-term, mid-term, and long-term opportunities available to the Army, we have identified five core characteristics of our energy security operations. Energy security for the Army means preventing loss of access to power and fuel sources (Surety), accessing alternative and renewable energy sources available on installations (Supply), providing adequate power for critical missions (Sufficiency), ensuring resilience in energy systems (Survivability), and promoting support for the Army’s mission, its community, and the Environment (Sustainability).

Drawing on these core characteristics, the Army Energy Security Implementation Strategy (AESIS) articulates the Army’s vision, mission, and goals for achieving greater energy security and ensuring energy is a key consideration in all decision-making, while fostering a culture of awareness and accountability. Energy Security implicitly incorporates the fundamental principle that the improvements in energy systems shall not lead to reductions in operational capability or the ability of the Army to carry out its primary missions.

Army Sustainability follows the ‘Triple



“Unleashing warfighters from the tether of fuel and reducing our installation’s dependence on a costly and potentially fragile power grid will not simply enhance the environment, it will significantly improve our mission effectiveness.”

-Dr. Dorothy Robyn, Deputy Under Secretary of Defense, Installations & Environment

Army operations offer ways to harness even greater benefits if we act today.

What Next? Setting Mid and Long Term Priorities

To date, the Army has made strides in several areas of energy security and sustainability. However, we are at the threshold of even greater opportunity to be more deliberate, focused, and engaged in developing energy security and sustainability standards for mission critical installations.

The QDR makes several long-term energy security recommendations to DOD including the following: conduct a coordinated energy assessment; prioritize critical assets; promote investments in energy efficiency; and ensure that critical installations are adequately prepared for prolonged outages caused by natural disasters, accidents, or attacks.

The Army is at the front line of these commitments with our energy security and sustainability agenda. For example, the Army’s approach for siting renewable energy projects at installations involves both coordinated energy assessment and prioritization of critical assets. By using a systematic screening model to conduct high-level assessment on the physical potential for alternative energy at installations, military and Army Civilian decision-makers are equipped to weigh the broader regulatory, policy, economic and market incentives at each site. Using this approach, the Army can also learn

from industry at the cutting-edge of technology and lead by example across the military services.

To achieve energy security goals, our prioritization strategy focuses on three key areas: enhancing leadership at every level, using our resources wisely, and improving policy and oversight.

Enhancing Leadership at Every Level

Achieving sustainability and energy security requires strong leadership from the individual Soldier to the garrison commander to effect the needed cultural change. Each member of the Army community including Soldiers, Family members, Civilian employees, and contractors can lead by example to promote energy efficiency, water conservation, and waste reduction to improve energy security and support environmental stewardship. Leadership starts with the Army’s Senior Energy Council (SEC) where strategic energy security directions have been documented in the AESIS, priorities established and where progress will be regularly monitored with approved performance metrics. Offices of Primary Responsibility (OPRs) have been assigned throughout the Army to address AESIS metrics with improved energy performance. Organizational commanders, energy personnel and staff have begun to accomplish energy security objectives with improved investments and improved efficiencies in daily operations.

The Installation Management Command

(IMCOM) is developing trained and certified energy managers at Army installations for effective energy security execution and accountability. Army installations and supporting organizations have made strong commitments to the AESIS by developing their own energy security and sustainability plans.

Using Our Resources Wisely

The Army has the opportunity to take advantage of all its resources, including funds, facilities, Soldiers, and Civilians to extend best energy practices to new regions, sectors, and communities. The Army is leveraging all of its successes in energy security and sustainability to ensure the greatest return on its investments. We must integrate the multiple strategies in place to avoid reinventing the wheel or missing opportunities to make the best use of our resources.

A key element of the AESIS is to leverage Army resources through energy partnerships with other services, government agencies and the private sector to improve installation energy performance. A recent memorandum of understanding between the United States Departments of Energy (DOE) and Defense (DoD) “to strengthen coordination of efforts to enhance national energy security” illustrates the type of collaboration being pursued. The Army will continue to work with DOE and other agencies in the areas of water and energy efficiency, use of alternative fuels and reduction of greenhouse gas emissions to build a more sustainable future.



The Army is making a variety of energy security investments in advanced technologies for energy production, storage, delivery and use to enable a more secure energy outlook. Example systems under development include smart grids for efficient facility power management and advanced energy storage to enable more use of renewable resources. The Army is also exploiting innovative technologies from the private sector in areas such as efficient renewable-fueled vehicles and building systems that cut energy use.

Improve Policy and Oversight

Leadership and resource deployment to ensure energy security must be supported by a fundamental shift in Army policy and oversight to integrate the AESIS into our daily activities, guiding documents and management principles. Focusing on the underlying policy drivers and initiatives for improved energy security will support sound short and long term planning, coordination, communication, and transparency across the Army enterprise.

The Army is strengthening energy policy oversight thru the SEC governance structure to provide clear guidance to installations and operational organizations regarding expected actions and results to improve energy security.

Way forward: Creating a Culture of Energy Security and Sustainability

The Army must have assured access to reliable energy and water resources to accomplish its mission of fighting and winning our nation’s wars. Our Soldiers must always have the tactical advantage with secure supplies, where and when needed, from our installa-

tions and forward operating bases all the way to the foxhole.

The Army is leading the nation’s call to face great challenges of our time: confronting our dependence on foreign oil, addressing the moral, economic, and environmental challenge of global climate change, and building a clean, sustainable future that benefits all Americans. Success depends on reaching each and every Soldier and engaging our entire enterprise. Our AESIS goals and objectives provide the framework for changing our culture and for making energy security an operational imperative – at home and abroad.



Ms. Katherine Hammack is the Assistant Secretary of the Army for Installations and Environment, serving as the primary advisor to the Secretary and Chief of Staff of the Army on all matters related to Installation policy, oversight and coordination of energy security and management. Ms. Hammack has more than 30 years experience in energy and sustainability advisory services. She holds a Bachelor’s degree in Mechanical Engineering from Oregon State University and an M.B.A. from the University of Hartford. Ms. Hammack is a founding member of the U.S. Green Building Council in Washington, D.C.



Building The Future, Today

by Dr. Craig College, Deputy Assistant Chief of Staff for Installation Management

Imagine the state of future Army installations as seen through the eyes of a reporting Soldier or Family member in the year 2020

DEPARTMENT OF THE ARMY
COMMANDING GENERAL
US ARMY GARRISON, 2020
ANYWHERE, USA 20123-4567

Dear SPC Jones,

Welcome to Fort 2020, USA!

Thank you for in-processing via the Internet.

Your welcome coordinator has reviewed your records and preference sheet. Inventory sheet shortages are in stock as well as your unit supplement issue, and up during your initial orientation. That orientation will include time for the current unit equipment you will be using here.

You will be housed in the new Single Soldier Zone barracks which has cable TV hookups.

Our extensive system of electric shuttle buses and service vehicles is extremely accessible and pollution-free.

Links to the Better Opportunities for Single Soldiers Program, Facebook and the social groups you selected are included below.

Your identified medical and dental appointments and training schedule are scheduled within the initial arrival.

Your degree completion program coordinator will provide opportunities that can be done on-line or in our educational partnerships within the Army Family here and for recreation, education, training, and personal development.

Your unit is currently in RESET and will be in place by the calendar year.

Our post is now a Net Zero energy source on post and our efforts to reduce our carbon footprint.

We look forward to being your Army Home and training area.



DEPARTMENT OF THE ARMY
COMMANDING GENERAL
US ARMY GARRISON, 2020
ANYWHERE, USA 20123-4567

Dear SSG Smith and Family,

Welcome to Fort 2020, USA!

Thank you for completing in-processing via the Internet before your arrival. Your welcome coordinator has reviewed your records.

Your quarters request for RCI housing has been approved, and the keys will be available upon your arrival. You will reside in the Comanche III area in a 4-bedroom house. This house is on the Fort 2020 wireless grid, offers complete house control via Internet, and includes a hookup for your electric vehicle. The waste and recycling systems are very similar to your last post. Details and pictures are at the link below.

Your three children are now enrolled in the post schools. John will attend 9th grade at Howe Middle School, while Sharon and Scott will attend Franklin Elementary School. You will receive details via email from the school counselors concerning courses, schedules and school supplies.

Your Family Readiness Group representative will contact you about current unit activities. We have completed standardization and enhancement to Army Family Programs and look forward to providing the level of care and service to which you have become accustomed.

Per your in-processing documents, we have enrolled Sharon and Scott into the Youth Services after school program, and their preferences for activities will generate another email with a current schedule and links to the various groups that were indicated in your documents.

We have extensive stand-off lands surrounding the post to protect training and provide wildlife conservation and recreational areas. Our extensive system of electric shuttle buses and service vehicles makes our post extremely accessible and pollution-free. We are very proud that our post is now a Net Zero energy user due to the establishment of alternative energy sources on post and our efforts to reduce energy consumption by more than 30 percent. We take great pride in all our partnerships among the Garrison, the medical and the other mission units, and the local community to provide you the best environment and facilities possible.

We look forward to being your Army Home and training area.

The Commander
Your Senior Commander



“In more than eight years of war, the Soldiers, Civilians, and Families of our Army have paid a heavy price. ... Yet our Army remains the “Strength of the Nation” because of the courage, commitment and resilience of our people.”

Every day within the U.S. Army Installation Management Community, we lay the groundwork for tomorrow’s success by aligning, synchronizing and integrating our efforts, and eliminating non-value added random activity. It is essential that we do the right things, do them the right way and that we are able to identify what’s missing.

The year 2020 is less than nine years away. The technology to provide services described in our “Welcome Letters,” already exists or is on the horizon. However, there is much to do in less than a decade if we are to provide the level of service and the training opportunities for Soldiers, Civilians and Families that we envision.

The Installation Management Community, comprising the Office of the Assistant Secretary of the Army for Installations and Environment (OASA (I&E)), the Office of the Assistant Chief of Staff for Installation Management (OACSIM), and the Installation Management Command (IMCOM), are working together to make these visions a reality.

Getting there will not be easy. The *2010 Army Posture Statement* addresses the future challenges of persistent conflict. It states, “In more than eight years of war, the Soldiers, Civilians and Families of our Army have paid a heavy price ... Yet our Army remains

the ‘Strength of the Nation’ because of the courage, commitment and resilience of our people.”

Beyond the challenges faced within the Army and on our installations, authors such as Thomas L. Friedman, in his book *Hot, Flat, and Crowded: Why We Need a Green Revolution—and How It Can Renew America* (2008, Farrar, Strauss, and Giroux) are sounding the alarm about the adverse impacts of human activity. World populations are growing. The world economy is flattening as more of the world’s poor are achieving middle-class status or better, meaning greater consumption of goods and greater competition for energy, minerals, water and forest products. Finally, global warming trends will continue to focus the world and our efforts on environmental concerns as world demand and population increase.

There are several IMC initiatives in play today to meet these two challenges to take us to a successful future. The Facilities Investment Strategy, Army Energy Security Implementation Strategy, Strategic Sustainability Performance Plan, Army Family Covenant, Army Community Covenant, Residential Communities Initiative, Installation Information Infrastructure Management Plan, the Holistic Review of Army Family Programs, Service and Infrastructure Core Enterprise (SICE), and other ac-

tivities are all part of the full-court press to deliver Army installations that are modern, attuned to Soldier and Family needs, and ensure that we are competent stewards of the built and natural environments, and energy and resources. Many of these programs are detailed in this issue of the Journal.

Some say that we are living in a 21st century world of technology, but working in a 19th century frame of management and business practices. To bring about needed change, at every level within IMC, we are laying the foundation through a series of high-level transformations. Some of the keys to our success include:

- Establishing and periodically updating the Installation Management Campaign Plan – the touchstone for all we do in supporting Senior Commanders and delivering services to Soldiers, Civilians and Families around the world. It provides our strategy, vision, and way ahead in establishing Customer/Stakeholder driven requirements, strategically aligning precious resources in a sustainable way and driving the entire organization’s performance within the Plan-Do-Check-Act framework. We need to live it. Version 2 will be available in October 2010.



- Relentlessly transforming the Installation Management Community by streamlining and improving each Headquarters functionally, driving authority and day-to-day decision-making down to Garrison and Senior Commanders, establishing appropriate roles and responsibilities internally and with our partners, and developing the next generation of military and civilian leaders through

continue perfecting our deployment of these tools within IMC to ensure operational excellence and a culture of cost management to fuel our transformation to 2020.

- Devoting time and funding for creation of a Strategic Human Capital Strategy to improve the resilience of our Civilian workforce, create exceptional training and development

Our key to success is that we need to think about being an IMC Family working and collaborating with other partners to help the Army Family accomplish our mission.

formal and informal education programs. Our key to success is that we need to think about being an IMC Family working and collaborating with other partners to help the Army Family accomplish our mission. Garrisons and regions are key integrators at the tactical level, IMCOM and SICE at the operational level (including our support to Army Force Generation), and OASA (I&E) and OACSIM at the strategic level (Army Management Enterprise).

- Using the Integrated Management System defined in Army Regulation 5-1 (Total Army Quality) to provide a consistent management framework for Continuous Process Improvement and our Business Transformation. This proven system has been the benchmark in Army Communities of Excellence. The IMC leads the way with a quarter of the Army Lean Six Sigma (LSS) benefits and numerous LSS project and Organizational Deployment Awards in the Army's Lean Six Sigma Excellence Awards Program. We will

opportunities, and improve the entire life cycle management of Army Civilians who support the IMC and Army mission. Army Civilians comprise 51 percent of the Army's Generating Force, including many leadership and program management positions. Yet the responsive management architecture to deliver Army Civilians with the tools needed to become a more agile, adaptive, flexible and capable Civilian workforce is not well-developed. Civilians perform their support role by creating new and innovative approaches to ill-defined problems, redesign programs and services and create solutions that continue to transform the Army. The IMC must recognize the human capital contribution of IMC Civilians and provide them with leadership, management and tools necessary to ensure success.

In conclusion, the future is bright with many opportunities to improve the way Soldiers, Civilians and Families work, live and play. We, the leaders in the Installation Management

Community, are key to bringing about the Army Communities of Excellence that we have envisioned for 2020.

“What we do in Life echoes in Eternity”
Maximus, Gladiator



Dr. Craig College has served as the Deputy Assistant Chief of Staff for Installation Management since May 2006. His previous Senior Executive Service assignments include Deputy Assistant Secretary of the Army for Infrastructure Analysis, Assistant Deputy Chief of Staff for Programs (G-8), and Deputy Director Program Analysis and Evaluation. He has a Ph.D. in Economics from Stanford University, Calif., and is a graduate of the U.S. Military Academy at West Point.



Hiring the Best, Being the Best, Staying the Best - Another Kind of War

by Mr. John B. Nerger, Executive Director, IMCOM

As the Installation Management Community continues to support an Army that has been in combat for nearly a decade, it is involved in another kind of battle – a war for talent. Winning will require the kind of boldness and ingenuity of leadership displayed in Iraq and Afghanistan, supported by a modern arsenal of tools and programs. Victory depends on an ability to acquire and retain the best employees. In the war for talent, how will Installation Management Command (IMCOM) seize and hold the high ground? How do we become and remain competitive with other government agencies, private industry, non-profits and health care organizations fighting for the same level of talent?

In the next five years, more than one-third of IMCOM’s leaders and most skilled employees will retire. IMCOM’s future workers will come from generations possessing different experiences and values. Forces such as Base Realignment and Closure, and globalization of the labor market shift jobs great distances. With bewildering frequency, professions appear from nowhere while others evaporate. Americans entering the workforce today have no memory of a time when one might spend an entire career with a single employer. Career and employer shifts have become the new normal. In a recent development, civilians actually are encouraged to be

more mobile to acquire the breadth needed by today’s Army.

A down economy and rise in unemployment bring no peace in the war for talent. Workers in demand have options. They are educated, trained, experienced, and driven by excellence in pursuit of personal, family and career goals. Their employers cannot afford to rest – only three quarters of promising young workers expect to keep the same employer for a year¹. Many report having personal goals not aligned to those of their employer. Only two out of three report giving 100 percent at work. The war for talent extends beyond mere recruitment and retention. Employers must identify, motivate and strategically manage their key talent.

Why is this so important to IMCOM? Look around any installation and you’ll see a vast infrastructure with numerous construction sites and significant work underway. Yet this presents an incomplete picture. If necessary, we can make do with buildings in disrepair but there’s no way we can do without our incredible workforce, who are skilled and motivated in so many ways. Our people are the Army and IMCOM’s real infrastructure; it’s time we recognize as much.

A Competitive Edge

In order to attract and retain talent, businesses have much wider latitude than





TALENT MANAGEMENT PROGRAMS:

- Civilian Executive Development Assignment Program (CEDAP)
- Mentoring
- Interns
- Fellows
- Developmental Assignment Program
- Career Program/Career Field 29

For more information on these programs, go to:

<http://www.imcom.army.mil/hq/directorates/hr/workforce/>



REGULATIONS & PAMPHLETS:

- 350-1 Training & Leader Development
<https://www.us.army.mil/suite/doc/23073958>
- Civilian Executive Development Assignment Program
<https://www.us.army.mil/suite/doc/16586222>
- Intern Program
<https://www.us.army.mil/suite/doc/12451410>
- Mentoring
<https://www.us.army.mil/suite/doc/12790742>



PROFESSIONAL DEVELOPMENT




- Civilian Education System (CES)
- Senior Service College programs (SSC)
- DOD Executive Leadership Development Program (DELDP)
- Harvard University Program for Senior Executive Fellows (SEF)
- Federal Executive Institute Leadership for a Democratic Society (FEI)

For information on above programs, go to:

<http://cpol.army.mil/library/train/catalog/>

government to offer robust financial packages. Government compensation remains competitive in some respects, but there are advantages we provide that our competitors do not, and we must wield these weapons expertly.

The IMCOM Promise

-  Higher Purpose
-  Meaningful Work
-  Appreciated Performance

Higher purpose

A prospective employee doesn't have to be a veteran or come from a military family to understand the nobility of the work we perform in the Army, especially throughout the Installation Management Community. Next to serving in harm's way and protecting our Nation, there's nothing more important than supporting Soldiers, Civilians and their Families during persistent conflict. Ours is a high calling, noble and inspiring.

Top employers want people who are capable, of course, but they place high value on those who are committed to an organization's values. They want those who are inspired and energetic — motivated by an internalized sense of mission and concept of excellence. These are the employees everyone wants. To them, the noble work we do presents greater rewards than what private businesses and industry have to offer. We should use the higher purpose of our mission to tactical and operational advantage. The power of doing so is seen in a comment by a member of IMCOM, "I love my job and its important and positive impact

on those who serve our country."

Work-life Balance

Even among government employers, the Installation Management Community stands out in its commitment to work-life balance. Commanding General LTG Rick Lynch makes no bones about his personal commitment to being the "family-first general." It is a leveling fact of life that the busiest among us only have 24 hours in our day. Everyone's children grow up as fast as everyone else's. IMCOM offers fulfilling careers that include time for the rest of life. Combined with competitive benefits, our commitment to personal and family well-being is more than a standard of business practice; it's a standard raised on the battlefield to rally troops in the war for talent. We recognize the importance of resilience and a holistic approach to wellness (physical, mental, emotional and spiritual) on the battlefield and in the workplace. This commitment to our employees is an essential element of our strategy to hire the best, stay the best and keep the best.

Meaningful Work and Valued Performance

All that being said, the nobility of public service with work-life balance may win the initial battle for talent at the point of hire but it won't sustain victory. Most employees want to live a life of meaning. IMCOM, one of the Department of Defense's (DoD) largest organizations, has a rich variety of meaningful work opportunities focused on supporting Soldiers, Civilians and Families: logisticians, engineers, counselors, educators, financial experts, accountants, human resource professionals, information technology



experts, fire and police professionals, safety experts, planners, strategists, administrators, hotel managers, recreation specialists, child and family advocates, and lawyers. There's a strong connection between these career programs and the Army's mission. Leaders can help remind our professionals how their work fits into the big picture.

The significance of IMCOM's work goes a long way – but it's not enough. We also show appreciation for the service, performance and accomplishments of our employees. Doing so reinforces their personal devotion and commitment. Ignoring it results in battlefield failure in the war for talent. Forgetting to say thanks, frequently and publicly, is a sure way to discourage morale and motivation. While monetary awards are welcomed, honorary and time-off awards are excellent ways to thank our employees.

An Opportunity to Grow Personally and Professionally

From personal experience, when we cease growing professionally and personally, we become discontent and begin our search to find opportunities elsewhere. The best will leave if they don't find ways to develop themselves and their careers. Career development opens doors and minds, unleashes energy in the workplace, cultivates new talents, and enriches both individual and organization. Taking advantage of these opportunities enables professional fulfillment and sets the conditions for mission success. Few new civilian employees arrive fully prepared to thrive in our environment. However, through training, coaching and development they develop multiple skill sets. Beyond honing job abilities, the

Installation Management Community works to tap inner sources of motivation. The best career development programs resonate with our employees' commitment to higher purpose, pursuit of excellence, and devotion to country and the Army.

From an employee's point of view, the purpose of career development is to clear away limits on professional growth. Every skill set acquired, every professional network actualized, every mission accomplished and every degree of expanded comprehension opens choices for career growth. For employees nearing retirement, development provides opportunities to extend their legacy and to shape the future. Career development harnesses and releases the power of individual aspiration.

Career development also clarifies choices. For employees, the process helps to narrow professional paths that interest or inspire. For organizations, this means targeting funds to earn the best return on investment. No one can be expected to align one's personal goals to organizational objectives on day one. In time, motivated individuals either grow in the direction of the mission or seek a professional path more appropriate for them. Ultimately, career development programs become a crucial weapon in our arsenal of winning the war for talent. This much is clear – quality opportunities for growth attract promising employees, bring job satisfaction, stoke motivation and increase retention.

Career Development Programs

A veritable arsenal of tools exists: Installation Management Community signature programs; Armywide pro-



INSTALLATION MANAGEMENT CAMPAIGN PLAN

http://www.imcom.army.mil/hq/initiatives/campaign_plan/

Line of Effort #3:

Leader and Worker Development

- Multi-Skilled and Adaptive Leaders
- Constant Communication and Continuous Feedback
- Teamwork, Professionalism, Selfless Service in All Things
- Sustainable, Empowered Workforce Focused on Collaboration and Innovation
- Continuing Education and Training Opportunities
- A Resilient, Sustainable and Healthy Workforce



IMCOM LEADER HANDBOOK

http://www.imcom.army.mil/hq/initiatives/campaign_plan/



IMCOM POLICIES

- Civilian Wellness
<https://www.us.army.mil/suite/doc/23525888>
- Civilian Education System Cancellation Policy
<https://www.us.army.mil/suite/doc/23683503>



TALENT MANAGEMENT STAFF

Chief of Talent Management

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Chief of Leader Development

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grams; DoD programs; employee development and career-progression initiatives; and a variety of innovative garrison-level initiatives. Then there's the wide universe of learning available outside the workplace, now more accessible than ever thanks to the Internet and plentiful learning institutions.





The Installation Management Community aggressively promotes systematic development of Civilians through the Army's centrally funded Civilian Education System (CES). IMCOM employees accounted for one-third of graduates in FY10, more than any other command. Progressive and sequential in its approach, CES provides leader development and educational opportunities to Civilians at various career stages: Foundation (open to all employees online), Basic, Intermediate

and Advanced, with the latter meant for GS 13-15's. For GS 14-15 leaders, the Continuing Education for Senior Leaders course is an annual event, allowing senior Civilian and Military leaders to participate in discussions of current issues and challenges.

The Civilian Executive Development Assignment Program (CEDAP) is IMCOM's signature capstone career-development program. It empowers leaders by providing career-broadening assignments and promoting mobility to put top talent at the right place at the right time for IMCOM's senior workforce – approximately 275 key positions. Examples of CEDAP positions include the Deputy Garrison Commander, Director of Public Works, Director of Logistics and Director of Plans, Training, Mobilization and Security. When a CEDAP job becomes vacant, interested CEDAP members are given first consideration, though most positions also seek prospective employees outside of the program to ensure we get the best. CEDAP competitive vacancies are posted on www.usajobs.gov and on the Civilian Personnel Online at <http://www.cpol.army.mil/>

The war on talent is real and the stakes are high. Our operating Army will not fail its battlefield mission, but there is a risk we could let them down without the best possible talent throughout the Installation Management Community to support them. What are you doing to fight and win the war for talent?

IMCOM

-  **Requires a skilled, creative, adaptive and motivated workforce**
-  **Encourages and facilitates training, education and development**
-  **Commits to a healthy and productive work environment allowing all to do their best in an environment characterized by equal opportunity, effective communication, team ethic and innovation**
-  **Expects its workforce to model values and habits fostering**
 - Life-long learning
 - Professionalism and selfless service
 - Lifestyle that values physical, mental, emotional and spiritual fitness

SUCCESS STORIES

1. Hawaii Garrison University

Launched in 2009, Hawaii Garrison University complements



CES curriculum, but does so in an entirely face-to-face setting. Course offerings have focused on growing and enhancing leadership programs and technical development. “HGU classes are designed to grow skills over a long period of time and with practice. Students can develop knowledge in four hours, but you can’t develop a behavior,” says one instructional team leader.

2. U.S. Army Garrison

Baden-Württemberg

U.S. Army Garrison Baden-Württemberg, Germany, offers a five-level certification program for garrison employees consisting of developmental courses that are practical, job-related and garrison specific. The certification program consists of both classroom and computer-based education courses.

3. U.S. Army Garrison Fort Hood

U.S. Army Garrison Fort Hood, Texas, has developed a civilian leadership development program for employees who aspire to become future garrison leaders. The program is divided into five phases and includes such subjects as the Army action officer development, human relations for new supervisors, labor relations and keys to high performance leadership.



Mr. John B. Neger has served as the Executive Director of the U.S. Army Installation Management Command since 2008. Previous Senior Executive Service assignments include TRADOC G-1/4 and OACSIM Director of Facilities and Housing. Mr. Neger received his Bachelor’s degree in English from Northwestern University and a Master’s degree in Public Administration from the University of Virginia.

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¹Martin, Jean and Conrad Schmidt, “How to Keep Your Top Talent,” Harvard Business Review, May 2010, 56.





Making Installation Transformation Work for the Army Community

by *BG Al Aycock, Deputy Commanding General and Chief of Staff, IMCOM*

At the 235th Army Ball in June, Army Chief of Staff, GEN George W. Casey Jr. said, “Our strength as an Army has come and continues to come from our values, from our ethos and from our people.” Making Base Realignment and Closure (BRAC) and Army Transformation moves successful for all our people in affected units, organizations and joint partners is critical to the Installation Management Community (IMC). Besides supporting installations ad-

– our Soldiers, Civilians and Families. The positive transformation of IMCOM is symbolically represented in the new organizational logo. At the top of the logo is an artistically rendered American flag, showing our support for each branch of uniformed services and government agencies working, living and playing on Army Garrisons and supported Joint Bases. The infrastructure and facilities we maintain to ensure the readiness of our units, Soldiers, Civilians and Families

While the Army is conducting the largest transformation and move since World War II, so too are all parts of the Installation Management Command.

justing to significant force structure changes, the Installation Management Community continues to ensure vital garrison support for the Army Force Generation (ARFORGEN) process at both Operational and Generating Force installations.

We certainly understand how change affects people. While the Army is conducting the largest transformation and move since World War II, so too are all parts of the Installation Management Command (IMCOM). The intent is to make our own move and transformation seamless to the Army we support, keeping in mind the strength of our Army comes from our people

are shown by a representation of buildings located on any camp, post or station. Our environmental stewardship and energy awareness are symbolized by a spreading plant over a green background. The bottom-line meaning of the logo is found at the logo’s base – a Family holding hands, representative of our commitment to the well-being of Soldiers, Civilians and Families, Retirees and neighboring communities around our garrisons.

One demonstration of that commitment can be seen in the acceleration of our headquarters move to San Antonio, Texas. The 2005 round of BRAC directed IMCOM to move

all three of its Army Commands by the end of FY11. When he became Commanding General of IMCOM, LTG Rick Lynch reviewed the original plans with IMCOM staff. Those plans called for IMCOM to move in a three-phased operation over FY09-11. But seeing a need to be in place earlier to support other Army movement, IMCOM shifted the plan forward. With the new schedule, the command will be largely in place – at operational capability – by the end of FY10, ensuring the success of other major Army moves in FY11. By October, the IMCOM flag will be uncased and flying in San Antonio, with the staff fully engaged in supporting BRAC execution, Army Transformation and the Operational and Generating Force.

Internal to IMCOM, with the organization closing in on four years in existence as a command, IMCOM conducted a transformational review of our structures, seeking to fulfill the promise of efficiencies and economies of scale seen in the original concept of centralized installation management. Consequently, IMCOM is conducting a series of internal organizational process and reviews meant to streamline our operations. These actions are geared towards realizing the opportunity to focus on reducing overhead and consistently delivering services and programs aligned with the Army Campaign Plan. To accomplish this task, the Installation Management Campaign Plan was initiated. The second iteration of the plan reinforces alignment with the goals and objectives of Army leadership. It ensures support to Senior Commanders as the synchronizers and integrators of all installation programs, in support of all who call our installations home.



At the Army level, transformation is a key driver of IMCOM's role as the co-chair of the Services and Infrastructure Core Enterprise (SICE) with the Office of the Assistant Secretary of the Army (Installations and Environment). IMCOM works with numerous commands and staffs in transforming the way we do business, to find better ways to ensure effective service and program delivery. For example, enterprise contracting has already shown substantial potential in combining a multitude of smaller contracts into less-costly and often better enterprise contracts that provide the Army significant economies of scale. Through SICE, IMCOM and the Army are looking to transform the delivery of services in the areas of force protection, training support services, and energy surety and conservation. This ensures we focus on the most important capabilities necessary to keep our installations safe, unit readiness high and energy costs low to provide the best possible future to our next generation. These projects focus on the bottom line of how a service or program is delivered to our people.

Transformation must also encompass the delivery of services and programs with a constant focus on the well-being of Soldiers, Civilians and Families. Models for these positive changes can be seen in efforts to ensure better customer service in such areas as continuing education, substance abuse and Survivor Outreach Services. The real goal is more effective services provided to Soldiers, Civilians and Families – with less bureaucracy, lower costs, and more understanding and personal service. Those who need support can count on IMCOM to continue to find better ways to make such services work.

Concurrent with the Campaign Plan and the transformation of structure and service delivery, the education of our Senior Commanders, Garrison Commanders and Garrison Command Sergeants Major was a priority. Training is one of the most critical factors in implementing positive change. The General Officer Senior Commander Course (GOSCC) was completely revised to reflect key aspects of how installations support the Army Campaign Plan and how IMCOM is aligned to support Senior Commanders. LTG Lynch sees GOSCC as so critical that he personally serves as the Mentor for the one-week course. The course was also revised to give Senior Commanders the opportunity to speak directly with Army senior leaders. The Garrison Pre-Command Course (GPCC) and Garrison Command Sergeant Major Course (GCSMC) were also completely revamped to sharpen the focus on best practices and alignment with the Installation Management Community Plan. Furthermore, the two courses were combined so future garrison leadership will learn from each other during their participation. The education in the GOSCC, GPCC and GCSMC now matches the ongoing transformation in other command areas, and ensures full alignment with direction provided by Army leadership in support of Army people.

As IMCOM seeks to deliver effective services and programs – in more efficient ways to meet the promise of the original reasons behind creating the command – we always keep in mind the Soldiers, Civilians and Families who work, live and play on and around installations. The focus is always on

ensuring we are delivering the right services and programs to support our Army and the joint and agency partners who share our home during this era of persistent conflict. The word “home” engenders in all of us a feeling of safety and comfort. The people of the Army have a home. IMCOM – We are the Army's Home.



BG Al Aycock is the Deputy Commanding General and Chief of Staff of U.S. Army Installation Management Command. During his previous position as Commanding General of Installation Management Command-Korea, three of five garrisons were nominated for Army Community of Excellence awards within two years. He holds a Bachelor of Science from the U.S. Military Academy, a Master of Education from Fayetteville State University and a Master of Strategic Studies from the Army War College.



The Installation Management Community Campaign Plan: ‘Our Business’

by CSM Neil Ciotola, IMCOM Command Sergeant Major

...throughout my career, these guidelines kept me focused, or more specifically, they kept me in “my lane” as a junior and then a mid-grade NCO.

I’m not sure when exactly it happened, but for the sake of argument I’ll say 25 years ago someone coined the phrase “Sergeant’s Business.” Before I shift from that thought, let me say I, Neil L. Ciotola, have never subscribed to anything called “Sergeant’s business”. I had an understanding cultivated in me decades ago wherein I learned that I did what I was told, embraced my responsibilities as if my life and the life of my troopers depended on it and, when directed, subjected every aspect of my duties to the inspection of those senior to me. Our commanders are responsible “for” the command, we enlisted leaders are accountable “to” it. And besides, I wanted my seniors to check – it’s their responsibility and it was how (I figured) I was going to make a name for myself. But I digress.

Let’s shift gears for a minute and take a look at the Installation Management Campaign Plan (IMCP), but before I do, allow me to provide some insight into my perspective. Nearly 35 years ago when I enlisted in the Army, I was put to task memorizing my

four General Orders. While some may think this entirely too rudimentary, I beg to differ. Those four simple rules/guidelines/orders served me well during the early years of my tenure and ultimately my entire career. A few years into my first enlistment, I was put to task on memorizing key aspects of The Noncommissioned Officer (NCO) Creed (not the entire thing, mind you), the four indicators of an effective unit, the principles and traits of

effective leadership and the principles of training. Once again, throughout my career, these guidelines kept me focused, or more specifically, they kept me in “my lane” as a junior and then a mid-grade NCO.

More recently, I can reflect on, and remember with clarity, the four key messages and themes my Brigade Combat Team Commander had us focus on during our initial deployment to Iraq, the three key tasks the Commander of the First Team drilled into us during Operation Iraqi Freedom II and the three “General Orders” the Multi-National Corps-Iraq Commander held all of us accountable to during my last deployment to Iraq. In each of these instances, my commander at the time defined in a very few brief sentences what he would hold every officer and enlisted trooper accountable to during our stint in his command. Today, at this moment, I carry with me (in my left breast pocket) a quick reference of telephone numbers for every key leader in the command, the tenets of





the Army Family Covenant, the Army's 2010 Objectives, the Chief of Staff of the Army's Top Ten and – get ready for it – the six lines of effort for the IMCP. It's the last of these I'll focus on and, at the same time, drag back into the forefront of your conscience, that thing called "Sergeant's Business."

For those of you who don't have them readily available, here's what we'll discuss (albeit briefly):

- LOE1** – Soldier, Family and Civilian Readiness
- LOE2** – Soldier, Family and Civilian Well-Being
- LOE3** – Leader and Workforce Development
- LOE4** – Installation Readiness
- LOE5** – Safety
- LOE6** – Energy Efficiency and Security

Ladies and gentlemen, for the sake of time (and space), it's not my intent to peel the onion on every one of these tenets of the IMCP, but rather extract a few salient points in order to make mine (point that is).

I have vivid recollections of then "Phantom Six" (LTG Rick Lynch, now Defender Six and Commanding General of Installation Management Command) and I sharing a moment and his thinking out loud, "What will I use to form the foundation of my command philosophy/intent," and me questioning how will I convey my (his) intent to a command that stretches the globe and encompasses more than 120,000 Soldiers and Civilians? During the November 2009 Garrison Commander/Command Sergeant Major conference, attendees from the Office of the Assistant Chief of Staff for Installation Management (OACSIM),

In each I see or sense key words such as Soldier (people), Family (people), Civilian (people), readiness, well-being, leader (people), workforce (people), safety, efficiency, security (force protection)... the point is each LOE serves ... as a guide in the execution of my day-to-day duties as a noncommissioned officer.

Office of the Assistant Secretary of the Army (Installations and Environment) ASA (I&E), and IMCOM were introduced to Defender Six's intent in the form of a Commander's quad chart we find at every camp, post and station across the Installation Management Community. During the past ten months, including times where instances compelled us to think of modifications, the Commander's quad chart has served as a firm foundation on which we provide world-class support to our Army Family.

But again, I digress. Let's get back to those LOEs. In each, I see or sense key words such as Soldier (people), Family (people), Civilian (people), readiness, well-being, leader (people), workforce (people), safety, efficiency, security (force protection). I could go on and on, but the point is each LOE serves (at least for me) as a guide in the execution of my day-to-day duties as a noncommissioned officer (and for those of you wearing chevrons as well). I see Sergeant's Business stamped on every LOE. I see the companion to Defender Six's three questions: Are we doing the right things? Are we doing things right? What are we missing?

When I couple "Are we doing the right things" with every LOE, I (as an NCO) see empowerment being conveyed from my commander to me, to each

of us, to insert ourselves into the process, the task at hand, the issue of the moment if it is not "the right thing." In each of the LOEs coupled with the second question – Are we doing things right? – I see our Commander telling us NCOs, "I'm relying on your insight, honed by years of training in our profession, to do the right thing," to hold all in the command (including yourself) accountable to the same commitment, and by God, if it isn't the right thing, then to either correct ourselves and those within our purview or to inform our respective Commander for them to do so. I see in those three questions, coupled with the LOEs, the Commander telling us to stand on conviction, those grounded in his tenets. And darn it, if our valid concerns are not heeded at the lowest level, elevate them until the attention to "do it right" is delivered.

In the last question – "What are we missing?" – Defender Six is telling us NCOs to open our eyes, ears, hearts and minds. What more can and must be done? Never be satisfied with what is. What can we do to get better, make things better for those at all our installations? What can we do to squeeze every ounce of potential from every dollar of the American people's money? And Defender Six is certainly not encouraging us to be content with doing things as we've always done them! Again, in every LOE I see the potential to



unleash the power, capability and capacity of the NCO Corps.

I've heard too many people during my career tell me this or that officer is micro-managing every aspect of the command, or this or that officer likes to keep everything under thumb or this or that officer is doing an NCO's "Sergeant's Business." My response? Long ago, in the eyes of The Army at large, you had to establish your credibility to achieve the rank you've earned. The unwritten part of a contract we maintain with this institution (our Army) is that we must maintain our credibility daily. Defender Six has provided the guidance we NCOs require in the form of the LOEs and his three questions. In effect, he's told us: You wanted it, here it is, run with it. Do my and your Commander's bidding. Get out there, see what's being done, not being done, being done right, being done wrong. Insert yourself in the process.

Do you want to know the business of Sergeants in the Installation Management Community? Read the Campaign Plan! Once you have, do our commander's bidding!

SUSTAIN, SUPPORT AND DEFEND!



CSM Neil Ciotola is the Command Sergeant Major of Installation Management Command. He has attended various military schools, including the Command Sergeants Major Designee Course; U.S. Army Sergeants Major Academy; Airborne School; Air Assault School; the M1/M1A1 Master Gunner Course; and the M60A3 Master Gunner Course. He previously served as Command Sergeant Major of III Corps and Fort Hood, Texas.



Family Readiness: Sustaining the force, supporting the Soldier

by MG Reuben D. Jones, Commanding General, FMWRC and Ms. Kathleen Marin, Director, Installation Services, OACSIM

“Never before in the history of our Army have we asked so much of our Families. They are serving side-by-side with our Soldiers, enduring their hardships, providing the unconditional love and support that truly make our Army strong.”

In 2007, as the Army entered its sixth year of sustained combat operations, the Secretary and Chief of Staff of the Army unveiled seven major initiatives intended to improve support for our all-volunteer Army. One of those initiatives recognized Families also serve the Nation’s call and directed an increased effort to “enhance the quality of support to Soldiers and Families to preserve the strength of the all-volunteer force.”

In the words of GEN George W. Casey Jr., Chief of Staff of the Army, “Never before in the history of our Army have we asked so much of our Families. They are serving side-by-side with our Soldiers, enduring their hardships, providing the unconditional love and support that truly make our Army strong.”

In an era of persistent conflict, Families are called upon to endure many hardships. Repeated deployments and extended separations place a severe strain on our Families, which in turn affects combat readiness, as well as enlistment and retention efforts. Families are as critical to mission success as our Soldiers. LTG Rick Lynch, Commanding General of Installation Management Command, sums it up succinctly when he says, “Our Army is not going to

break because of our Soldiers...but it may break because of the stress we’re placing on their Families.”

Through research such as the Family and Morale, Welfare and Recreation Command’s Survey of Army Families, we know quality of life for Families is an integral part of a Soldier’s decision to reenlist. By 2007, it became clear it was also essential to the Army’s ability to deploy Soldiers prepared for combat.

A Soldier in a fighting position needs to be facing forward, concentrating on the mission, not distracted by Family concerns on the home front. We must be there to help them both find the resources they need, when they need them, and we must ensure they have the tools to remain self-reliant. When Families are self-reliant and have access to appropriate support systems, our Soldiers are better able to concentrate on their missions.

“To be successful as a military [in] the fight against terror, I need four things,” said LTG Jack Stultz, Chief, Army Reserve and Commanding General, U.S. Army Reserve Command, “a Soldier, that Soldier’s Family, the Soldier’s employer and a supportive community.”

The Army Family Covenant, Community Covenant and Army Family Action Plan process provide just that.

The Army Family Covenant: People First, Mission Always

Faced with program delivery models dating from the 1980s or earlier, the Army desperately needed to update support services to enable Soldiers and Families to remain resilient and ready to meet the demands placed on them in today’s climate of multiple deployments and extended Family separations.

When the Army unveiled the Army Family Covenant (AFC) to institutionalize the commitment to provide Soldiers and Families a quality of life commensurate with their service and sacrifice to the Nation, it made a commitment to improve Family readiness. Representing the combined efforts of multiple Department of Defense, Department of Army, and non-governmental agencies, the AFC provided a roadmap to improve services across the Army Enterprise.

The AFC is built upon five core commitments from Army Leadership:

- Standardize and fund Family programs and services,
- Increase accessibility and quality



A military couple walk past the Army Family Covenant truck parked outside the D.C. National Guard Armory during registration for the 25th Army Ten-Miler in Washington. (Photo by Tim Higgs, FMWRC Public Affairs)

- of health care,
- Improve Soldier and Family housing,
- Ensure excellence in child, youth, and school services, and
- Expand education and employment opportunities for Family members.

Now in its third year, the AFC commitment is enduring and support has extended all the way to the White House. In the words of First Lady Michelle Obama, “The readiness of our Armed Forces depends on the readiness of our military Families.”

To ensure that readiness, the Army doubled its investment in core Family support programs within the AFC portfolio from fiscal year 2007 to 2010 – an investment to sustain programs for Soldiers and Families of all service components. General Casey pledged support to this investment, saying, “the Army Family Covenant is one of the programs that we will continue to put the right amount of funding into so that Family Programs

can consistently provide support for all Soldiers and their Families.”

But making and keeping the promise of the covenant – expanding services, support and programs – is not enough. The programs are only effective if they meet the needs of the Army Family and provide common levels of support at a high level across the our installations. We need to provide standardized programs of value and programs our Families desire. It is very important that we stay on point to deliver those programs, and to ensure Soldiers and their Families know the programs exist and have access to the wide array of services, opportunities and support made available to them.

With such concerns in mind, the U.S. Army’s Family and MWR Command (FMWRC) developed an AFC outreach initiative and messaging campaign to provide garrisons with print and Web-based outreach/awareness toolkits. This cam-

paign consisted of a series of strategic initiatives undertaken to inform, educate and acknowledge the Army’s commitment to the entire Army Family with testimonial messaging. It speaks to husbands, wives, children, community members, parents, employers and survivors.

Through partnerships with the Army and Air Force Exchange Service (AAFES), the Defense Commissary Agency, and civilian and corporate sponsors, FMWRC embarked on an advertising campaign, made possible through millions of dollars of “in-kind” donations. Posters, tray liners in on-post food courts, rolling billboards on AAFES delivery trucks and integrated Web and print ads were all aimed at educating Soldiers and their Families.

As we enter the AFC’s fourth year of effort, we will continue to support America’s Soldiers throughout their careers and through the entire spectrum of Family needs. Looking ahead, AFC



Posters such as these were part of an advertising campaign—made possible through generous donations from AAFES—to help educate Soldiers and their Families about the Army Family Covenant.

spells out the delivery of Army standard services for our Soldiers and Families -- when, where, and for however long that support is needed. When Soldiers enlist, start a family, deploy or retire, we are there to provide an appropriate and sustainable level of support. This approach not only helps us align programs and services to address the effects of persistent conflict and the Army Force Generation (ARFORGEN) readiness cycle, but also helps make Soldiers and Families more resilient.

The covenant reflects the Army's dedication to sustain and partner with Soldiers and their Families to build an environment where they can prosper and realize their potential – all essential in sustaining an all-volunteer force. To make the covenant successful, two other key components are an integral part of the process: the Army Family Action Plan process and the Community Covenant initiative.

The Army Family Action Plan

The Army Family Action Plan (AFAP) is the Army's grassroots process to help Army leaders address the needs and concerns of the total Army Family. The program enlists members of the Army community from around the world to identify, prioritize and elevate quality of life issues to senior leaders for action. AFAP is critical to the delivery of the Army Family Covenant because it gives commanders and other Army leaders insight into the needs and expectations of the Army community. It also results in policy changes and program improvements, validating the commitments in the covenant.

AFAP is a three-tiered process beginning with identification and prioritization of issues at garrison or unit symposia made up of representatives from all stakeholder groups: Soldiers, spouses, children,

DA Civilians, retirees and others as appropriate. In many cases, the Garrison or unit Commander can resolve the issues at the local level. However, if an issue has a broader impact or requires a change of policy or regulation not authorized at the garrison or unit level, it can be elevated to command AFAP conferences and potentially to the annual Headquarters, Department of the Army (HQDA) Conference. At the HQDA level, delegates from across the Army determine which issues will be worked by the Army Staff. The Army is the only service with a grassroots program like AFAP.

According to Tricia Brooks, HQDA AFAP issue manager, "Leaders trust and support AFAP because the issues provide real-time perspectives that enable commanders to respond more rapidly to resolve problems, implement good ideas and guide policy formation."

1SG Steven Colbert takes a moment out of his day to read with his son, Jordan, at Headquarters & Headquarters Company, 3rd U.S. Infantry (The Old Guard) at Fort Myers, Va. Jordan wants to join the Army but first wants to graduate from Virginia Tech. The change in law that allows Colbert to transfer his unused Montgomery G.I. Bill to his son is a direct result of the Army Family Action Plan process. (Photo by Rob McIlvaine, FMWRC Public Affairs)





Although the majority of the active AFAP issues identify medical/behavioral health concerns, the largest percentage of issues over the life of AFAP address Soldier support (37 percent), followed by medical/behavioral health (21 percent), relocation/facilities (20 percent), Family support (18 percent), and child/youth (10 percent).

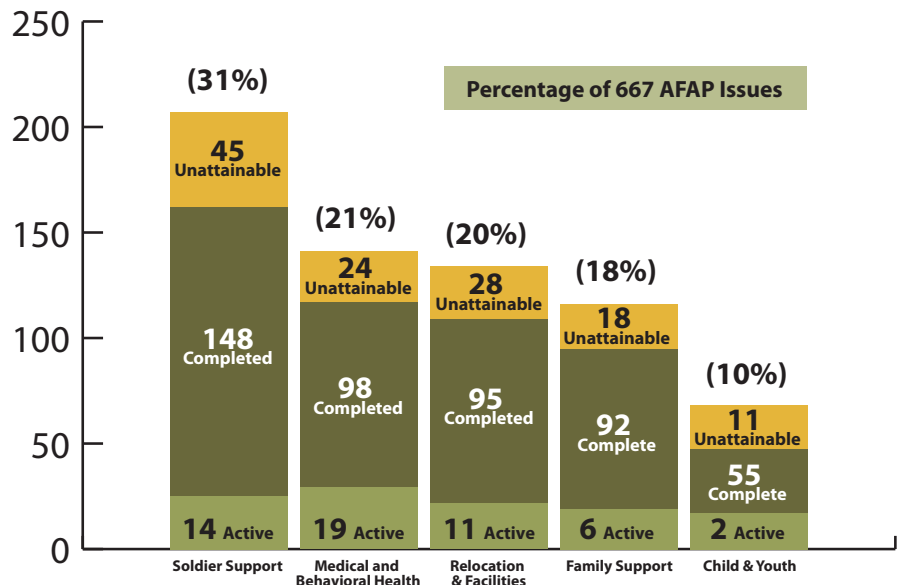


The 12 members of the AFAP working group, Family Support II, stand to applaud approval when one of their issues — authorize Family Readiness Groups to fundraise in public places external to National Guard Armories, Reserve Centers, and military installations — was announced that it was chosen as one of the Top Five of the conference. Sue Carter, room facilitator for the group is on the right. (Photo by Rob McIrvine, FMWRC Public Affairs)

FRSA POSITIONS Family Readiness Support Assistant (FSRA) FY10 Program Roll-Up	
Command/Agency	Total # Authorized Positions
USARSOUTH	1
INSCOM	22
NETCOM	16
ARNG	251
EIGHTH US ARMY	29
MEDCOM	7
THIRD US ARMY	4
USAR	127
USARNORTH	1
USARPAC	53
USASOC	49
AMC	1
FORSCOM	464
USAREUR	56
TRADOC	17
SMDC	1
TOTAL	1,099

issues have been resolved through wide-reaching policy changes, funding and program enhancements, to include: mandatory post-deployment physical and mental health assessments for Soldiers and DA Civilians; chaplain support in active, Guard and Reserve components; improved barracks security and storage; Better Opportunities for Single Soldiers program staffing and funding; a

HQDA AFAP Issues (1983-2010)



52 Active 488 Completed 126 Unattainable

123 Legislative changes
172 DoD Army policy change
192 Improved programs or services/funding

1 Combined issue

AUG 10 stats

Examples of AFAP issues successfully resolved through legislative change include the transfer of Montgomery G.I. Bill benefits to Family members, a new policy of granting paternity leave, and changes to in-state college tuition eligibility. So far this year, 34 AFAP



pregnancy and post partum physical training program for female Soldiers; operations security awareness training for Family members; 24/7 child care at select Army Garrisons; Family Readiness training in the Soldier education system; the establishment of an Army OneSource Internet portal; on-line tutoring for military students; child care for geographically dispersed Soldiers; and equal transitional compensation benefits for enlisted Soldiers and officers.

The AFAP website, located at Army OneSource (www.myarmyonesource.com), provides information about the program and the HQDA Conference. It also has an issue search application triggered by filters and keywords.

AFAP will continue to be the “Voice of the Army Family” as emerging quality-of-life issues are brought by Soldiers and their Families to the Army leadership for resolution. The program is critical to identifying concerns and challenges facing our Army Family.

However, not all issues can or should be resolved through traditional means. When it simply isn't financially or legislatively possible to provide the support or services our Soldiers and their Families desire, we also rely on our partnerships with communities to fill in the gaps.

The Army Community Covenant
Soldiers and Families are integral members of communities in which they live. The Army Community Covenant, a companion initiative of the Army Family Covenant, is a commitment of support at the state and local level by individuals, organizations, businesses and government agencies. Launched in April 2008, the Community Covenant develops and fosters effective state and



Ty, son of a fallen Soldier, sleeps while his mentor, Alex, keeps him safe through a few minutes of “down time” during the activity-filled TAPS Military Survivor Seminar and Good Grief Camp at Fort Hood, Texas. The Survivor Outreach Services seminar brought nearly 300 families from as far away as South Korea to join other survivors in a weekend-long program of comfort and support. Military volunteers “mentored” children of the fallen through the weekend. (U.S. Army photo by Rob McIlvaine)

community partnerships with the Army to sustain and improve Soldier and Family quality of life.

There are many communities, organizations, and civic and business leaders across the country already supporting Soldiers and Families through a number of programs and initiatives. The Community Covenant recognizes those efforts and inspires new support through a formal support agreement and signing ceremony between military and civilian communities. The first Community Covenant signing took place in Columbus, Ga., in April 2008, with Fort Benning Soldiers and Families. Since then, there have been more than 500 signing ceremonies in 49 states, three territories, and the District of Columbia.

The signings are a visible and tangible symbol of support, but at the heart of each community covenant is the desire to ensure access to community-based programs for active, Guard and Reserve Soldiers and their Families. For the wife of a deployed reservist in central Nevada or the spouse of a deployed Soldier staying with parents in western Wyoming — potentially hundreds of miles from a military installation — community support is a necessity.

The Community Covenant website (www.army.mil/community) provides links to more than 112 national and 271 state and local programs, as well as 225 support programs and services outside the gates of Army installations. The programs are categorized by the type of Soldier and Family need: deployment;



Participants gather on stage after the signing of the Puget Sound Army Community Covenant at Clover Park Technical College in Lakewood, Wash., on May 2, 2008.

education; Family; financial; survivor; wounded warrior; and two new categories: veterans and health/well-being.

One example of the community covenant's success is the Army's collaboration with the Hispanic Active Relationships Project. This faith-based organization in

Brownsville, Texas, hosted a signing in March 2010 to bring together federal, state and local supporters, including Rep. Solomon Ortiz (D-Texas). Their efforts resulted in a collaborative network in Cameron County that includes faith-based, police, education, government and non-profit organizations all providing

support to military members and their Families in the lower Rio Grande Valley.

Residents and community members of Shenandoah, Iowa, signed a Community Covenant on July 4, 2010. To implement their Community Covenant commitment, residents also signed a troop support services volunteer form, which listed services they were offering to provide to military Families such as snow removal, child care and vehicle repair.

Private David Winkler, 101st Forward Support Battalion, 1st Heavy Brigade Combat Team, 1st Infantry Division, along with his wife, Crystal, and sons, Nicholas, 6, and Kevin, 7, sign the Geary County Army Community Covenant July 22, at the Junction City/Geary County Military Affairs Council breakfast at the Courtyard Marriott in Junction City, Kan. This Army Community Covenant signing reaffirms the commitment for support between Geary County and Fort Riley, Kan. There are seven more counties in the Central Flint Hills Region which will also conduct covenant signings through October 2010.



The Community Covenant is a platform to inspire and organize a comprehensive, multi-agency and versatile mix of tailored and networked community support organizations to provide resources to military members and their Families. In the coming months, we will continue to strengthen relationships with communities who have signed a covenant, enhancing community support and sharing best practices and new initiatives with



A LOOK AT THE NUMBERS: ★ ★ ★

Significant accomplishments in improving Soldier and Family readiness and well-being in the past three years include:

- Closed chronic Army Community Service staffing gaps by creating **477** new ACS positions.
- Added **1,099** Family Readiness Support Assistants in deployable active, Guard, and Reserve battalions to provide administrative and logistical support to deployed and rear detachment commanders.
- Established more than **2,000** virtual Family Readiness Groups (vFRGs), which offer all of the functionality of traditional FRGs in an ad hoc, online setting to meet the needs of geographically dispersed Families.
- Increased Military Family Life Consultants from **112** in FY05 to **620** by FY10, to provide problem-solving and non-medical consulting through confidential, “walk around” services.



MG Reuben D. Jones is the Commanding General of the Family and Morale, Welfare and Recreation Command. He also served as The Adjutant General of the Army; Commanding General, U.S. Army Physical Disability Agency and Executive Director, Military Postal Service Agency.

other communities throughout the United States. Lastly, we will improve our strategic communication efforts to increase awareness of community-based programs and services and outreach to Americans who want to support Soldiers and their Families.

Through the Army Family Covenant, the Army Family Action Plan and the Army Community Covenant, the Army is identifying and implementing aggressive improvements to a broad range of Family-oriented quality of life programs and services to address the vital needs of Soldiers and their Families. We are investing the Nation’s resources wisely, focusing on our Soldiers and Families in areas enabling readiness and resilience, while reducing the turbulence and stress that come with military life. The Army remains determined to provide a strong, supportive environment where Soldiers and their Families can thrive.

and don the uniform of our Nation, the spouses, the children of those brave warriors who sacrifice so much.”

While the Army has made significant and measurable progress in improving Family programs, health care, housing, child and youth services, recreation, education and employment opportunities, there is still work to be done to build an environment where Army Families can prosper and realize their full potential.

The Army Family Covenant and Community Covenant, combined with the Army Family Action Plan process, will enable us to reach that potential.



Ms. Kathleen Marin is the Director of Installation Services, Office of the Assistant Chief of Staff for Installation Management. Ms. Marin honed her skills in Soldier and Family programs as Deputy Director of Personnel and Community Activities, Fort Sam Houston, Texas. She is a graduate of the Defense Leadership and Management Program and is a distinguished graduate of the National Defense University Industrial College of the Armed Forces.

“In the end, it all comes back to people,” said Secretary of the Army, Honorable John M. McHugh. “The men and women who step forward



An Approach to a Facilities Investment Strategy for Our Soldiers and Families

by **BG James Boozer**, Director of Operations, OACSIM and **BG Arnold Gordon-Bray**, G-3/5/7, IMCOM

A facility investment strategy for the future must include three key components: – Military Construction (MILCON), Sustainment, Restoration and Modernization (SRM) and energy efficiency. The Army MILCON program traditionally has focused on the construction of new facilities to support the Army's Transformation, which is the service's largest reorganization since World War II. Force transformation extends to the facilities making our Army the envy of the world. Of note, our Army is now more blended as one Army (Active, Guard and Reserve) than ever before. This transformation has had an immense impact on facility requirements in the United States and overseas – including Active and formerly exclusive Reserve facilities.

The Base Closure and Realignment (BRAC), Global Defense Posture Realignment (GDPR), Grow the Army (GTA), Army Modular Force (AMF) and other emerging Army initiatives have resulted in the construction of state-of-the-art facilities for our Soldiers, Civilians and Families. Nevertheless, we must continue to push forward to provide first-class facilities around the globe. To meet this challenge, while balancing competing priorities with limited resources, we established the Military Construction Integrated Program Team (MILCON IPT). Recommendations from this team are provided to Army senior lead-

ership to assist in prioritizing funding for facility requirements.

The MILCON IPT is co-chaired by the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and Office of the Army's G3. The MILCON IPT was instrumental in determining facility requirements essential to support the growth and modernization of the Army's Brigade Combat Teams and Functional Brigades, while preserving the highest standard quality of life for our Soldiers and Families.

The MILCON IPT recently completed the development and review of the construction portion of the Army's FY12-16 Program Objective Memorandum (POM), requesting a total of \$21 billion. The MILCON IPT is chartered to synchronize the military construction program for Army Commands, Army Service Component Commands, Direct Reporting Units, Army National Guard and Army Reserve. The team proposes recommendations to Army senior leadership that support facilities requirements needed for Army mission and readiness.

A new approach to developing the MILCON program focused on “*worst – first*” facilities is now required.

On May 26, 2010, during the Stationing Senior Review Group (SSRG) meeting, the Undersecretary of the Army

(USA) and the Vice Chief of Staff of the Army (VCSA) directed MILCON IPT to base the Army MILCON program on a “1-to-*n*” prioritized project list. Previously, MILCON IPT recommended construction projects by fiscal year, investment category or program (such as Grow the Army, Army Modular Force or Legacy Facility Revitalization), and by MILCON appropriation (Military Construction, Army, Military Construction, National Guard and Military Construction, Army Reserve) without a comprehensive priority ranking.

Principally, a 1-to-*n* list benefits Army senior leaders by providing a decision-support tool at project level to help make short-notice funding decisions impacting the MILCON program. In addition, a program developed on a sound and clear 1-to-*n* methodology will be easier to defend if challenged by the Office of the Secretary of Defense or Congress. The USA and VCSA directed that the MILCON IPT implement a first version of the Army 1-to-*n* MILCON list as part of the FY13-17 MILCON program for approval in May 2011. While this first version will support funding decisions for the FY13-17 POM, it will still be a work in progress, and the MILCON IPT will continuously refine and improve the 1-to-*n* process through the FY14-18 and later POM cycles.



Installations need to review their construction programs holistically, considering cost-benefit analysis, ...mid- to long-term (10-15 years) environmental impacts and energy efficiencies for each project, with specific goals to manage facility costs.

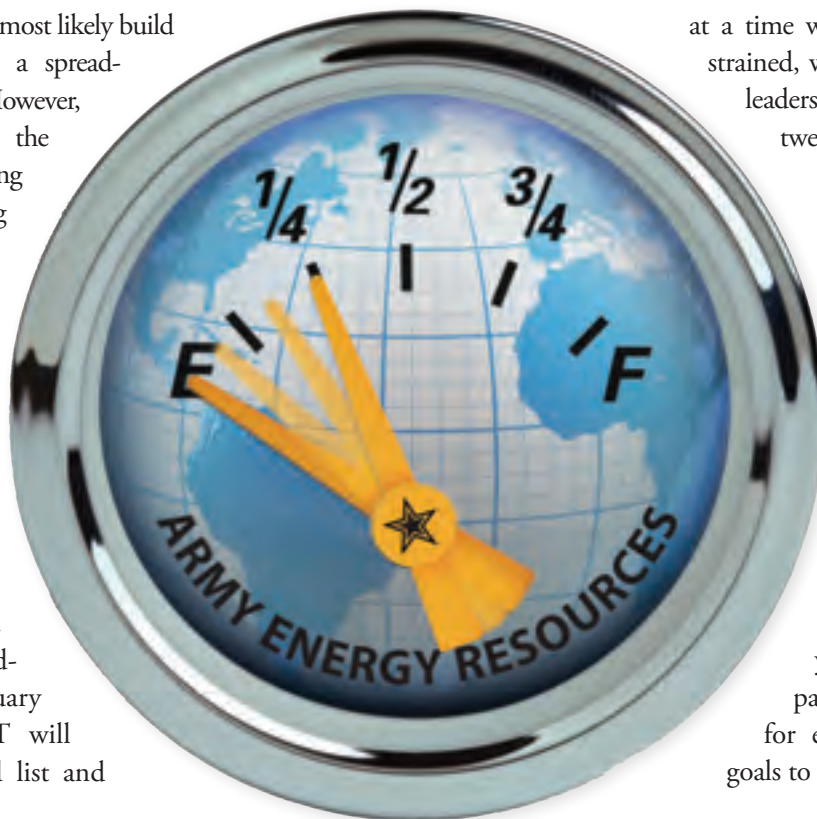
The first step in the development process will be intensive coordination with Army commands and components to glean their respective scoring criteria, scoring models, business rules and lessons learned from developing and producing their own 1-to-*n* project lists, which they submit annually to the MILCON IPT. From this input, MILCON IPT will develop initial business rules, scoring criteria and scoring methodology by taking advantage, to the maximum extent possible, of commonalities identified from commands and components, while addressing the unique requirements of each command and component. The MILCON IPT will seek approval of this initial process at the SSRG in October 2010 and will begin scoring projects submitted by the commands in November 2010. For this initial 1-to-*n* list, MILCON IPT will most likely build the scoring model on a spreadsheet application. However, for later POM cycles, the OACSIM is investigating the purchase, fielding and implementation of more advanced automated decision support software.

The initial scoring of thousands of required projects is only the beginning of the process prioritizing construction requirements for funding decision. In February 2011, MILCON IPT will take the initial scored list and

begin the hard government work of “sausage-making” that calls for the manual adjustment of initial scoring to ensure all guidance and directives from Army senior leaders have been met and to ensure the program is balanced across commands, components and investment categories. Completion of Grow the Army construction, Army barracks buyout programs, elimination of relocatable (temporary) facilities, Army Reserve leases, compliance with energy efficiency directives and recapitalization of the Army’s industrial base are just a few of the mandates the FY13-17 MILCON program must address with limited resources. Following these adjustments, MILCON IPT will staff the initial 1-to-*n* list with commands

and components and further adjust it according to input provided and submitted to the USA and VCSA for approval at the SSRG in May 2011.

We have relied on the MILCON solely to fix and improve the conditions of our facilities because of major Army initiatives such as GTA, AMF, BRAC and GDPR. Army’s MILCON program has grown dramatically since FY06, providing billions of dollars for new facilities at installations by FY15 that will increase Installation Management Command (IMCOM) gross square footage (GSF) by about 25 percent. GSF is a significant contributor to Base, Operations and Sustainment (BOS) costs. Controlling the growth of BOS requirements for items such as utilities and sustainment, at a time when funding is being constrained, will be a challenge for Army leaders to achieve a balance between MILCON and SRM.



Moreover, MILCON is not able to keep pace with delivery of infrastructure requirement rates at the pace demanded by the Army. Installations need to review their construction programs holistically, considering cost-benefit analysis, initial cost and available funds, mid- to long-term (10-15 years) environmental impacts and energy efficiencies for each project, with specific goals to manage facility costs.



This approach is a paradigm shift from “newer is better” to a more visionary requirements-driven process.

If we effectively continue to provide the current level of service and infrastructure to support Soldiers and their Families, now is the time to reassess facility requirements and maximize the use of existing facilities to minimize the need to build new facilities that increase our footprint. One way to do this is to put more emphasis on how the Army can leverage Operations and Maintenance, Army (OMA) and restoration and modernization (R&M) solutions to meet facility requirements versus building new or larger replacement MILCON-funded facilities.

The Army has had success in using a combination of OMA R&M funding to upgrade both permanent party (Barracks Upgrade Program or BUP) and training (Training Barracks Upgrade Program or TBUP) barracks when they are capable of meeting current standards and MILCON when they are not. We need to look at other facility types with large deficits, such as company operations facilities, Tactical Equipment Maintenance Facilities, Army Reserve centers and Army Guard Readiness Centers.

Developing OMA R&M solutions for restoring and modernizing these kinds of facilities would provide a two-fold benefit: Controlling the growth of the Army’s footprint to avoid the requirement for more BOS funding, and reducing the overall cost of the upgrade when freeing funding to meet other critical facility requirements, as an OMA funded R&M solution would need to be significantly less expensive than a MILCON solution. This

approach is a paradigm shift from “newer is better” to a more visionary requirements-driven process. To this end, ACSIM has directed the establishment of a SRM IPT, similar to the MILCON IPT, to make recommendations to Army senior leadership on this new approach, using MILCON and SRM in a synchronized, integrated way to provide the best possible facilities in a smarter, more efficient and cost-effective manner.

The last component to the Army facility investment strategy is to make our facilities more energy efficient. Operational needs of the Army are placing ever-increasing demands on our energy systems. In response to a series of laws directing energy conservation, efficiency and alternative-energy sources, the Army is beginning to make a difference in its energy posture. But making these changes is not just an exercise in statutory compliance. It is essential to maintain our operational capability by enhancing our energy security, reducing reliance on foreign energy sources and insulating ourselves from a commercial grid that is growing more vulnerable to outages and long-term interruptions.

Army annual energy costs have doubled in the last five years and show no signs of decreasing. Rising consumption is driven by greater use of high-tech equipment, computers and energy-intensive training, with a growing reliance on simulators. Barracks that once had a single TV in a dayroom now have home entertainment systems in almost every room. Our Army

is growing, and stationing decisions place a larger number of forces in areas where there will be greater demands for energy. Rising costs and rising demand threaten our ability to afford other Soldier and Family programs. As a result, we have embarked on several initiatives in how we construct and maintain our facilities – and see investment opportunities in the future.

The Army has developed an Energy Security Implementation Strategy. In support of that strategy, IMCOM, OACSIM and the ASA (Installation and Energy) have jointly established an Installation Management Campaign Plan that sets energy as one of its six primary Lines of Effort and identifies the investment requirements to achieve success.

The Campaign Plan incorporates a new holistic design process that makes energy considerations a fundamental part of every component of a new facility design, steering away from past practices of facility construction. In support of the new design process, a MILCON-Energy task force is developing a new approach to determine measures to make our facilities more energy efficient, cost-effective and sustainable in the long term while protecting scarce environmental resources. In addition, the Army adopted the Leadership in Energy and Environmental Design (LEED) standard of the U.S. Green Building Council to measure our facilities’ sustainable features. All new facilities must now be built to achieve at least the Silver level on the LEED



scale. Practice has shown that only when the installation project delivery team, Garrison Commander and Department of Public Works are directly involved in the LEED review – between design and construction – are the energy and environmental efficiencies required for LEED Silver achieved. This applies to both new construction and major renovation.

Energy efficiency is more than just a brick-and-mortar solution. It takes personal action, leader involvement and real change in behavior to reduce consumption and take the positive steps to make energy a consideration in everything we do. Without a change in culture, all these investments will be for naught if we do not have Soldiers, Civilians and Families personally committed to make an “energy difference.”

This new approach to a facility investment strategy – where we make better use of our MILCON and SRM appropriations and incorporation of sustainable, energy efficient designs in our facilities – will require feedback from Commanders in the field. The Installation Community Team is committed to making “The Army’s Home” a better place for all our Soldiers, Civilians and Families.



BG James Boozer became the Director of the Operations Directorate, Office of the Assistant Chief of Staff for Installation Management in March 2009. He is responsible for overseeing the development and coordination of program requirements, strategy, and policies pertaining to facilities and military construction that support Army objectives and improves quality of life for Soldiers, Civilians and their Families. Commissioned a second lieutenant through ROTC from The Citadel, Military College of South Carolina, in 1980, he graduated with a Bachelor’s degree in History. He also holds a Master of Strategic Science and Technology in Strategy from the Army War College.



BG Arnold N. Gordon-Bray is the G3/5/7 for Installation Management Command. He previously served as Deputy Commanding General, U.S. Army Cadet Command. The general commanded the 2nd Brigade, 82nd Airborne Division in Operation Iraqi Freedom. He also served as the Advisor to the Iraqi Army Commander, Multi-National Security Transition Command-Iraq. The general earned a Bachelor of Science from Central Missouri State University, a Master of Science in Security Technologies from Air University and a Master of Arts in National Security and Strategic Studies from Naval War College.



Installation Management: Inculcating a Cost Culture

by *BG Thomas Horlander, G-8, IMCOM and
Ms. Diane Randon, Resources Director, OACSIM*

It has never been a matter of if, but when. For just shy of a decade, the Army, together with the Department of Defense (DoD), has relied on billions of dollars of supplemental appropriations to support our warfighter mission. These additional dollars were received with the understanding and anticipation that the services would have to eventually wean themselves of this dependence. That time has come. More stringent rules guiding the use of supplemental funding have reduced flexibility to cover opera-

tional shortfalls in the Army's base budget. The reduction and eventual elimination of supplemental funding, coupled with the Nation's economic downturn, are examples of two forcing functions that have created a sense of urgency in leaders to adapt the Army's culture to one of cost management. The Army is seeking to learn quickly how to foster this culture change because unintended consequences of entitlement spending may indeed be manifested in the inability to execute the Army's priorities.

For years, the Army Posture Statement and various strategic communications have included the mandate to improve cost management, to look for efficiencies and to reduce waste. Until recently, the Army had the right message but was challenged to develop a strategic plan and clear path to get to the center of the issue of changing culture, resulting in marginal progress.

Culture is a learned pattern of behavior, and modifying behavior is fundamentally hard and tedious. Recently, however, several Army initia-

tives have been actionable steps towards achieving a culture change, and the impact is significant.

- The Fiscal Year 2008 National Defense Authorization Act established the assignment of a chief management officer (CMO) for each of the services. The Secretary of the Army appointed the Undersecretary of the Army as the CMO responsible for the Army's management of business operations. The CMO, supported by a Business Transformation Office, is charged with transforming business operations across the Army enterprise. Transformation includes inculcating cost management into the Army's business practices and operations.
- Cost Benefit Analysis to Support Army Enterprise Decision Making – the Vice Chief of Staff of the Army and the Under Secretary of the Army co-signed a subject memorandum Dec. 30, 2009, directing a cost-benefit analysis (CBA) for each new and expanded program proposal submitted to Army leadership for resource consideration. By examining costs and identifying tradeoffs, a CBA ensures the deliberate approach to making informed resource decisions.
- Capability Portfolio Reviews (CPRs) – this recent initiative was borne out of the recognition by Army's senior leaders that there were limitations to how the current Planning, Programming, Budget and Execution System could enable them to make sound resourcing decisions and prioritize Army programs. The Secretary of the Army signed a memorandum Feb. 22, 2010, directing the CPR strategy. The CPR





holistically examines requirements that drive capability development, resourcing and sustainment. By understanding the operational requirements that drive resourcing decisions, senior leaders can make better risk and cost informed decisions.

In response to the flat-line budget projected over the next several years, the Secretary of Defense issued a memorandum to all military departments. His message is clear: It is time for some serious changes across DoD.

“To sustain necessary investment levels for Department of Defense mission-essential activities, we must significantly improve the effectiveness and efficiency of our business operations. Doing so will increase funding available for our mission functions from efficiency savings in overhead, support and non-mission areas.”

Secretary of Defense Robert Gates

Secretary Gates followed the above opening statement in his June 4, 2010, memorandum, subject: *Improving Department of Defense Business Operations*, by directing military departments to reduce their funding programs in the aggregate in FYs 12-16 by \$28.3 billion. Two-thirds of these savings are to be realized through real reductions in overhead and support functions. The remaining third will come from shifting funds within accounts to achieve efficiencies. The Installation Management Community (IMC) will clearly play a key role in ensuring the Army achieves

The CPR holistically examines requirements that drive capability development, resourcing and sustainment. By understanding the operational requirements that drive resourcing decisions, senior leaders can make better risk and cost-informed decisions.

these goals set forth by Secretary Gates. This mandate is forcing senior leaders across the ranks to make difficult resourcing choices and prioritize programs balanced against risk.

The Installation Management Community will ultimately contribute to the Army’s achievement of these mandates through in-depth requirements review processes, garrison and headquarters force restructuring, and by changing its business practices, which will ultimately lead to inculcating a cost culture across Army installations. Today, the IMC is pursuing several major initiatives to achieve these ends.

The Office of the Assistant Chief of Staff for Installation Management (OACSIM), in support of Headquarters, Department

of the Army (HQDA)-led Capability Portfolio Reviews (CPRs), is conducting Installation Services Requirements Reviews (ISRR) to identify efficiencies and redundancies, and to ensure Army leaders make better programming decisions and prioritize programs across the force. These ISRR include a wide range of capabilities, including Facilities Investment Strategy, Safety, Energy Security and Conservation, Education and Emergency Preparedness. These reviews, chaired by the OACSIM, will ultimately inform the FY13-17 Program Objective Memorandum (POM) and are complementary to the HQDA CPRs that are being conducted by Army senior leadership.

Two-thirds of the Installation Management Command’s (IMCOM) Base Operations Support (BOS) funding is spent on our contrac-





tor and Department of the Army Civilian workforces. IMCOM has recently completed part one of its initial Installation Management Force Restructure Review (IMFRR), which focused on garrison staffing. These reviews focused on task and purpose of each organization – down to the branch level – and will ultimately serve as the base document to realign capabilities, force structure and the sourcing of a garrison’s manpower. Part two of the IMFRR will focus on IMCOM’s force structure at echelons above garrison (i.e. IMCOM Headquarters; regions; Family and Morale, Welfare and Recreation Command; and U.S. Army Environmental Command). Optimizing IMCOM’s command and control structure and the associated overhead resident in its different headquarters elements will require some in-depth planning and consideration, but it will help trim the command of unnecessary capacity and potentially net the Army significant savings. Included in these reviews is a robust

on Workforce Composition, which focuses on the Army’s Generating Force.

The Services and Infrastructure Core Enterprise (SICE) serves an HQDA-level forum co-chaired by the IMCOM Commanding General and the Assistant Secretary of the Army for Installations and Environment (ASA, I&E). Unlike OACSIM and IMCOM, the SICE Board is not empowered to make resourcing decisions, however its charter enables it to look across the enterprise to adopt better business practices and identify redundancies across the component commands that make up the SICE: IMCOM; Network Enterprise Technology Command; the U.S. Army Medical Command; and others. With many of these commands also represented in some or all of the other three Army Core Enterprises (Readiness, Material and Human Capital), these monthly forums inform the Army’s leadership on where it should focus its analysis and energy to better manage its resources.

Over time, IMCOM will request official insourcing authority, as required and based upon established criteria, to have functions previously performed by contractor personnel be performed with Department of the Army Civilians.

effort to determine the best sourcing solution for these organizations. Over time, IMCOM will request official insourcing authority, as required and based upon established criteria, to have functions previously performed by contractor personnel be performed with Department of the Army Civilians. While this IMFRR was initially pursued as an IMCOM effort, it is complementary to HQDA’s CPR

The organizations and bodies that make up the IMC are heavily engaged in these major undertakings, yet there are several other key initiatives throughout the IMC that will further ensure the Army inculcates a culture of cost management, along with adapting itself as an institution to meet the needs of rapid changing fiscal and operational environments.

A. IMCOM is leading the Army’s de-

ployment of the General Fund Enterprise Business System (GFEBS). Currently, 10 IMCOM garrisons operate with GFEBS as their primary business management system, and Oct. 1 that number more than doubled to 23 garrisons. This capability is one of several examples of how the Army is leveraging technology to field a new business system that exposes detailed cost data to enable a leader to make better, cost-informed decisions.

B. Training leaders and their staffs to be better cost managers has been championed by HQDA through the development of a Cost Management Certification Course, which started conducting classes in FY2010 with resounding success.

C. The Services and Infrastructure Contract Management Program (SIECMP) has been deployed across IMCOM’s garrisons with great success. By conducting deliberate quarterly contract reviews, garrison staffs have identified cost savings, capability redundancies and contract restructure opportunities, while better ensuring their outsourced capabilities are Army Force Generation-informed. This program, developed to empower garrison leadership to better manage its outsourced capabilities, has helped to ensure IMCOM’s garrisons are optimizing the purchasing power of their funding programs.

D. At both the headquarters and region level, IMCOM has deployed tiger teams to select installations to assist garrison staffs in finding greater efficiencies across all installation services. These assistance visits have



helped the command identify cost savings and better business practices now being shared with the IMC. It will be up to the entire IMC to realize these efficiencies to truly benefit from targeted cost savings.

The IMC's role in the Army accomplishing its operational and readiness goals to remain a premier 21st century fighting force ready for an uncertain future, while complying with Secretary Gates' mandate to realize significant savings over the next five years, is tantamount to success. Success will only be realized with every leader at every level embracing the need for change and ensuring resourcing considerations are a mainstay in every operational decision made. Restructuring our garrisons and headquarters, and implementing many programs that ultimately define a cost culture is the key to the success of the IMC and will ensure our Army stays ready and relevant in the 21st century.



BG Thomas Horlander is G-8, Installation Management Command. He has served in numerous financial management and operational assignments at all levels and holds Masters Degrees in Business Administration, International Studies, and National Strategy and Security. He is a linguist, Army Master Strategist and CDFM.



Ms. Randon has served as the Director, Resources, Office of the Assistant Chief of Staff for Installation Management since April 2009. Her previous senior management experience includes Executive Director of the Resources and Program Agency in the Office of the Administrative Assistant to the Secretary of the Army and Comptroller in the Department of Defense Inspector General's office. A graduate of the Army Comptrollership Program at Syracuse University, N.Y., she holds a Master's Degree in Business Administration.



Army Environmental Stewardship Supporting Installation Training and Operations

by COL Scott D. Kimmell, Commander, USAEC and

COL George G. Wright, Chief, Environmental Division, OACSIM

The Army has a commitment to today's Americans and future generations to sustain natural resources for Soldiers, Civilians, Families, contractors and our neighbors. Installation Readiness is defined in the Installation Management Campaign Plan (IMCP) as "the ability to provide a growing and transforming Army with the infrastructure it needs to remain a highly effective, expeditionary and campaign-quality force, today and in the future." An imperative of Installation Readiness is to preserve, protect, conserve, sustain and – where appropriate – restore the natural environment on which our installations depend. Army environmental programs focus on three major areas – cleanup, compliance and conservation/preservation – ensuring the sustainability of our installations and the communities to whom they are inextricably connected. By targeting environmental programs that will enhance the future of installation training and operations, the Army is making great strides to strengthen Army operational capability through more sustainable practices.

Cleanup

Our Nation – and with it, the Army – has been at war for nearly 10 years. Some would think the war effort would stop environmental cleanup, but the Army remains com-

mitted to cleaning up contamination from past practices. The overarching theme is to use restoration practices to support the Army mission.

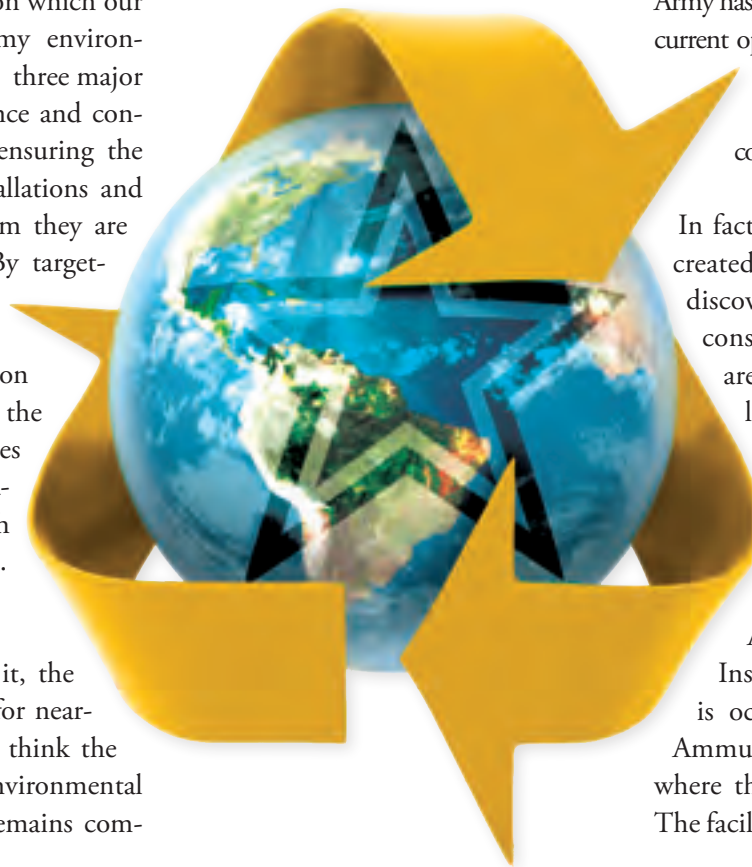
Beginning in the 1970s, the Army identified more than 12,000 sites on 1,000 installations as potentially hazardous to human health and the environment due to spills or releases of hazardous substances. The Army's Installation Restoration Program has systematically reviewed each site. Today, more than 95 percent of those sites have been cleaned or have a long-term remedy in place.

Virtually all will have a remedy in place by the end of 2014.

The Army has completed an initial review of its military munitions sites on other-than-operational ranges and started prioritizing those sites for further action. Those remedies are expected to be in place by 2020. The purpose of operational ranges is to train the way the Army will fight in the future, as well as to conduct research and development. As Army missions and requirements changed, the amount and location of land used to support training and development has also changed. The Army has completed an initial review of its current operational ranges, determining if contamination is migrating off the sites, which the Army is committed to mitigating as well.

In fact, a few new cleanup sites are created each year. Some are newly discovered burial sites (often at construction sites), while others are created due to a major release of hazardous substances. The Army has processes in place to restore such new sites, including regulatory review and concurrence.

A good example of the Army's Installation Restoration Program is occurring at Lake City Army Ammunition Plant (LCAAP), Mo., where the action is nearly complete. The facility, finished in 1941, occupies





Key accomplishments of the Lake City Army Ammunition Plant cleanup effort included establishing a comprehensive groundwater model, removal actions on five sites and laboratory and field testing of technologies. LCAAP employed green sustainable remediation techniques such as phytoremediation – using contaminant-absorbing plants – to control groundwater, and mobile solar-powered pumps to collect non-aqueous phase liquids in one area.

almost 4,000 acres in Independence, Mo., and employs 2,500 people. LCAAP is a government-owned, contractor-operated facility under Army Material Command's Joint Munitions Command. Key accomplishments of this cleanup effort included establishing a comprehensive groundwater model, removal actions on five sites and laboratory and field testing of technologies. LCAAP employed green sustainable remediation techniques such as phytoremediation – using contaminant-absorbing plants – to control groundwater, and mobile solar-powered pumps to collect non-aqueous phase liquids in one area. LCAAP is an overall success that became a team effort with the Army, regulators and the community working together to get where we are today.

Compliance

The Army complies with land, air and

water laws to protect natural resources and provide a quality environment for Soldiers, Civilians and Families. The nature of Army business is to train Soldiers and grow leaders using tough and realistic training methods in a multitude of climates and conditions. Soldiers participate in live-fire exercises and equipment and weapons testing that leave munitions residues on ranges. Those residues are handled by Army environmental experts in a safe and effective way to protect human health and the environment. Army compliance sets a high standard for accountability to ensure operations and training sites remain clean, safe and free of hazards and pollutants. As ranges are transitioned for other purposes, the Army protects the environment and surrounding communities from negative impacts of training and testing.

The Army has a dedicated environmental team focused on range sustain-

ment. The Integrated Training Area Management (ITAM) Program is just one example of how the Army goes beyond compliance to sustainability of our natural resources. ITAM provides the tools to help range officers manage and maintain training land. For example, U.S. Army Environmental Command (USAEC) botanists provided the Intermountain West region with a seeding guide with specific information on the type of plants that suited for that region. By implementing this guide, a range manager can maintain sustainable ranges with hearty, renewable vegetation.

USAEC range specialists found that sustainable range methods – such as planting wear tolerant vegetation, enhanced range design and land rehabilitation – allow our installations to maintain mission readiness while being stewards of the environment.

The Army also uses environmental

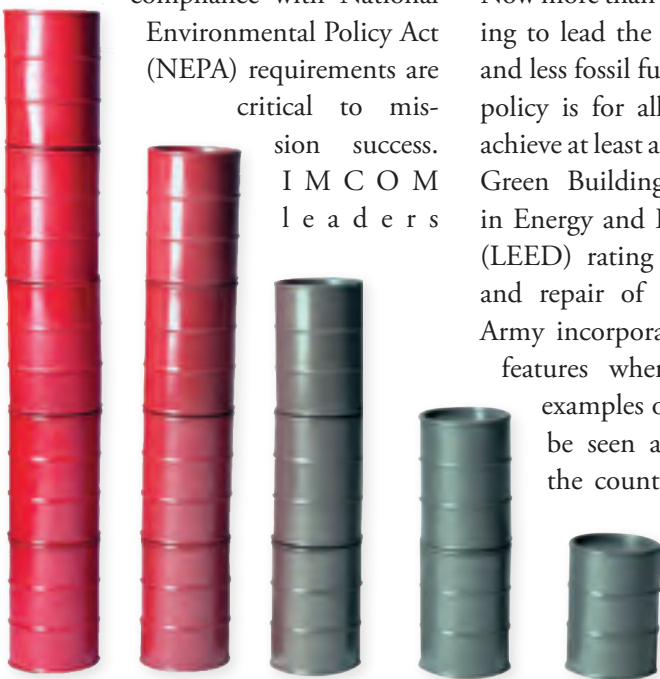


Now more than ever, the Army is working to lead the world into a healthier and less fossil fuel-reliant future. Army policy is for all new construction to achieve at least a Silver level on the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) rating scale.

technology to help reduce long-term effects of training and testing with preventive and corrective land reclamation. An example of this effort is the identification of low-water stream crossings, which cause difficulties for installations across the country. In an area where there is a stream crossing, tanks and other heavy equipment cause surface degradation. A solution was developed and validated at Fort Benning, Ga., and Fort Hood, Texas, using articulated cable concrete beds on stream approaches and landing areas. Implementation of concrete beds generated a renewable surface and reduced training delays.

As the Army continues to change land use, grow its forces and capabilities and realign the organizations in its arsenal,

compliance with National Environmental Policy Act (NEPA) requirements are critical to mission success. I M C O M
l e a d e r s



continuously look for ways to reduce the burden on individual installations. By handling NEPA requirements programmatically, Army leadership laid a foundation for 17 installations affected by Army growth and realignment to conduct their own specific analyses. The Army's streamlined approach to NEPA has resulted in a significant compression of the time required for NEPA document staffing and execution from an average of 27 months to completion for each environmental impact statement to under 12 months. The reduced timeline improves the ability of Army facilities and operational planners to synchronize construction plans and support the mission while reducing environmental compliance costs.

Now more than ever, the Army is working to lead the world into a healthier and less fossil fuel-reliant future. Army policy is for all new construction to achieve at least a Silver level on the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) rating scale. For renovation and repair of existing facilities, the Army incorporates sustainable design features wherever possible. Many examples of LEED buildings can be seen at installations around the country, including the Fort Carson, Colo., 1st Brigade Combat Team headquarters, a \$35.5 million facility where 32 per-

cent of construction materials were recycled, and the new headquarters for the Defense Information System Agency, a 1.1-million-square-foot facility located at Fort Meade, Md. The Army also uses Green Procurement to purchase environmentally preferable products. These efforts aim to enhance well-being of the Army community and foster the sustainability ethic at installations around the globe.

It is the Army's intent to seek out opportunities for sustainable solutions at all installations. The Army supports sustainable design, alternative energy and sound solutions to compliance challenges to ensure our military is able to train on the best possible installations in the world.

Conservation and Preservation

The protection and long-term sustainability of ecosystems is crucial to the success of the Army's mission. As the Army meets current and future combat operation requirements, the conservation of our environment is key to future resiliency of our training sites and to improving public trust, as well. Conservation in three major areas is essential: Habitat and wetlands, air and water quality sustainment, and historic and cultural resources.

Flourishing wildlife conservation can be seen at many Army installations, but Fort Bragg, N.C.; Fort Jackson, S.C.; Fort Gordon, Ga.; Fort Stewart, Ga.; Fort Polk, La. and Fort Benning,



At Fort Hood, water conservation was at the forefront as an environmental team analyzed waste-generating work processes. The team made recommendations that saved millions of gallons of water and recycled more than a million gallons of hazardous waste, including oil, fuel and antifreeze.

Ga., have all gone above and beyond the norm to provide necessary habitat requirements for the federally protected red-cockaded woodpecker. Foresters and wildlife biologists on these installations tailor and manipulate forestland to support species growth. To date, these efforts have been successful in meeting population recovery goals set by the U.S. Fish and Wildlife Service. Joint Base Lewis-McChord, Wash., is working to strengthen a species of concern, the Western gray squirrel, and the population of desert tortoises relocated from portions of the National Training Center at Fort Irwin, Calif., to other federal land is continually monitored.

The Army Compatible Use Buffer (ACUB) program creates land conservation partnerships between the Army and outside organizations to protect land from development that is incompatible with the military mission. The ACUB Program at Camp Bullis, located outside San Antonio, Texas, has two main objectives. One is to facilitate the recovery of the federally listed endangered Golden Cheeked Warbler by use of off-site mitigation efforts. The second objective includes acquiring lands adjacent to Camp Bullis that will help limit residential development potentially hampering training in the future.

Air and water quality on Army installations and surrounding communities need positive management to support sustainable practices while conducting core Army functions. At Fort Hood, wa-

ter conservation was at the forefront as an environmental team analyzed waste-generating work processes. The team's recommendations saved millions of gallons of water and recycled more than a million gallons of hazardous waste, including oil, fuel and antifreeze. Army housing in Hawaii uses solar power to reduce water and air pollution by reducing fossil fuel emissions.

The third Army conservation area reflects pride in historic and cultural resources entrusted to garrisons. Preservation of historic buildings presents an opportunity for green building into existing structures. The Army transformed the Fort Knox, Ky., 1936 art deco historic Waybur Theater to serve as a conference center. The renovation preserved the building's historic integrity as exterior features were restored and interior materials reused, saving more than a million dollars compared to the cost of a new building. Another example is the reconfiguration of one of the first movie theaters built by the Army into the new home of the Family and Morale, Welfare and Recreation Command's Army Entertainment Division at Joint Base San Antonio, Texas. When complete, the renovated 14,700-square-foot theater will accommodate a rehearsal hall, and an 18,000-square-foot addition will house offices, recording studios and equipment storage. The theater was built in 1935 in a Spanish Colonial Revival style with a white stucco exterior, arched entryways and a bell tower

reminiscent of Spanish missions.

IMCOM also manages a cultural resources program to routinely consult with Native Americans, Native Hawaiians and Alaskans. Through consultation efforts, Army staff and commands stay keenly aware of cultural and environmental sensitivities of groups who coexist with installations. Cultural training is offered to help Army staff negotiate mitigation projects, and information is provided on the policies to protect sacred sites, properties and resources.

Focus for the Future

As the Army conducts its various environmental programs, four overarching principles remain in focus. The Army will:

- Conduct environmental restoration to support the Army mission;
- Identify common minimum standards to manage environmental programs;
- Maintain open communication with stakeholders; and
- Emphasize transparency while conducting environmental program management.

Land, air, water and community resources are vital to the Army's present and future missions. As we use these resources in a way that reflects our devotion to duty and respect for the needs of tomorrow, we will undoubtedly see a future Army of excellence that strives to meet all goals in readiness, sustainability and stewardship.





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IT Transformation/Modernization: SharePoint, Thin Client, PDA Apps

by Mr. William Lay, Director, Information Technology, OASCIM and G-6, IMCOM

This is an exciting time to be working in the Army's Installation Management Community. The pace of change and activity has never been higher. This is especially true on the information technology front as the long-predicted

tently, it can create issues related to document version control, routing and staffing confusion, document retrieval and retention concerns and full email inboxes that continually need to be cleaned out. Through the adoption of newer

worth the investment in the product, but the benefits extend much further.

Through the adoption of newer technology, many of these processes can be greatly improved with minimal user training required. There are several on-going initiatives that the Installation Management Community information technology professionals are pursuing.

A second role is to remove our dependence on network shared drives for sharing documents for internal office use. The technical term I use for shared network directories is "digital landfill." Over time, shared network drives become very unwieldy and nearly impossible to navigate. This usually results in attaching documents to email messages for distribution every time a change is made. Instead of placing documents on a network shared drive, SharePoint will be used as the primary document repository. SharePoint manages document version control for you, incorporating multiple people edits to a single document, rather than just those of the last person who saved the document.

convergence of several technologies creates new opportunities for efficiency in the installation management workforce. The installation management information technology staff is working diligently to adopt and integrate these new technologies that are available to improve communication capability and enhance the productivity of our world-wide workforce.

technology, many of these processes can be greatly improved with minimal user training required. There are several on-going initiatives that the Installation Management Community information technology professionals are pursuing.

Microsoft SharePoint

The Army as a whole has made a large investment in a Microsoft Corporation product called SharePoint. SharePoint is one of those products that can be used for very different things by different people. Because of its power and potential, it can be difficult to categorize in the same way that a database or word processing product might be defined.

A third and very significant benefit of using SharePoint is its capacity to management workflow standard operating procedures. This capability will greatly aid the distribution of documents for the approval process. The integration of digital signature capability would be the final step in moving to a true paperless workplace for the management of document review and approval.

The information technology that you currently have available for use may consist of a desktop computer, network printer, telephone and the ability to access the Internet, use email and office automation tools, and access special-purpose software applications that were developed to meet a particular Army requirement. Using this available technology, many of us send massive email attachments to others simply to share a set of documents.

The Installation Management Community will be using SharePoint for many things, three of which follow:

Garrisoncommand.com

In January a new website was developed to serve the needs of the garrison commander community. Called *garrisoncommand.com*, it has generated tremendous interest and activity. The site

While this process does work consis-

A primary role will remove the need to attach documents to email messages for distribution. This use alone would be



has proven to be an excellent venue for Garrison Commanders and their staffs to share best practices, raise issues, ask questions and highlight activities occurring on their respective installations. Installation Management Command (IMCOM) Commander LTG Rick Lynch continually encourages Garrison Commanders to use the site to share lessons learned and leverage it as a focal point for them to reach out to peers and gain insight into challenges that may not be unique to their installations. As the *garrisoncommand.com* site grows and expands, the website manager will be asking for input concerning how to keep it relevant and to prevent it from growing in a manner that makes it hard to navigate or difficult to search.

Thin Client Architecture

The Installation Management Community is moving quickly to adopt the use of thin client architecture. In a simplified sense, thin client architecture is having your software running on a large computer in a data center while the results are displayed on a regular computer monitor on your desk. While this may sound like it harkens back to the mainframe computer days, it's technologically the furthest thing from it! The advantages to using this technology are numerous.

First, the security on the system is superior to that of a desktop computer. If you receive a virus or worm through an email attachment, there is no local disk drive for it to land on and corrupt.

Second, if the desktop portion of the system fails, we simply replace it with another one, greatly reducing potential downtime and aggravation.



Third, all your data is stored securely on highly reliable and redundant systems in the data center so document loss through computer failure is greatly reduced.

Fourth, the replacement life-cycle of the desktop units is extended from 3-4 years to 5-6 years, which reduces overall costs.

Fifth, with your CAC, you will be able to log into any thin client device located on the same network. Regardless of where you physically log in, your computer session will always look the same because it is running in the data center and not on the local desktop client.

Finally, the energy savings for the thin client units are considerable. A typical desktop computer uses close to 100 watts of power. Some thin client desktop units use as little as six watts. When you multiply this over thousands of units, your real energy savings become significant. As a potential user of the new thin client architecture, you will be happy to know

that your "user experience" will not be degraded when compared to a normal desktop computer. Thanks to the continuous march of technological progress, the thin client products are very powerful and responsive. The first large instance of thin client technology will be employed in the new IMCOM Headquarters on Joint Base San Antonio. When IMCOM moves into the facility next summer, hundreds of IMCOM employees will be logging into thin client workstations. The advantages of this technology investment will benefit IMCOM tremendously and return savings for years to come.

Apple iPad and iPhone

On the consumer technology front, there is currently nothing as popular as the Apple iPhone and iPad mobile devices. These two products have completely redefined the Smartphone and tablet computer market. While these products are not currently supported in the Army's existing information



technology infrastructure, their popularity has not gone unnoticed in the Army's senior ranks.

The installation management information technology professionals, in concert with Network Enterprise Technology Command (NETCOM) and the Program Executive Office for Enterprise Information Systems (PEO EIS), are actively exploring how these devices can be securely integrated and supported on the Army's networks.

The potential of these new devices is tremendous. The iPhone has hundreds of thousands of currently available applications called applets that are free or available at very low cost. Some of the applets that have been developed by the Army are available from numerous organizations. The iPad is an extremely adaptable platform that provides a level of mobility that laptop computers have never been able to achieve. When these new products are incorporated into the Army's networks and integrated with powerful products like Microsoft SharePoint, the possibilities are endless. It will be easy to carry around the workplace all your documents and maintain Internet connectivity wirelessly. The adoption of this new generation of mobile devices will redefine how work is accomplished in the office environment.

Cloud Computing

A new idea that is generating a great deal of interest in the Army is cloud computing. This idea is based on the concept that you do not have to "own" your own data center. As an example, the Army used to generate its own electrical power on installations until it eventually shifted to purchasing power from commercial

power utilities because it was far more economical to do so.

In this same vein, cloud computing asks the question, "Why should the Army build and own its own data centers?" Data centers are very complex and expensive activities to build and maintain. The costs of security, electricity, highly compensated staff and computers make them a huge long-term financial burden for the organization. Due to the inherent scalability of data center systems, a few really big data centers are always going to be less complex and less expensive than a lot of smaller data centers. At this time, the Army has hundreds of data centers scattered around the world. Instead of replacing them with a few large Army data centers, the question is being asked, "Why should the Army own any?"

These data centers are capable of providing 99.999 percent reliability which translates to less than five minutes of downtime per year.

There are many commercial offerings available that are very capable of providing data center services that meet the high security, reliability and affordability requirements that the Army demands. These data centers are capable of providing 99.999 percent reliability which translates to less than five minutes of downtime per year. The data stored in the data center is fully encrypted so it is very secure. Since the data center vendor provides services to numerous customers, not just to the Army, it can provide the same services

at a lower cost point than the Army can provide for itself. In addition, the vendors specialize in data center service delivery so they are capable of providing a high level of expertise and professionalism. While the Army leadership has not yet decided if cloud computing is part of its future, the conversation is certainly taking place.

Task Tracking System

During the past months, a new application has been developed that will function as the primary system for tracking tasks moving from IMCOM to the regions and on to the garrisons. This product has been built on the Army Knowledge Online Business Process Modeling platform. This application greatly improves the ability of the Installation Management Community to track tasks as they move through the different organizations. The system provides transparency to the IMCOM task tracking process so all parties have visibility into the task flow. The system is currently being implemented in the IMCOM headquarters. It will later incorporate the regional offices and, finally, the garrisons.

New Websites and Redesign of Existing Ones

In addition to garrisoncommand.com, and the headquarters, region and garrison websites, the IM Community maintains numerous websites dedicated to communicating specific information and programs. For instance, the Army Community Covenant team has its own site to track schedules of observances, provide information to communities interested in getting involved, and track Community Covenant progress.

On a very practical level, the Army



OneSource Web site was created to bring installation services and information to Army Families hundreds of miles from a base, linking in Reservist Families who were previously isolated. And IMCOM just launched a new website called Letters from Hollywood (www.lettersfromhollywood.army.mil) that features supporting letters and videos from a cross section of the entertainment industry, including actors, producers, directors and singer/songwriters showing support for Soldiers and Families.

The IMCOM Public Affairs Office is also undertaking the development of an intranet website that will push daily news and internal information to Installation Management Community organizations worldwide. And many garrisons and other IM entities are undertaking new website development or redesign efforts to meet their ever-changing communication needs. These activities will contribute greatly to keeping the image and the message of the Installation Management Community fresh and relevant.

I hope this article has helped to illustrate for you some of the many activities and topics that are currently being undertaken in the information technology realm of the Installation Management Community. Many of you have your own great ideas for how best to leverage new information technology to further the mission of the Installation Management Community. Please take the time to share them with me and my staff. I am certainly interested in hearing from you and getting your thoughts concerning this subject as we enter these exciting times.



William Lay serves as the Information and Technology Director for the Office of Assistant Chief of Staff for Installation Management, and the Chief Information Officer/G6 for the Army's Installation Management Command. He is responsible for the software development life-cycle, knowledge management, enterprise architecture, service management, portfolio management, information assurance, IT governance and customer support for Army entities that comprise Installation Management. During the past 27 years, he has worked in many information technology roles within the federal government, including the Army, Department of Energy, Department of Commerce, Federal Communications Commission and Minerals Management Service.





The IMCOM Region Director: A Senior Commander's Silent Partner for Delivering Effective, Efficient Installation Support

by Mr. Davis D. Tindoll, Jr., Director, IMCOM-Southeast Region

A positive relationship between the Senior Commander and the Installation Management Command (IMCOM) Region Director is a critical component in delivering the Army's installation support programs to Soldiers, Civilians and Families. While the roles of the Senior Commander and Garrison Commander are generally well understood and accepted, the roles and capabilities the Region Director brings in support of the Senior Commander are less understood, and unfortunately, sometimes not leveraged.

This article explores the responsibilities and capabilities of the Region Director in support of the Senior Commander and how a partnership can ensure delivery of effective installation management support, enabling the Army to fulfill its commitment to provide consistent and predictable services, facilities and infrastructure to Soldiers, Civilians and Families.

Installation Management Imperative Support to the Senior Commander

When the Army centralized installation management under the Installation Management Agency (IMA) almost eight years ago, a primary intention was to unencumber the Mission Commander of the myriad day-to-day garrison management tasks while establishing a core competency of instal-

lation management skills within IMA. The intent was, and remains, to allow the Senior Commander to focus the majority of his or her effort on Mission Commander responsibilities in an era of persistent conflict, while continuing to ensure predictable, effective management of the installation.

"This installation management business is a team effort. We may be the city managers, but you (the Senior Commander) are the mayor."

Many things have changed since installation management was centralized in 2002, including the transformation of IMA, now IMCOM, to a three-star command. However, the focus on supporting and enabling the Senior Commander remains a core priority of IMCOM, and a priority task of the Region Director.

The Installation Management Command's partnership of support with the Senior Commander is constantly evolving, just as Army requirements continue to evolve in support of a Nation at war. While the Region Director's efforts often remain in the background "silent partner" role, his or her involvement is essential for success at the installation level.

A Senior Commander may rely on his or her Garrison Commander to execute the "close fight," such as execution of Army Force Generation (ARFORGEN) support at the installation level. However, execution of the "deep fight" requires an effective partnership with the Region Director. The Region Director provides the mechanisms and processes by which the Senior Commander can influence the future, providing capabilities enabling the garrison to adjust to emergent requirements at the installation level. In essence, the Region Director operates at the operational and strategic levels of installation management, while the Garrison Commander is focused on tactical execution. If a Senior Commander wants to shape the future, an effective Senior Commander/Region Director partnership is an essential key to success.

The update of Army Regulation 600-20, Army Command Policy, defined and codified the relationship between the Senior Commander and IMCOM to include the specific role of the Region Director. The diagram at Figure 1 clearly shows the Region Director in a supporting role to the Senior Commander. It also demonstrates the Army's intent for the Region Director to serve as the Senior Commander's direct interface with IMCOM. While IMCOM executes its mission at the garrison with

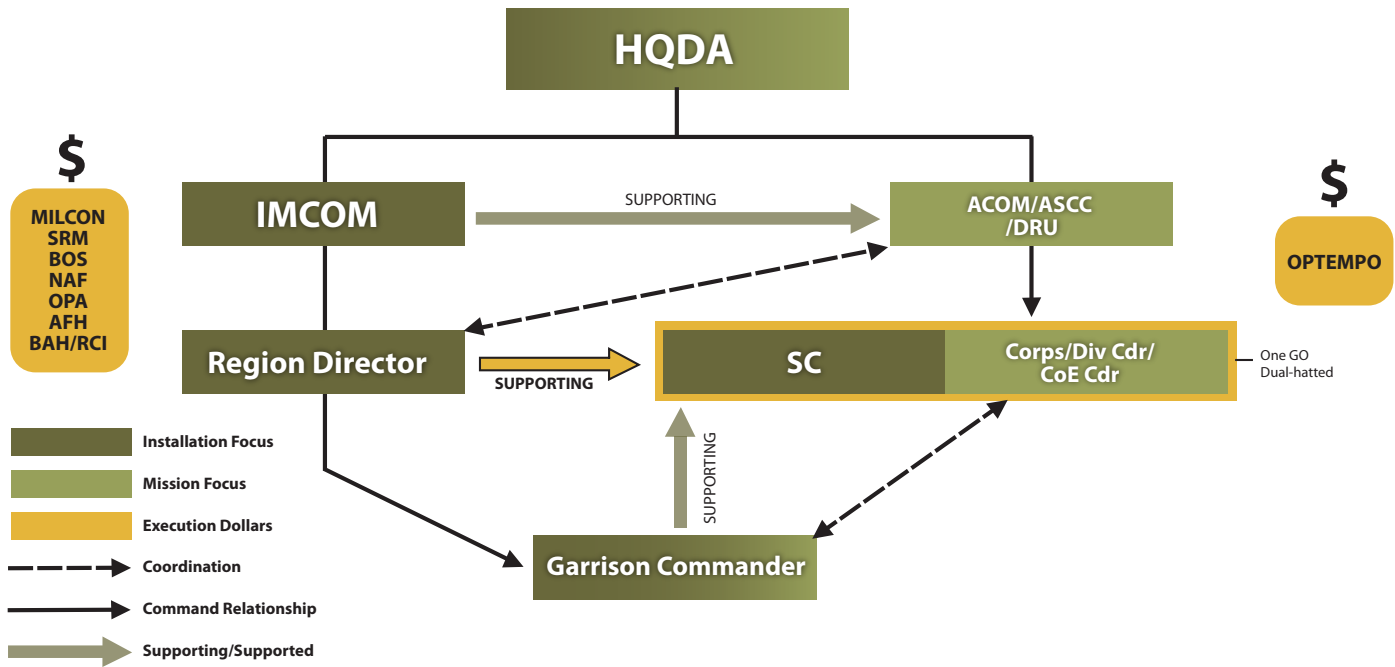


Figure 1

people or dollars, both of these resources flow from IMCOM through the region to the garrison. It is the Region Director’s ability to adjust these resources that enables flexibility in support of emergent ARFORGEN or Army Family Covenant program requirements.

What Does the Region Director Bring to the Partnership?

The value of a region headquarters is a topic of frequent discussion and study within the IMCOM community, and questions are sometimes posed regarding exactly what a region does and the value of a region. One tangible commodity the Region Director offers the Senior Commander is executive-level, seasoned, professional installation management experience. The Region Director is a member of the Senior Executive Service and selected for that position based on his or her proven leadership and extensive installation management experience. The command’s

“A tangible commodity the Region Director offers the Senior Commander is executive-level seasoned, professional installation management experience.”

current Region Directors have served in a variety of key installation management leadership positions, dating from when installations were managed by Army major commands, through the IMA era and under IMCOM. Some have extensive military experience, including serving as Garrison Commanders. Others have served as civilian leaders in key positions within the installation management field. All directors have extensive experience in requirements development processes and in managing IMCOM resources to effectively execute standard services at the garrison level. By contrast, some Senior Commanders and Garrison Commanders are responsible for ex-

ecution and delivery of installation management services for the first time in their careers.

In the “supporting” relationship with the Senior Commander, the Region Director’s first priority is to ensure the garrison is trained and ready to execute its mission in support of the Senior Commander. The Region Director has “directive” authority over the garrison – similar to “command,” less the UCMJ aspects. The execution of this authority is not unlike the Training and Readiness Oversight (TRO) responsibilities of any Forces Command Division Commander who is responsible for the TRO of assigned brigade combat teams (BCTs) in preparation for ARFORGEN availability. The Region Director ensures the training and readiness of the garrison. The Region Director is a coach, teacher and mentor for Garrison Commanders. The Region Director is



REGION DIRECTOR'S BUSINESS

Command and Control

- Advise Senior Command on installation issues
- Oversee operations of the Garrison Command
- Synch with Army Commands and Senior Commanders

Ensure installation management capability

- Enforce installation management standards
- Assess garrison capability
- Assist garrison tech/functional processes

Resource needs

- Advocate for and validates resources
- Provide capability from within/external to Region
- Monitor/access financial & personnel requirements

Change Management

- Develop & implement management initiatives
- Identify, evaluate, and modify business processes
- Provide most efficient service (quality)

Coach, Teach & Mentor

also responsible for effective support from garrison functional directorates. Just as in any division where leadership focuses two levels down (such as brigade commanders training company commanders), the Region Director focuses on ensuring garrison directorates are trained and resourced to provide required service delivery to standards established by the Army.

The Region Director is in a unique position to execute training and readiness oversight as his "battle space"

encompasses multiple garrisons supporting multiple type commands. For example, within Southeast Region the Region Director is responsible for 16 garrisons supporting units from Forces Command, Training and Doctrine Command, Army Materiel Command, U.S. Army Special Operations Command, Southern Command, U.S. Army Central Command, First Army and a variety of other Army organizations. Just as a Division Commander may see a certain unit has the best tactics, techniques and procedures for executing checkpoint operations, the Region Director can capture and rapidly deploy best practices to ensure the most effective support possible. Conversely, while the Senior Commander may only see one Garrison Commander, the Region Director sees more than a dozen and can adjust focus as necessary, ensuring all are supporting the Senior Commander's needs before issues develop.

Secondly, the Region Director has a very capable staff, also made up of seasoned installation management professionals, many of whom have served at installation level. All are subject matter experts within their respective disciplines and can be leveraged by the Region Director or Garrison Commander to assist in developing solutions to meet Senior Commander requirements. The Region staff is organized to assist their functional counterparts at the garrison, while helping shape policy and budgeting decisions within IMCOM to ensure the requirements of Senior Commanders are represented. When the Senior Commander requests assistance of the Region Director, the Region Director can not only engage the IMCOM staff, but his or her staff will coordinate with Army Command (ACOM) proponents to en-

sure Senior Commander support. This direct interface with ACOMs by regions, formally codified with recent IMCOM Commanding General guidance, plays a significant part in ensuring coordination and synchronization of all command levels responsible for readiness and care of Soldiers, Civilians and Families.

Making the Partnership Pay Off

Army Regulation 600-20 defines specific authorities and responsibilities of the Senior Commander. Those responsibilities include:

- Synchronizing and integrating Army priorities and initiatives.
- Establishing installation priorities among all resident and supported units.
- Prioritizing base operations support consistent with Common Levels of Service.

The regulation specifically addresses the partnership with the Region Director. The following are areas where coordination and collaboration by the Senior Commander with the Region Director are encouraged:

- Funding most installation management activities.
- Ensuring services and programs are provided to the standard set forth in the Common Levels of Service (CLS).
- Developing installation master plans.
- Developing the Military Construction Army (MCA) priority list.
- Ensuring Family and installation programs are provided to standard.

Let's look at each of these areas.

Funding

A critical role of the Region Director is resourcing installation needs. Resources and funds flow through IMCOM from the Army. The Region's resource management staff is responsible for funds



The Region Director is in a supporting role of the Senior Commander. Here, Dave Tindoll, Southeast Region Director, reviews installation issues with BG Anthony G. Crutchfield, after Crutchfield assumed command of the U.S Army Aviation Center of Excellence and Fort Rucker, Ala., on Aug. 19.

management and has the capability to coordinate with IMCOM to change funding levels to meet evolving needs. The Region Director ensures garrisons have the necessary resources to deliver the required Army-directed capability level for each service and/or program. Working with the Senior Commander, the Region Director can recommend areas where risk can be accepted without negative impact to rapidly meet changing requirements. The Region Director and staff have the responsibility to validate requirements submitted by garrisons to ensure effective services are provided by the most efficient means. When there are simply not enough resources, the Region Director, collaborating with Senior Commander, can work with IMCOM and the Office of the Assistant Chief of Staff for Installation Management to seek additional resources to meet priority needs. The region staff supports this effort

by monitoring the garrison's financial and personnel requirements, developing spending plans, maintaining funds control, providing managerial accounting, overseeing the implementation of the General Fund Enterprise Business System, approval of the installation command plan and manpower models and approving support agreements.

Common Levels of Service

As the Senior Commander establishes priorities per AR 600-20, consistent with Army priorities and CLS capability levels as approved by Headquarters, Department of the Army (HQDA), he or she should collaborate with the Region Director to ensure successful execution. The Region Director can assist by providing Army installation management priorities as defined by the Installation Management Campaign Plan. The Region Director can also describe flexibility in adjusting CLS

delivery to meet the Senior Commander's priorities. Finally, the Region Director has expert insight into the "art of what is possible" within available installation management resources.

The Senior Commander is the voice of Soldiers, Civilians and Families within the installation community. As their advocate, the Senior Commander provides IMCOM with feedback on the quality of each service and programs delivered. Meanwhile, the Region Director conducts periodic performance management reviews that depict Army-directed CLS capability levels – the actual cost of each specific service. By doing a periodic review, the region enforces standardization to improve effectiveness, seeks efficiencies, and manages the process to ensure quality. Despite the planning that goes into the CLS process, unexpected changes may occur that require a shift-



When this fire and ensuing explosion near an Army installation damaged Army facilities last year, the Region Director convened a crisis action team, dispatched an assistance team to the garrison and re-directed assets for recovery operations.

ing of priorities or enhanced capability. The Region Director ensures the success of this process by shifting resources or providing additional resources to meet emergent requirements.

Military Construction and Master Planning

The Region Director is a key partner in the installation master planning process. Master planning requires the “long view,” generally seven years minimum, and requires synchronized and integrated efforts not only at installation level, but at ACOM and HQDA levels as well. Master planning starts with installation-level Real Property Planning Boards and the Installation Planning Board, which should be chaired by the Senior Commander. The Region Director can provide advice and technical assistance in developing and executing the installation master plan. The Region Director can also work to ensure IMCOM and ACOM support to military construction components of the installation master plan. The Region Director and staff can also provide risk analysis to Senior

Commander – recommended changes that may address immediate needs, but whose second and third order impacts may jeopardize future projects. A Senior Commander-Region Director partnership ensures coordinated, integrated and synchronized master planning, increasing the opportunity for successful execution of MILCON.

Family and Installation Programs

The Region Director ensures installation management tasks related to Family and installation programs are delivered to standard, taking into account the varying conditions at each installation. The Region Director ensures garrisons deliver service to the standards established by IMCOM and capability levels specified by HQDA. Region Directors ensure resources are not inappropriately used to deliver non-required services not approved by the Army. Standardization of delivery to a common standard (albeit different conditions across the Army) creates predictability. It also creates the opportunity for efficiency, as best practices can be quickly migrated to all installations, potentially creating resource availability for other needs currently not recognized as requirements. The Region Director and his or her staff spend a significant amount of time assessing each garrison’s performance (including costs) to ensure delivery of service and efficient use of resources. The Region conducts a Command Inspection Program (CIP) just as any command executes. This CIP verifies that garrisons are not only delivering required support, but are executing all prerequisite responsibilities as may be established by IMCOM or other HQDA proponents.

The foregoing are examples of how the

Region Director supports the Senior Commander and how this critically important partnership enables delivery of effective and efficient Installation Management support at the installation level. Installation Management is not an easy business for either the Senior Commander or the Region Director. Successful execution requires an effective partnership. The partnership creates the synergy and is the “combat multiplier” for success in the installation management fight. This partnership enables the Senior Commander not only to meet today’s requirement, but also to shape the future to ensure his or her installation is prepared for the challenges of tomorrow.



Dave Tindoll has served as the Director, Installation Management Command-Southeast Region since June 2007. Previously, he served as Deputy Director of IMCOM-Korea Region and as the Chief of Staff, Southeast Region. Mr. Tindoll served as a regular Army officer for 30 years before entering civilian service. He earned a Bachelor of Science Degree from Eastern Kentucky University and a master’s degree from the Command and General Staff College, Fort Leavenworth, Kan. He also attended the School of Advanced Military Studies and the Army War College.



Garrison Commander as City Manager: What We Can Learn From the Civilian Sector

by *Mr. Russell B. Hall, IMCOM - Northeast Region Director*



If I were to describe Garrison Commanders in one phrase, it would be “leaders at the core of better communities.” However, the International City/County Management Association (ICMA) already uses that motto.

Years ago, when I became Garrison Commander at Grafenwoehr, Germany, I realized there is much to learn in this business of installation management. While line unit commanders and Garrison Commanders are both selected from a central list, line unit commanders know from the beginning what the job entails. But Garrison Commanders learn as they go; we do not train you to be a Garrison

Commander until you take the reins.

While learning on the go at Grafenwoehr, I discovered there are folks in the civilian world who have similar roles. Known as city managers, they are administrative officials responsible for day-to-day operations of a municipality. Before going further, let me say from experience that you are more than an administrator. You have several roles and responsibilities city managers generally do not oversee: police and law enforcement, fire marshal, housing operations, management of equipment maintenance and social work services to name just a few.

I sought out ICMA to show me the professional side of what it takes to run a city. I believe new Garrison Commanders will find ICMA a valuable tool. Overall, the city manager’s input helped my organization build a winning team that earned the Army Community of Excellence (ACOE) award twice for the Garrison.

The buzz in garrison management during that period was Total Quality Management (TQM), which focuses service and program delivery on customers. Coined by W. Edwards Deming, TQM strives to reduce errors produced during the manufacturing or service process, increase customer satisfaction, streamline supply chain management, aim for modernization of equipment and ensure workers have the highest level of training. A principal aim of TQM is limiting errors to one per one million units produced.

Total Quality Management is often associated with the development, deployment and maintenance of organizational systems required for various business processes.

By developing a culture of continuous improvement, focusing on the improvement process to achieve results – an outcome based on missions. Through lessons-learned articles posted in ICMA journals, we found several communities using TQM and reporting success



ICMA, the International City/County Management Association, provides professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

in transforming their city management teams into winning organizations. Also, TQM was the business philosophy developed for Toyota, which used it successfully for decades as the company grew into a global business.

By contacting Eugene, Ore., and Plano, Texas, we learned both cities were very open to answering our queries on how to deploy TQM. Coupling this information with support from U.S. Army Europe resource management division, we developed a plan to implement the program across the Grafenwoehr community. The outcome generated tremendous response from our Soldiers, Civilians and their Families as evidenced in Interactive Customer Evaluation comments, community town halls and Soldier surveys. The best feedback came from the ACOE evaluation team – as we took home coveted ACOE titles two years running.

With a “center for lessons learned” arriving via the Installation Management Community website, www.garrisoncommand.com, we now have a venue to store and share ideas on how to become more cost conscious as we deploy our strategic plan. Until garrisoncommand.com becomes fully loaded, the knowledge gained from other sites, like ICMA, is useful as our Army and Nation face new directives and resource challenges – and as we provide for the Army's Home.

Indeed, ICMA, according to its website, “*advances professional local government worldwide. Its mission is to create*

excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.”ⁱ

There are many parallels between city management and running an Army Garrison. Therefore, we should consider benchmarking our performances against this comparable civilian system. ICMA provides training and a wealth of knowledge on managing municipal services.

The association's website is a tremendous asset for solving issues commonly faced by Garrison Commanders and city managers.

For example, look at the issue of communicating with higher authority.

A critical key for Garrison Commanders is their relationships with Senior Commanders. City managers have similar challenges working with mayors and city councils.

ICMA examines issues through a system of topical knowledge networks, such as the Council-Management Form

of Government, that includes a page on Council-Staff Communications Guidelines. Shoreline, Wash., developed communications guidelines that hold great lessons for Garrison Commanders. The opening paragraph states: “*Governance of a City relies on the cooperative efforts of elected officials, who set policy and priorities, and City staff, which analyze problems and issues, make recommendations, and implement and administer the Council's policies.*”ⁱⁱ

We could just as easily say, “Management of a garrison relies on the cooperative efforts of the Senior Commander, who sets policy and priorities and the garrison staff, which analyze problems and issues, make recommendations, and implement and administer the Senior Commander's policies.”

There are numerous areas we, as current installation management practitioners, would find useful as we implement our Installation Management Campaign Plan (IMCP) with our garrisons. Getting to the “how” or the tactics, techniques and procedures of our business is a wide-open endeavor. Many Garrison Commanders have expended significant brainpower to successfully execute their mission. It is vital we capture and share their lessons. Some areas germane to today's challenges are community development, smart growth planning (the predecessor of our current installation planning board), energy management and energy security, citizen engage-



ment and feedback. These concerns remain the focus for many global communities. You can see similarities between a number of our programs and initiatives and those being worked by our counterparts in city management circles. Their experiences can be very informative and helpful in finding solutions we need for our Garrisons.

The knowledge networks on ICMA's website are more than just static conceptual papers. They are active, member-led networks of talented and experienced city managers, recognized as leaders in their areas.

The ICMA website is full of vignettes that provide tools and ideas helpful in developing solutions to Garrison problems. They hold conferences and sessions on critical issues. In fact, you may participate in conferences virtually, with the association assembling an expert panel to recommend solutions to any problems you present.

Another issue frequently addressed on ICMA's website, and also a constant challenge for Garrison Commanders, is resourcing. We are living in a resource-constrained environment, forcing us to make hard decisions. There is dynamic tension between people receiving services (and who want more services), and cities and Garrisons providing those services within a cost cul-

ture. A key to success is asking those receiving services to participate in decisions about what services are really needed. We simply cannot afford everything everywhere. We need community members' help to ensure we are providing services they most need and want, and we are making the best use of our dollars.

The concept of cost culture will have an even more profound impact on future Garrison Commanders. And for our civilian counterparts, cost culture in city management is paramount. Garrison Commanders and city managers have the same tension. There are not enough dollars to do everything; resources must be prioritized.

Therefore, cities are constantly assessing what constituents want and what they can afford. Several knowledge networks that interact on this topic include Finance and Budgeting, Community Planning and Performance Measurement/Management.

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This is also an area related to Community Development, another knowledge network on ICMA's website. Communities and Garrisons must foresee where they want to be in five, 10 or 15 years. In the Army, our priorities are set by the Army Campaign Plan. Garrison Commanders author their installation master plan, using the Army Campaign Plan, the current IMCP and the Senior Commander's vision as the basis.

Cities also create community development plans, building consensus to resource through taxes, bonds and other avenues. They rack and stack their priorities. They look at economics and return on investment, deciding what's best for their community. You see an ever-changing resource environment through this process.

In both cases, the city manager and Garrison Commander require communication skills to build support for master planning efforts. Cities must communicate plans and goals to constituents for their support of referendums or bonds or taxes needed to resource future plans. Garrison Commanders need to build consensus with Senior Commanders, staff and other tenants for future installation development, including work resourced through military construction priority





lists or a project advanced in the Future Years Defense Program. Lessons learned by communicating with the public and stakeholders are available on ICMA's website, under the Communication and Outreach knowledge network.

There are many issues influencing cities and garrisons; we can team with ICMA to address these issues through their knowledge networks. In some areas, such as force protection, they are learning from us. For other matters, we can learn together.

Two areas where we can learn together are sustainability and energy. Energy is going to be a future critical need. We will be working in an environment where energy will be more critical than almost anything else we have. Energy and water are the two most critical things you have in a Garrison and a city. We will always need clean water to live. We must provide energy to sustain our way of life. We must consider the triple bottom line of economical, ecological and social impacts to assess organizational success. Both the Army and the civilian community are learning and leading in this area.

Garrison command is a difficult, critical and multi-faceted responsibility. The majority of our experienced Garrison Commanders could command a line battalion or brigade in their sleep compared with the complexities of Garrison command. The fact that you are new to this business does not mean you are alone. City management and Garrison command are parallel and pledged to providing life and community support. It gets down to basic issues of security, infrastructure, welfare of individu-

als, and commodities like water and sewage treatment.

Just as we have *garrisoncommand.com*, we can use ICMA's website to share ideas and challenges with fellow city managers around the world. This kind of communication is essential to succeeding in the Installation Management Community. We should continually expand our recommended reading list. My recommendation is to make the ICMA website an early destination when seeking insights on how folks with similar challenges may have already solved them.



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i International City/County Management Association (1999). Organization Overview, Washington, DC. Retrieved from: http://icma.org/en/icma/about/organization_overview.

ii City of Shoreline, Council-Staff Communication Guidelines. Retrieved from http://icma.org/en/icma/knowledge_network/documents/kn/Document/3884/CouncilStaff_Communication_Guidelines.



Efficient Basing in Europe – Base Realignment and Closure by Any Other Name

by Ms. Diane Devens, Director, IMCOM-Europe Region

Do you think it's tough accomplishing the requirements of Base Realignment and Closure (BRAC) law? Try doing the same thing overseas, in five different host nations, with no supporting public laws. Yet that is exactly what U.S. Army Europe (USAREUR) and Installation Management Command-Europe (IMCOM-E) have been do-

ing as partners during the past seven years to comply with directives of Department of Defense's Global Defense Posture Review (GDPR). USAREUR has planned and IMCOM-E has executed the closure of 100 installations since 2003 – going from 245 installations in 2003 to 145 installations today. IMCOM-E has returned \$9.7 billion in Plant Replacement Value (PRV) to Germany, Italy, Luxembourg, the United Kingdom and the Netherlands, 18 percent more PRV than the Army's major BRAC 2005 closures in the Continental United States (CONUS).

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In the next few years, an additional 47 installations will be returned to host nations, leaving the Army in Europe at a planned end state of 98

enduring locations under the control of nine to 11 U.S. Army Garrisons (USAG) by 2015. The GDPR aligned most units returning to CONUS with BRAC 2005. However, unlike the BRAC process (governed by law), the GDPR process is accomplished by Army Service Component Commands acting on directives from the Office of

the Secretary of Defense, in close coordination with host nations owning land where U.S. Forces reside.

To date not only have PRV returns been higher than in CONUS, but total operating costs for IMCOM have reduced by roughly 35 percent in the short-term. IMCOM-E total expenses (in constant dollars adjusted for inflation) for managing installations have gone from a high of \$2.4 billion, to a current \$1.5 billion, and are on the glide path to \$1.1 billion by 2015. The long-term reduction will amount to more than a billion dollars in savings over 10 years for IMCOM alone.

One-time expenses to execute efficient basing in Europe have been largely funded using efficiencies from current-year budgets. And in the realm of cost avoid-

ance, to help the Army's efficient basing, the German government has contributed loan guarantees for privatized housing, has consigned land for additional space at enduring locations for consolidation and has paid the Army \$117.6 million in payment in kind (PIK) for returned property. One may wonder how all this can happen without affecting quality of

life or Army missions. Indeed, all this has happened while the Army in Europe has continually deployed to Operation Enduring Freedom, Operation Iraqi Freedom or one of the many humanitarian and contingency missions of Army Force Generation (ARFORGEN). Since 2003, approximately a third of Army units in Europe have been deployed each year to Iraq or Afghanistan as part of the global force pool. But efficient re-basing and restructuring has been carefully planned to match ARFORGEN rhythms to minimize turbulence on people, while gaining cost efficiencies for the Army. Given these operational complexities, achievements made in terms of cost avoidance and savings are remarkable.

Capitalizing on efficiencies is vital everywhere given today's economy, but it is essential to maintaining our presence



overseas – and will be for years to come. The benefits of Soldiers working and training with our NATO partners every day must be weighed against the cost of doing so in foreign countries. The wide-scale consolidation necessitated by closure of 50 percent of installations in Europe required a heavy investment in military construction (MILCON) for enduring locations. Accordingly, IMCOM-E has put a sharp pencil to the business cases behind efficient basing to ensure efficiencies will be realized. The most recent example is the case for consolidation at USAG Wiesbaden. By closing garrisons Darmstadt, Mannheim and Heidelberg to consolidate units at garrisons Wiesbaden and Kaiserslautern, the Army incurs a one-time cost of \$481 million, but has net recurring savings of \$112 million. That means investment costs are returned by the year 2016. And the consolidation allows Army to close three major military communities, two airfields, 48 access control points and a host of community and mission facilities.

USAREUR’s organizing principles to execute GDPR requirements preserved training areas and maintained the capability of providing trained units tailored to joint and multinational mission requirements for the global force pool. IMCOM-E’s organizing principles focused on the IMCOM Campaign Plan – particularly efficiency and sustainability Lines of Effort – while ensuring quality-of-life standards were met at enduring locations. Therefore, GDPR efforts are focused on efficient basing writ large – and are as vital as BRAC when maximizing readiness and improving operational control, force protection and quality of life, while reducing costs. IMCOM-E’s enterprise approach to

facility consolidations gives the Army the opportunity to insert energy reduction and sustainability features into enduring locations to achieve long-term efficiencies as well as immediate cost reductions.

The efficient basing effort began at USAG Grafenwoehr, where the effort to consolidate a Brigade Combat Team (BCT) and its six battalions in support of Army and USAREUR transformation amounted to more than 80 military construction projects valued at close to \$1 billion in today’s dollars. One of the largest military construction programs in Europe, the build-up is almost complete and has resulted in a premiere Army home outside the United States. USAG Grafenwoehr won the Army Superior Unit Award in FY10 due to timely and efficient execution that allowed the Army to close garrisons Wuerzburg, Hanau and Giessen, as well as many smaller installations.

Efficient basing initiatives continue at USAG Vicenza, Italy, where IMCOM-E is squarely focused on achieving new standards in sustainability and efficiency. Elements of the 173rd Airborne BCT currently stationed in Bamberg and Schweinfurt, Germany, will consolidate into 25 new facilities in Dal Molin, a former Italian air base consigned to the U.S. by the Italian government. When com-

pleted in the fall of 2012, this entire complex will be the first to have a Leadership in Energy and Environmental Design (LEED) Silver designation – and may achieve Gold. The entire complex is master planned to achieve at least a 30-percent decrease in energy use and a 30-percent reduction in water consumption.

In Wiesbaden, Germany, future site of USAREUR headquarters, efficient basing is also well underway, and plans will realize similar efficiencies. For example, all FY09 and later projects are being designed and constructed to LEED Silver certifiable standards, and the newly completed Entertainment and Bowling Center meets LEED Gold standard. As part of normal recapitalization, Army Family Housing also makes significant gains with the new 326-unit family housing development being constructed to rigorous SPiRiT Gold and German Environmental (ENEV 2009) standards.

The investment in energy savings initiatives doesn’t stop there. IMCOM-E is taking advantage of Germany’s and Italy’s Renewable Energy Law and favorable feed-in tariffs for photovoltaic electricity generating systems, as evidenced by eight photovoltaic renewable electric energy generation projects funded in FY09. And by taking advantage of DoD’s MILCON Energy Conservation Investment Program (ECIP), four projects were funded for photovoltaic electricity

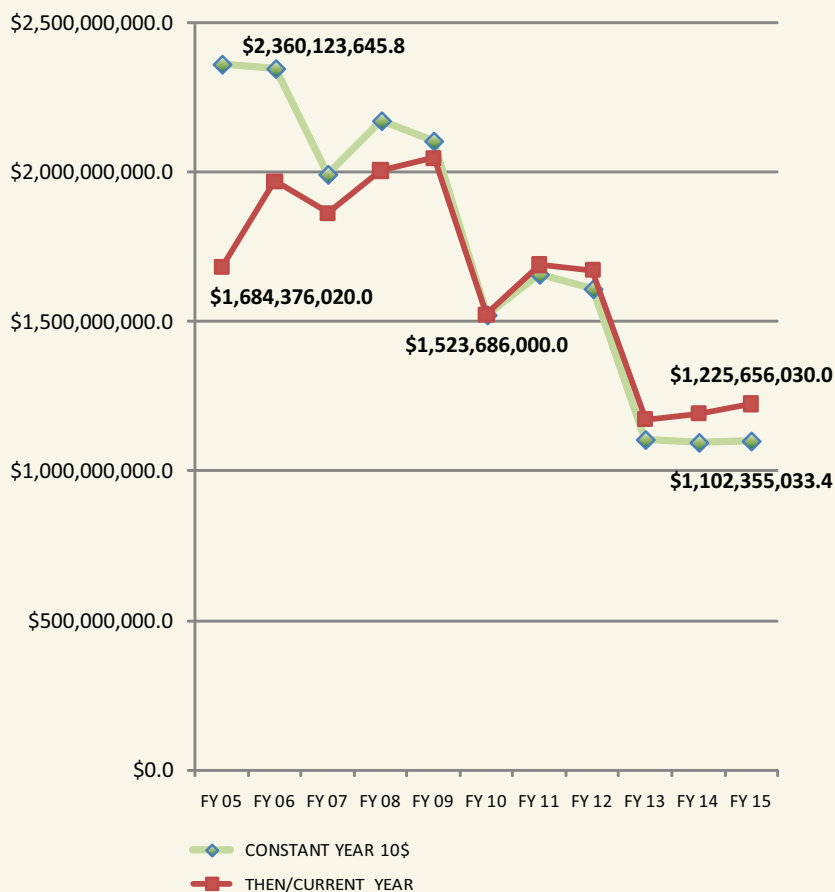




Transformation in Europe 2003-Present



IMCOM-Europe Region Total Expenditures FY 2005 - FY 2015



generating projects at enduring locations. In addition to capital investments, IMCOM-E took advantage of the opportunity presented by Germany's opening of electrical utilities market to competition. By issuing a Germany-wide electrical solicitation that bundled supply areas and maximized buying power on the open market, IMCOM-E gained savings of 15 percent over individual garrison utility tariffs. These efforts have significantly reduced overall energy consumption and cost, and will continue to help the Army achieve legislated energy reduction goals.

What has efficient basing meant for Soldiers and Families forward-stationed in Europe? The main measures of overall effectiveness are how well the Army manages ARFORGEN and how well it realizes the Army Family Covenant. Just ask the families occupying Grafenwoehr's unique, state-of-the-art Netzaberg family housing area. The 830 build-to-lease family housing units have 11 house designs, featuring floor plans ranging from 1,300 to 1,900 square feet, and were built by a private developer. With an integrated village center, including an elementary and middle school, chapel, child development center, youth services center, shoppette and sports fields, this is a place where Army quality of life is commensurate with the service rendered by Soldiers and their Families. Customer feedback is an important measure of success, and Integrated Customer Evaluation System comments from residents indicate a high level of satisfaction with the amenities and conveniences derived through such a project. Community-oriented projects such as Netzaberg afford better driving times, enhanced safety, fewer gates, and more convenient and accessible support fa-



Netzabuerg family housing area.

cilities with operating hours that allow economies of scale.

And what about Single Soldiers? They too gain benefits from efficient basing. At Grafenwoehr and other locations, Soldiers now walk into the company operations area, draw their weapons and TA-50 gear from their NFL-style wall locker, head out the back door, get in their vehicles and drive onto the tank trail to reach training ranges. Then when the mission is completed, Soldiers hit the wash rack, return their weapons, stow their TA-50 back in their wall lockers, and exit the company operations building before making a short walk to their barracks in close proximity to garrison support facilities. That means quality of life for Soldiers, and their chains of command have just taken a giant leap. Military communities like this are the standard for the Army's end-state locations in Europe. They are the heart and soul of the efficient basing plan.

The totality of the effort in Europe boils down to two goals: (1) Making it more cost-effective for our country

to keep U.S. Forces forward-stationed in Europe; and (2) making the experience of living and working in Europe one that encourages and builds both strong, resilient Families and multinational savvy Soldiers and units. They could easily be mutually exclusive goals. But as long as enterprise-level planning, diligent business cases, and strong partnerships with our host nations focus on balancing both these goals, the Army in Europe can achieve our nation's strategic objectives to support ARFORGEN and build multinational relationships with our allies in NATO.

Today, USAREUR Soldiers lead our Army in conducting events with international forces. They embody the increasing importance our national security strategy places on building partner capacity, enhanced interoperability between allies as they oversee military-to-military exchanges, conduct joint exercises with forces from other nations and build personal and professional relationships with their foreign counterparts. A modernized and less costly operational infrastructure enables

the Army in Europe to fully participate in Overseas Contingency Operations, as well as conduct the primary theater mission of building partnership capability as they engage and train with NATO forces for both U.S. European Command and U.S. Africa Command. No less important is making enduring installations leaders in saving the planet's scarce energy resources and models for sustainability – at home and abroad. Efficient basing efforts seek to effectively support the mission, sustain communities, ensure rigorous stewardship of resources and ultimately provide our Soldiers, Civilians and their Families “the Army's Home” in Europe.



Ms. Diane M. Devens was selected for the Senior Executive Service in December 2000. She currently directs Installation Management Command-Europe, and is responsible for operations of 18 Army Garrisons that support U.S. European Command, U.S. Africa Command and U.S. Army Europe missions. She oversees a region workforce of about 15,000, with annual installation and base operations resources exceeding \$1.9 billion in support of about 95,000 service members stationed throughout Europe.



Leader and Workforce Development – Mentoring

by Ms. Debra Zedalis, Director, IMCOM-Pacific Region

“We hear the sound bites every day, ‘human resources are our greatest capital,’ but no one here really believes that...” That sentence and sentiment, recently sent to Installation Management Command (IMCOM) Commanding General LTG Rick Lynch, succinctly captures why we **need** and **have** an enterprise focus on Leader and Workforce Development. The **need** is clear – the service we pro-

Our objective is “a multi-skilled workforce comprising Military and Civilian leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation management mission.”

vide to Soldiers, Civilians and Families is delivered daily, face-to-face, at garrison front doors and is only as good as our employees delivering the service. The **have** is executed through the Installation Management Campaign Plan (IMCP) Leader and Workforce Development Line of Effort (LOE) 3, IMCOM Regulation 350-1 and IMCOM centralized program such as the – Headquarters Centralized Mentoring Program (HCMP). The method of execution – formal or informal, centralized or decentralized, enterprise-focused or installation-specific – varies by organization and individual need but always strengthens our workforce and our installation management community.

The IMCOM Leader and Workforce Development objective and execution methodology are clearly articulated in the IMCP and IMCOM Regulation 350-1, IMCOM Training and Leader Development. Our objective is “a

multi-skilled workforce comprising Military and Civilian leaders and personnel with the knowledge, capabilities, skills and opportunities to successfully and innovatively accomplish the installation management mission.”¹ We will execute by having “training and leader development programs that facilitate career-long development...through education, training, mentoring, self devel-

opment and experiences.”² Mentoring – formal or informal, enterprise or installation-specific – is one important aspect of meeting the needs of our organization and workforce.

The IMCP and IMCOM Regulation 350-1 accurately reflect the importance of mentoring. The IMCP Annex C asks leaders to “commit to developing their employees, ensuring they have the time they need to develop the right skills through...on-the-job training, distance learning, resident courses, mentoring and developmental assignments.”³ Imperative 4 of IMCOM Regulation 350-1 challenges us to “produce leaders who are mentors and who are committed to developing their subordinates. Leaders develop other leaders.”⁴ The need is clear and the directive is clear – so how are we, as an organization, executing this mission?

The summer 2010 edition of the

U.S. Army Journal of Installation Management focused exclusively on LOE 3, Leader and Workforce Development, with 12 articles reflecting garrison understanding and execution of this important mission. The Fort Meade Garrison Commander articulated the need for Civilians to have a “predictable level of school and practical experience”⁵ and others discussed specific aspects of workforce development (e.g., foundation, operations, tools/skills, and training programs). Every article considered organizational and individual needs, challenges, resources and the importance of a well-trained and experi-

enced workforce. The Fort Benning Garrison Commander succinctly summarized the need with, “Professional development must occur in 3 specific areas: education, training and relevant experiences.”⁶ Several articles specifically cited the need for mentoring programs. Fort Drum noted that mentors in their LEADER Program “serve as teacher, guide, counselor, motivator, sponsor, coach advocate, role model, door opener and advisor”⁷ and Fort Leavenworth stated that workforce development must “go beyond just training and include such considerations as workforce capability and capacity, mentoring, career development, communication, empowerment and rewarding performance management.”⁸ The breadth and depth of the articles leads one to conclude that garrisons recognize the importance of workforce development and mentoring but that each garrison addresses this need in an



Informal Mentorship

installation-specific manner. What exactly is mentoring and how should we, at enterprise and garrison level, offer effective mentoring programs?

Mentoring mania abounds – a 0.28-second Google search on “mentoring” nets 16,400,000 hits – definitions, explanations, models, programs and tips. “The most common description in the literature defines mentoring as a process where an individual with advanced experience and knowledge commits to providing upward mobility and support to a protégé’s career in an organization through coaching, sponsoring, recognition, protection and assignment of challenging assignments.”⁹ The U.S. Office of Personnel Management (OPM) defines mentoring as a “formal or informal relationship between two people – a senior mentor (usually outside the protégé’s chain of supervision) and a junior

protégé.” Furthermore, it notes that mentoring has been “identified as an important influence in professional development in both the public and private sector.”¹⁰ A shorter, simpler definition states that mentoring “...is a tool that organizations use to grow their people. It can be an informal practice or a formal program. Mentors demonstrate, explain and model; protégés observe, question and explore.”¹¹

The OPM website noted that agencies often implement formal mentoring programs to “help employees settle into the agency, create a knowledge-sharing environment, develop mission critical skills, accelerate careers and improve retention” and that formal programs “have structure, oversight, and clear and specific goals.”¹² Informal mentoring programs occur at any level, begin with a relationship between a mentor and a protégé and start at any time

in an individual’s career. Many informal mentoring relationships continue throughout the protégé’s career and, as one website noted, “One of the most valuable assets your career can have is a good mentor.”¹³ A recent Harvard Business Review article suggested three new mentoring methods: (1) reverse mentoring, where senior executives are mentored by junior employees; (2) group mentoring, which uses an on-line platform and one mentor works with several mentees; and (3) anonymous mentoring that matches mentees with mentors outside the organization.¹⁴ Regardless of the program delivery method, mentoring should “promote intentional learning, which includes capacity building through methods such as instructing, coaching, providing experiences, modeling and advising.”¹⁵ As IMCOM Regulation 350-1 states, “one-on-one interactions and small group involvement are



keys to growing the next generation of Civilian leaders. Regular and constructive interaction between leader and employee are vital to job satisfaction, employee engagement, motivation and retention.”¹⁶ In short, formal or informal, centralized or decentralized, or a combination of both will improve individual employee knowledge and skills and strengthen our organization.

The 2010 Journal indicated a lack of centralized, enterprise-wide applications. IMCOM Regulation 350-1 directs that “Our general approach is to institutionalize processes that validate command-wide requirements, analyze gaps and assess how well the initiatives close the gaps.”¹⁷ In adherence to that directive, recent analyses led to an “upgrade” of the HCMP.

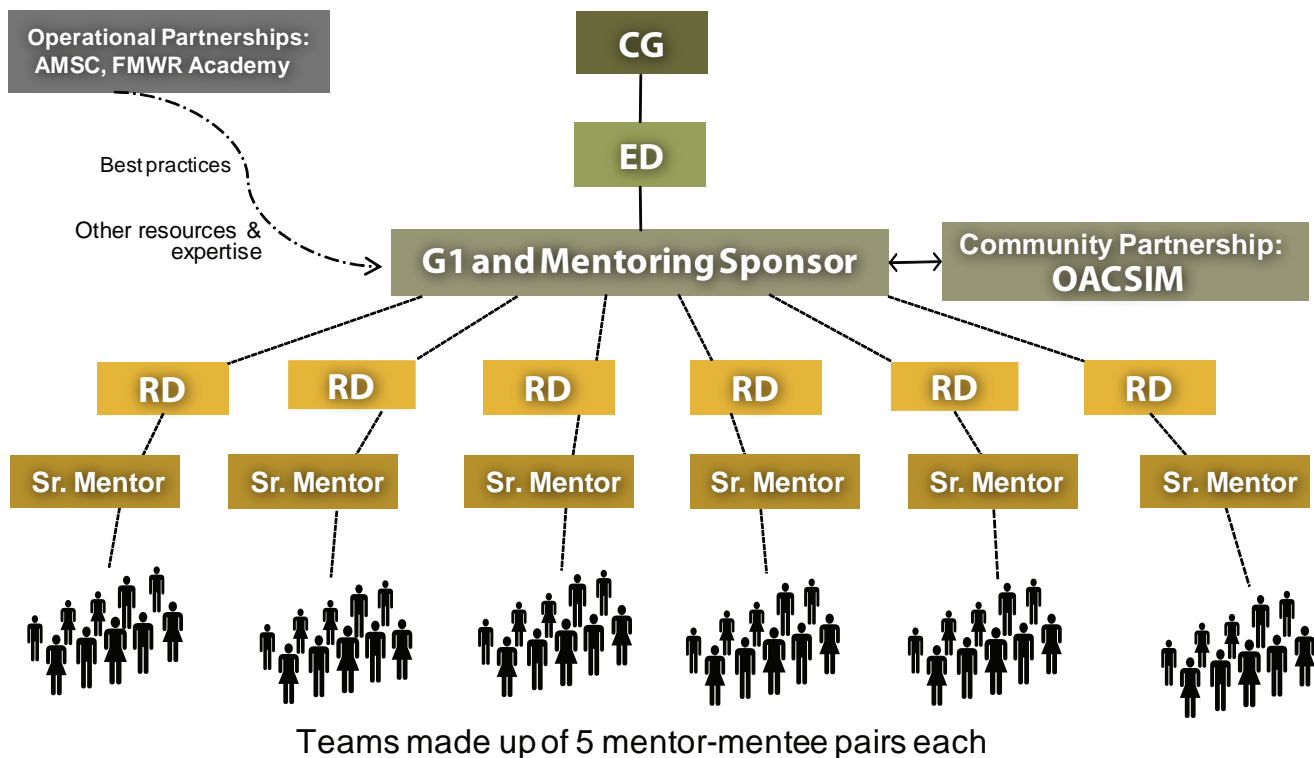
Per operations order (OPORD) 10-091, HCMP strengthens IMCOM by identifying exceptional mid-level employees (GS11-GS13 and equivalent NAF) and preparing them for higher service. The program calls on outstanding mentors (GS14-15 and equivalent NAF) to act as role models for the bench of IMCOM’s future leaders. The end state of the program is to build the bench and ensure the excellence of IMCOM’s future leaders.¹⁸

A successful five-year-old program, HCMP has 119 mentee alumni and enthusiastic, dedicated mentors and mentees. Since the program’s inception in 2006, 55 percent of mentees have achieved promotions or strategic lateral moves. Individual and organizational feedback, however, indicated

that the program should: (1) provide a measurable return on investment (organizational needs as well as personal needs); (2) be embedded with other human relations (HR) programs; (3) leverage other partnerships (such as the Family and Morale, Welfare and Recreation Academy, and the Army Management Staff College, and other Installation Management community organizations such as the Office of the Assistant Chief of Staff for Installation Management (OACSIM)); (4) train and mentor the program mentors.

As a result, the 2011 HCMP has been expanded to the OACSIM, leverages external partnerships, focuses teamwork through project teams assigned to a senior mentor and provides training and support for those senior men-

2011 HCMP





tors. The 2011 HCMP graphic reflects the role of senior mentor as well as the project teams. Each mentee will be matched with a mentor for a one-year structured partnership. In addition, six project teams comprising five mentor-mentee pairs will be overseen by one senior mentor. Each team will complete a six-month group project on one of the IMCP LOEs culminating in a strategic briefing to IMCOM's commanding general. The program upgrade goals are to: provide group support for mentors and mentees; execute an exciting, challenging project; obtain meaningful high-level perspective; improve networking; provide a tangible benefit to the installation management community (through execution of a project culminating in a strategic briefing); and practice skills required of future leaders (e.g., teamwork, virtual collaboration, briefing senior leaders, leading people, business acumen, leading change, etc.). The senior mentor is a new role. The

senior mentor will oversee the project team, mentor five mentees (who are engaged in a mentor-mentee partnership), and advise and support the mentoring sponsor. Each of the six senior mentors will be mentored by an IMCOM Region Director. The goal of this upgrade is to provide coaching, training and support for mentors (in short, to mentor mentors), and to expand the program from the senior leadership level to the project teams, and eventually to the entire workforce. The upgraded HCMP will help us meet IMCOM Regulation 350-1 Objective 1b: "Enterprise-understanding of roles and responsibilities of the major stakeholders in leader development from the individual employee to our senior leaders."¹⁹

Even the upgraded HCMP, however, only reaches 30 mentees and 30 mentors. As noted by the garrison commanders in the Journal, the majority of the workforce development and

mentoring should occur at the garrison level. Annex C of the IMCP provides both an expectation and an objective: "We expect leaders at all levels to provide development for their employees and to serve as mentors," and Objective 1c: "Commanders will establish and monitor self-development programs for their organizations."²⁰ Beyond HCMP, regions and garrisons should also develop education, training and mentoring programs (both formal and informal). Our goal should be a workplace culture filled with mentoring opportunities from entry level to senior level. Each IMCOM employee should be inspired to see himself or herself as both a mentor and a mentee – a mentor who shares knowledge, experience, and support freely and willingly to improve individual and organization performance; a mentee who strives to learn more, improve mission critical skills and more fully understand the installation management community.



The ideas, suggestions, programs, processes and methods for executing self-development programs, to include mentoring, are as varied as our installations. Individual and organizational needs are also varied. There are enterprise needs for specific leadership skills and capabilities; there are individuals who desire to be mobile and serve in top leadership positions. There are region- or garrison-specific needs and employees who are entry-level, non-supervisory or not mobile, but desire to be mentored to improve current knowledge and performance. The enterprise-mentoring program is HCMP. Regions could also have formal and informal mentoring programs and use region-wide personnel as mentors and mentees. Garrisons could well use a peer-to-peer mentoring program. In one recent program, a British firm found that 78 percent of its employees preferred a peer-to-peer program.²¹ Over 100 IMCOM employees were nominated for the HCMP – an indication that the need exists for mentoring from garrison to headquarters.

Our employees have a desire to learn. We as a learning organization ask for lifelong learning. As one website concluded: “Think of a mentor as a learning leader who facilitates a learning process. Think of growth as the acquisition of attitudes and capabilities as well as the acquisition of skills and behaviors. Think of developmental assignments rather than future promotions as a way of synthesizing thoughts about next steps in the organization. Cultivate career self-reliance in employees who use the mentoring process as one of a set of tools in achieving high performance.”²²

The need for mentoring is obvious; the

platform for addressing the need is both centralized and decentralized programs. All of us are mentors and mentees. Our capability to address local or regional needs is only limited by our knowledge of those needs and our desire to address individual, organizational or garrison-specific gaps. All of us have the capability to inspire, encourage and lead. We are responsible for building our current capacity and our future workforce. Finally, to end as this article began – we are the ones who model the behavior that tells our workforce that we truly do believe that “human resources are our greatest capital.”



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Energy Efficiency and Security

The Race is On — Let's Get Off the Starting Line!

by **J. Randall Robinson**, Director, IMCOM-West Region and

Jerry L. Vesey, Energy and Utilities Program Manager, IMCOM-West Region

“Just like safety managers, we ALL will consider ourselves energy managers.”

Our Challenge

Energy is integrated into all aspects of our daily lives. However, we generally take for granted the impact of its presence in our everyday existence. The economic and strategic impact of losing our ability to access adequate energy resources for the defense of our nation is difficult to assess or predict and has not been adequately quantified. Wide-ranging implications certainly exist.

The Army and the Department of Defense (DoD) have recognized that the rising cost of energy, as well as temporary lapses in the ability to access available power, present challenges that jeopardize the DoD's ability to defend and advance U.S. interests. The race to secure our energy future is on. As a top competitor in this race, it is imperative that we spring well beyond the starting line. In fact, we must be tuned and disciplined to win the pursuit.

Following a recent session with Installation Management Command (IMCOM) Region Directors, LTG Rick Lynch, Commanding General of IMCOM and the Assistant Chief of Staff for Installation Management (ACSIM), said IMCOM is becoming motivated about energy efficiency – “just like safety managers, we ALL will consider ourselves energy managers.”

Our Secretariat partner, the Office of the Assistant Secretary of the Army for Installations and Environment (OASA (I&E)), the Army proponent for both energy security and sustainability, is leading the charge and providing the roadmap for success.

What is Energy Efficiency?

Put another way, energy efficiency is efficient energy use – it is a cost-effective strategy to reduce consumption, thus reducing demand while improving the environment. Well-thought-out, efficient energy use produces remarkable results. In the mid-1970's, California began implementing energy-efficiency measures, including code and appliance standards with strict efficiency requirements. In following years, the state's per capita energy consumption remained flat while national consumption doubled.¹

Amory Lovins' Rocky Mountain Institute points out that in industrial settings, “there are abundant opportunities to save 70 to 90 percent of the energy and cost for lighting, fan, and pump systems; 50 percent for electric motors; and 60 percent in areas such as heating, cooling, office equipment and appliances.” In general, up to 75 percent of the electricity used in the U.S. today could be saved with efficiency measures that cost less than the

electricity use over their useful life.²

Tight building design – including energy-efficient windows, well-sealed doors, and additional thermal insulation of walls, basement slabs and foundations – can reduce heat loss by 25 to 50 percent. Studies show, in warmer climates, that lightly colored roofs use 40 percent less energy for cooling than buildings with darker roofs.³

Realizing the above facts and acting on them is the first step to efficient energy use. The Army has put energy efficiency on the front burner and is posturing itself for the race. This is a team effort – everyone's assistance is needed.

Forwarding Communication Across Organizational Lines

Strategic-, operational- and tactical-level communication is essential to the success of the Army's energy security endeavors. Throughout the Army there are many respect-worthy individual and localized energy efforts completed in recent years. However, until recently, little has been done to construct an IMCOM-wide strategy to comprehensively replicate the best and most cost effective solutions across all platforms. We all can and should do things today to help us reach our mandated energy reduction goals.



Garrisons must be aware of the plans currently in circulation and prepare for those currently being drafted.

Installation Management Campaign Plan (IMCP) Line of Effort (LOE) 6 is solely dedicated to Energy Efficiency and Security. Additionally, Annex F of the Campaign Plan outlines actions required to successfully meet energy objectives. The Installation Management Energy Portfolio further defines where we need to go in support of this critical effort.

Realizing much of our success lies in communication, IMCOM's *www.garrisoncommand.com* website is being revised to include a section dedicated to energy-saving ideas and best practices. There are many great initiatives already implemented across our garrisons, and it is imperative that we, as a command, share these good ideas. Examples of installations setting the standard of innovation towards energy efficiency and sustainability are highlighted in this article.

What We are Doing Right

Strategic

Energy security is ensured access to energy resources. The Army Energy Security Implementation Strategy produced by the Army Senior Energy Executive OASA (I&E) dated Jan.13, 2009, represents strategic level planning for achieving mandated energy goals and securing our energy future. Implementation of the strategy will be accomplished through the successful achievement of its five energy security goals (ESG's).

- ESG 1** – Reduce energy consumption
- ESG 2** – Increase energy efficiency across platforms and facilities



Solar panels used as carports at Fort Bliss, Texas. (Photo by Samantha Reho)

All members of the team must have basic awareness of how their roles influence energy use and become informed on energy saving measures that can be implemented within their sphere of influence in order to capitalize on these advances. Garrison command level interest and support must be secured to advance these efforts.

ESG 3 – Increase use of renewable energy

ESG 4 – Assure access to sufficient energy supply

ESG 5 – Reduce adverse impacts on the environment

These goals and associated metrics are further defined in specific detail for version 2 of the IMCP.

On July 8, the Deputy Assistant Secretary of the Army for Installations and Housing (DASA-I&H) published guidance that directly affects all IMCOM buildings, installations, structures or other property (includ-

ing any applicable fixtures). This guidance will be incorporated into all FY13 Military Construction (MILCON) and FY13 Sustainment, Restoration and Modernization (SRM) construction projects. Specific guidance includes: all construction projects of \$200,000 and above must include advanced utility metering connected to an enterprise-wide energy management control system that encompasses electrical, natural gas, water, and steam components. Additionally, all design/build procurement will include the Leadership in Energy and Environmental Design (LEED) assessment in the Request for Proposal (RFP) requirements. This last requirement in-



Solar panels at 4th Brigade Combat Team, 1st Armored Division Dining Facility on East Fort Bliss, Texas. (Photo by Samantha Reho)

cludes all new construction as well as restoration and modernization at the installation level, regardless of estimated cost. LEED-certified buildings are supposed to use energy resources more efficiently than conventional buildings. Metering is essential in providing third-party verification that a building was designed, constructed or renovated using strategies intended to improve performance.

In existing buildings, installing meters or monitors is the first step we must take to cut operating costs and promote visibility. Benchmarking electrical demand for lighting and heating, ventilating and air-conditioning will most often identify the biggest opportunity for energy conservation to reduce operating costs. Thus, meters present a quick return on investment regarding the lifecycle operating costs of a building – if they are used to benchmark costs, identify conservation opportunities, and measure building performance on a routine basis. Consequently, in addition to new

construction, IMCOM has a plan to meter all existing buildings 29,000 square feet or larger. And to produce a more significant impact, we must take a step further by monitoring existing buildings 5,000 square feet or larger. Until then, we can only estimate how well occupants are contributing to our energy efficiency goals. A residential study found that homes with similar or identical physical characteristics use varied energy in a way that can only be explained by differences in occupant behavior. Research shows households with similar technological configurations and housing sizes vary in energy consumption by a ratio as large as three to one. I am convinced this same finding can be found, with all building types, across all installations in the Army.⁴

Operational

The preparation of Comprehensive Energy and Water Master Plans (CEWMP) is currently funded by Headquarters IMCOM. These plans will be used by garrisons to help de-

velop and implement specific short-, mid- and long-term projects to accomplish strategic goals. The CEWMPs will evaluate each garrison's current energy and water use profiles, make recommendations to improve current conditions, and will lay out a project level implementation plan that will assist the garrison in preparing project scopes and funding documents.

What We Must Improve

Tactical Level Plans & Policy

Capital investment strategies detailing specific projects by facility type and numbers, with estimated costs, suggestions on available funding mechanisms, prioritized by desired year of execution, represent a tactical-level strategy. This level of planning is one of our greatest needs. Garrisons must ensure their Directors of Public Works (DPW), master planners, engineering chiefs and energy managers are involved in the planning and execution of identified projects. Energy conservation measures are usually less expen-



A significant part of getting off the starting line and further down the track is realizing what you have in your hands. Taking the initiative to generate action with what you currently have at your disposal in the face of opposition is the catalyst of change and the progenitor of success.

sive when thought out and incorporated in planning phases. With current and future advances in energy-saving technologies, there will be increasing instances where energy-conservative-alternatives are equally or less costly than traditional methods of construction and operation. All team members must have basic awareness of how their roles influence energy use and become informed on energy-saving measures that can be implemented within their spheres of influence to capitalize on these advances. Garrison command level interest and support must be secured to advance these efforts.

Previously, the typical approach to handling tactical-level execution of an energy plan was left up to a energy manger, who generally has limited ability to impact the MILCON and SRM project priorities. However, the energy manager is too often restricted, due to resource shortfalls, using only alternative financing mechanisms as the primary source of funding for energy-related projects. This approach has limitations. Efforts to significantly impact the energy profile of an entire installation will take the combined efforts of multiple stakeholders whose decisions greatly impact an installation's facility energy usage. When master planners, engineers and energy managers begin to integrate their planning efforts, we will achieve true forward progress.

In addition to cooperation, coordina-

tion and information sharing at the garrison level, there is a similar need at the inter-agency/inter-departmental level. Clear policy is needed to help garrisons solve basic challenges hindering implementation of energy reduction measures and renewable energy technology. For example, there is need for policy that clearly communicates across commands (i.e. Network Enterprise Technology Command and IMCOM) an acceptable process for getting Utility Monitoring and Control Systems (UMCS) and devices approved for use over the installation's Local Area Network (LAN) or that establishes clear guidance about the process for using virtual networks. Another example is developing clear policy that prescribes a minimum percentage of LEED points to be garnered from energy-reduction-related and renewable construction features when designing and constructing LEED-certified facilities. This would ensure the Army not only receives new buildings with sustainable features, but it ensures that a minimum percentage of sustainable features arrive from energy conservation or renewable energy construction features. Sustainable features do not necessarily correlate with energy savings. For example, the installation of a bicycle rack outside a building is considered a sustainable feature; however, it does not translate to facility energy reduction at the building utility meter. Coordination between IMCOM and the U.S. Army Corps of Engineers (USACE), which defines Net-Zero

and Net-Zero-ready features as part of standard facility design, would also move garrison energy reduction further down the track.

The initiatives, as well as multiple others, are found in various stages of discussion and development. To make desired strides in this race, we must focus sharply on completing these efforts. Garrisons can advance these endeavors by being constructively vocal in communicating roadblocks that impede momentum.

Recognizing and Acting Upon What We Have

A significant part of getting off the starting line and racing down the track is realizing what you have in your hands. Taking the initiative to generate action with what you currently have at your disposal in the face of opposition is the catalyst of change and the progenitor of success.

In the Way of Policy

Most existing policy, correspondence and guidance-related to energy have been around for some time and have been well-circulated. Those new to energy management can find the most relevant energy policy and guidance information on the Army Energy Program website (<http://army-energy.hqda.pentagon.mil>). The Department of Energy and Federal Energy Management Program websites also share a wealth of energy related program and policy guidance.



The Fort Carson, Colo., Solar I, a 2-megawatt photovoltaic array, was completed in December 2007. The 15-acre array, located on a former construction debris landfill site, generates approximately 3,200 megawatt-hours of power annually.

Two of the most recent pieces of energy advancing correspondence include an OACSIM memorandum dated May 12 titled “Constructive Use of FY10 and Future Bid Savings.” This memorandum requests USACE to use bid savings achieved in current and future construction projects to enhance in-progress and pending construction projects with features supporting energy conservation policy and legislation. Subsequently, in June, USACE issued an Engineering Construction Bulletin (ECB) titled “Improving building performance through enhanced requirements for energy performance and select LEED credits,” citing the aforementioned memorandum as a reference. The ECB directs USACE districts to establish new requirements

for enhanced energy performance and select LEED credits for all MILCON, Army projects for FY10 and beyond. Garrisons must be aware of this new guidance and prepare projects with enhanced energy conservation options in mind to execute options while bid climates are favorable. Ask project engineers to show what LEED credits provide, and ensure they meet guidelines for enhanced energy performance. Lastly, ensure you are aware of OASA (I&E) guidance memorandum dated July 19, titled “Department of the Army Guidance for Energy Related Projects and Services.” This memorandum provides guidance regarding the review and approval process for installation and facility energy projects.

In the Way of Funding Mechanisms
Traditional methods of funding energy projects have included Energy Savings Performance Contracts (ESPC), the Energy Conservation Investment Program (ECIP), and most recently, energy-related Enhanced Use Lease projects. To effectively meet energy goals in time frames established in Executive Orders 13423 and 13514, all available funding sources must be considered. Installation master planners and energy managers must effectively partner to explore the possibilities of incorporating energy efficiency and renewable development in Area Development Plans and MILCON projects. For SRM funds, engineers, designers and energy managers must partner more effectively, ensuring res-



toration and modernization project dollars take advantage of cost-effective, energy-efficient, and renewable-energy-producing technologies. Energy managers must understand and communicate how the availability of alternate funding through mechanisms such as ESPC, Utility Renewable Energy Service Contracts, and Power Purchase Agreements can enhance or reduce costs to planned SRM and MILCON projects. Non-traditional funding sources must also be researched and considered. Having viable projects planned and ready to execute is essential in being able to capture and use non-traditional Certification Program, Congressional Adds and Earmarks, and available Research, Development, Test and Evaluation funds.

Installations in the Race

Many installations have capitalized on aforementioned programs, achieving success despite funding shortfalls. The following are just a few examples of installations and stalwart employees who have made a difference and raced ahead at the local level.

Fort Carson, Colo.: Fort Carson increased its renewable energy portfolio in 2007 when it began hosting a 15-acre, 2-megawatt photovoltaic array on a former landfill site. This solar array offset 2.3 percent of the installation's energy demand, or the equivalent need for 540 homes on post. This array is contractor-owned and operated. Therefore, no construction and operation costs were borne by the installation, outside of initial staff hours to ensure all regulatory and utility requirements were met.

Tooele Army Depot, Utah: In 2005, Tooele submitted a wind turbine proposal for funding through the Army Energy Conservation Investment Program. This \$3.8 million project – approved in 2007, awarded in September 2009, is now up and running – will produce 1.5-megawatts of electricity that equates to \$125,000 savings annually.

Fort Hunter Liggett, Calif:

Construction will begin in FY11 for a solar micro-grid facility. This \$9.8 million project is funded by the Army's ECIP. The micro-grid will save the installation \$1 million annually in energy costs that will pay off the project's life cycle costs within 10 years, providing up to 33 percent of the installation's current annual energy demand, or 50 percent of its daytime demands.

Fort Irwin, Calif: In the summer of 2009, Fort Irwin took monumental steps to expand its energy conservation efforts by constructing a Net-Zero energy building. Fort Irwin's 6,250-square-foot Net-Zero prefabricated ammunition storage facility requires no electricity from the commercial electric grid; it produces enough electricity to power its total electrical needs. This is accomplished through roof-mounted solar panels supplying 2.3-kilowatts of power. The cost to run a new electrical distribution system and build a traditional grid-connected ammunition storage facility at the proposed remote site would have been \$74,000. The total electrical building costs for the Net-Zero facility were \$62,000. The facility not only saved Fort Irwin \$12,000 in construction costs, it saves more than \$1,000 annually in electricity.

Fort Bliss, Texas: Fort Bliss' dedication to proactive planning/programming of renewable energy construction projects and creative partnering with both federal and non-federal entities resulted in a significant number of funded projects. Through these efforts they are striving to earn the title of the Army's Center of Excellence for Renewable Energy. Energy projects resulting from their efforts included: a dining facility 100-kilowatt stationary solar carport; solar day-lighting at multiple facilities; solar pool heating; solar panels in residential communities; and several Net-Zero administrative facilities. These projects were constructed using ECIP, SRM, MILCON, ESPC, and American Recovery and Reinvestment Act of 2009 stimulus funding sources.

Fort Bliss' strength is effectively marketing their desire to be on the forefront of renewable energy development. They have actively and effectively engaged public and private stakeholders, while always being prepared to submit planned and executable energy projects when unexpected funding becomes available.

Are you Ready?

Installations can reap considerable savings by implementing some low-cost or no-cost initiatives today. Examples include:

- Exterior Lighting – i.e. roadway, ball fields and courts, parking lots, facilities exterior, etc... Replace with most efficient, longest-lasting fixture available, currently light-emitting diode (LED) or Induction lighting. Install solar packs to take these lights completely off the grid where applicable.



- Interior Lighting - Replace with most efficient, longest lasting fixture available, currently Compact Fluorescent Lamps/LED/Induction lighting. Install motion sensors and dimmable controls.

NOTE: Lighting (exterior lighting first, interior second) represents the largest cross-section of commercial facility energy usage at approximately 30 percent. It can be cut in half using proven technologies. This would constitute an immediate reduction of approximately 15 percent of garrison facility energy consumption. Such savings can occur at all garrisons, no matter location or climate. Lighting replacements represent the least expensive/highest payback energy reduction effort possible. It is also the least disruptive to mission operations.

- Building heating/cooling loads represent the second largest energy use sector for commercial facilities at approximately 25 percent. Utility Monitoring and Control Systems can cut this use by at least a third with proven technology to manage heat and cooling load requirements.
- Office equipment, including computers and monitors, represent the third-largest load in admin type facilities. Mandating the powering-off of computer monitors alone will generate noticeable savings. Monitors in stand-by mode still use 60 to 70 percent of energy required when used.

We encourage everyone to take on the title of Energy Manager and wear it proudly. Together we can win the race and help lead the Army in Energy Efficiency and Sustainability. Many individuals and installations have made respect worthy strides – some have en-

tered the race and are speeding toward the finish line. We must never accept the status quo. We must capitalize on the programs in place, learn from each other, share ideas and help each other across that finish line. Let's go!



Randy Robinson is Director, Installation Management Command-West Region. He has more than 20 years of installation management experience. Prior to the standup of IMCOM, he was Director, Forces Command Installation Management Support and Deputy Garrison Commander, Fort Hood, Texas. He holds a Master of Public Administration from Shippensburg University, Shippensburg, Penn.; and a Bachelor of Science in Economics and Business Management from Carson-Newman College, Jefferson City, Tenn.



Jerry Vesey is the Energy and Utilities Program Manager for the IMCOM-West Region. He is an architectural engineer with a Master's Degree in Business Administration. He has 15 years of design, energy management, and operations and maintenance experience from the private and public sectors. He also holds both the Certified Energy Manager and Certified Energy Auditor designations.

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Reinforcing Resiliency of Army Families During Transformation in Korea

by BG David Fox, *Commanding General, IMCOM-Korea Region and CSM David Abbott, IMCOM-Korea Region*



SPLISH AND SPLASH: A military family enjoys a break from the heat at the Splish and Splash, the U.S. Army Garrison Humphreys water park. The USAG Humphreys water park is just one facility dedicated to the well-being of Army Families at Army installations in Korea.

Korea is a great place for a Soldier and his Family – perhaps the best of places. As our Army reaches nine years in continuous conflict, studies show that two to three years of dwell time is needed to recover from one year of service downrange. Korea was once considered “downrange” as well, but it is quickly transforming into a premier Army assignment – a perfect place for dwell time and a sanctuary from the stresses of conflict. We used *resiliency* in the title of this article, with the Comprehensive Soldier Fitness Program vision in mind. The goal is an Army of balanced, healthy, self-

confident Soldiers, Civilians and Families, whose resilience and total fitness enables them to thrive in an era of high operational tempo and persistent conflict.

The Installation Management Command-Korea Region (IMCOM) will play a major role in building that resiliency, using the Installation Management Campaign Plan (IMCP) to support U.S. Forces Korea transformation across the Korean Peninsula. Throughout the process of transformation in Korea, IMCOM-K will continue to deliver programs and services

required to support Army readiness, sustain the all-volunteer force and provide the infrastructure for current and future mission requirements.

In just the past two years, the number of command-sponsored families in Korea has more than doubled, from approximately 1,600 to more than 4,200, with nearly 5,000 families expected by summer 2011.

Secretary of Defense Robert Gates, during his July visit to the Republic of Korea, said he had approved tour normalization a couple of years ago. “What we are looking at is a two-year tour for single members of the service and three-year [tours] for families,” he said. “We’re proceeding with the first phase in terms of families.”

He explained that it is a long-term process, partly because greater numbers of command-sponsored families require more infrastructure to support their needs. To help meet that need, the Far East District, U.S. Army Corps of Engineers, awarded an \$11 million contract to build three residential towers. Scheduled for completion in August 2011, they will provide 204 three- to five-bedroom apartments. And even though we are moving away from U.S. Army Garrisons (USAG) Red Cloud/Casey area in the northern part of the country, improvements to quality of life continue. There are now more than 600 command-sponsored Families living in the area.

LTG Rick Lynch, Commanding General of IMCOM, provided us with guidance in the Installation Management Campaign Plan (IMCP) that will amplify the principles of the



COMMUNITY EVENTS: Soldiers and Families in Korea have a wealth of recreational opportunities to spend quality time together. LEFT: Dad and son enjoy the show during the Memorial Day celebration while sis enjoys a quick nap. ABOVE: Traditional Korean dancers perform at the annual U.S. Army Garrison Yongsan Fall Festival Parade.

Army Communities of Excellence (ACOE), allowing us to meet our stated goals. The lines of effort and keys to success in the IMCP are being rigorously implemented throughout our business processes and procedures in Korea. We firmly believe they will have a direct impact on our ability to reinforce the resiliency of our Soldiers, Families and Civilian employees.

Taking Care of Families

The Army Communities of Excellence program is based on the principle that communities support people best by combining excellent services with excellent facilities in a quality environment. The guidelines for ACOE state: “The Army community is inextricably linked to readiness; our forces train,

deploy from, are sustained by, and return to the community. Soldiers who are convinced that their leaders care about them and their families perform their mission with more confidence.”

In Korea, ACOE is a big deal – it is our Super Bowl – but it isn’t just a one-day event for us. Our first-string employees are on the playing field daily, digging in their cleats to score a touchdown for every person we support. Korea garrisons have a history of placing among the top finalists in this annual quality competition for Army installations. Just last year, USAG Yongsan took the ACOE bronze medal again, after being a finalist in 2009 and winning the bronze in 2008. USAG Daegu was a finalist this year. Both USAG Daegu

and USAG Humphreys won bronze awards in 2009. It is extremely gratifying to know the Army recognizes that our garrisons here are among the best in the world. The best part about winning an ACOE monetary award: spending and obligating those funds to help build high-quality environments, outstanding facilities and superior services that will continue to contribute to the resiliency of our Army Families.

A new facet of our vision this year is incorporating the IMCP, while continuing to use Baldrige-based community principles. Since the rollout of the IMCP, garrisons have assessed and begun integrating the lines of effort and keys of success into our continuity of operations. Region leadership consid-



HOUSING: Soon-to-be-built Soldier and Family housing high-rise units at U.S. Army Garrison Humphreys will provide a comfortable and modern Army-standard home away from home for Soldiers and Families during normalized tours in Korea.

ers all stakeholders, tailors our processes and resources accordingly and employs visionary thinking. A key focus is to provide more resilient installation infrastructure and services. To successfully accomplish this, we drive towards “sustainability mindsets” in all aspects of our operations. Harvesting best practice innovations worthy of ACOE Exemplary Practices, we are expanding our Army Comprehensive Soldier Fitness program to encompass “Mind, Body and Spirit” Total Army Fitness programs. Furthermore, as Korea transforms to tour normalization (a normal three-year family tour), our demographics shift from the single soldier without family to Soldiers with Families in all areas – from the DMZ to the Southern Sea. Examples of programs are the Army Family Action Plan, Employment Readiness Program and the New Parent

Support Home Visitor Program.

With Soldiers suffering under the strain of repeated combat tours, region leadership is working with Army commanders to launch unprecedented initiatives in Korea to help Soldiers better handle stress before it turns into a debilitating mental health crisis. Korea is now viewed as an “Assignment of Choice” to “reset” the family. Our strategic planning and dedicated people-to-people execution is inextricably linked with this culture. The region is broadening Soldier, Civilian, and Family well-being education and services designed to help overcome hardships and adverse events, bounce back and grow stronger in the process.

We Are the Army’s Home!

Until recently, the dependent-restrict-

ed status of Korea made the peninsula an assignment where 90 percent of servicemembers stationed here were unaccompanied. For this and other reasons, a Korean assignment came with the stigma of instability and hardship. But in the last several decades, South Korea has transformed into one of the most advanced and modern economies in the world. Here are a few examples highlighting that point: Korea arguably maintains the fastest Internet network the world has to offer; Seoul’s International Airport was recently recognized as one of the best airports worldwide; Korea’s capital, Seoul, and the surrounding area is a metropolis of nearly 20 million people and rivals New York City in size and gross domestic product; Korea has the largest ship-building facility in the world; there are multiple modern museums,



restaurants, amusement parks, palaces and ancient temples; and Korea is the home of corporate giants such as Samsung, Hyundai, Kia and LG. But the advancement of South Korea is only one reason why it's a great place for Soldiers, Civilians, and Families.

More important, the Army is in the process of transforming military life here so Soldiers and Families will recognize Korea as the assignment of choice. Just one tangible example of this is the creation of one of the largest, most advanced military installations, which is being built at USAG Humphreys – an installation that features, among other things, a large aquatics park complete with an Olympic-sized pool, slides, diving areas and play zones for children.

During the past two years, the Army has been transitioning tours in Korea from dependent-restricted to fam-

ily accompanied. In essence, we are “normalizing” Korea for Soldiers, Civilians and Families. The goal is to make every installation in Korea a place where any Soldier has the option to bring along a Family. Enormous efforts are being made now to make even remote installations more family friendly. We are partnering with the Defense Commissary Agency, Army Air Force Exchange Service, Department of Defense Dependent Schools (DoDDS) and others to make Korea the assignment of choice. In fact, for the first time ever, DoD has opened a DoDDS school north of the Han River (at USAG Casey). This paradigm shift will have an enormous impact on quality of life because it makes Korea a great place to dwell time.

Our efforts in Korea support a vision of making life better for Soldiers, Civilians and Families. We are build-

ing modern facilities for living, working and recreation, and we are rapidly expanding family support services. The realignment of U.S. Forces Korea and the transformation at USAG Humphreys is one of the largest transformation efforts in the history of our Army. USAG Humphreys will soon be one of the top installations the Army has to offer, yet all of our garrisons have accomplished a tremendous amount of major construction projects and force-protection initiatives. They have greatly increased the readiness and improved the quality of life for our Soldiers, Civilians and Families. You will find nothing more impressive outside our gates. Korea has proven itself as an advanced nation competing in the international arena with the 11th largest GDP in the world. The Korean medical community has stepped up to assist the Army by providing health-care service to military members and



their families where the installation's healthcare cannot meet patient needs. Their medical facilities are advanced and their service is first class.

We are the Army's home. Indeed, during this time of transformation, it is the region's mission to reinforce resiliency by providing Soldiers, Civilians and Families the installation capabilities and services to support expeditionary operations in a time of persistent global conflict. We recognize the commitment and increasing sacrifices that our Soldiers and Families are making daily, and are committed to providing them with a quality of life that is commensurate with their service. Our transformation efforts in Korea benefit everyone who lives on the peninsula – including the Koreans. It strengthens our alliance with the Republic of Korea, contributes to peace and stability and increases quality of life for everyone.

In the IMCP, LTG Lynch said as unforeseen challenges arise we must ask ourselves three fundamental questions:

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

IMCP stresses that Army leaders in Korea at all levels must ask ourselves these three questions to ensure we can better focus our resources and ensure the resiliency of Families during transformation in Korea – and while supporting our senior mission commanders. We're working to streamline business operations to conserve valuable taxpayer resources. We're working hard to do the right things in Korea. And we're working equally hard to do things right. What are we missing? The answer is simple: it is you – the Army's

Soldiers, Civilians and Families. We're working hard to make Korea the assignment of choice for you. We're sure you will agree, after an assignment here, that it is the tour of a lifetime.



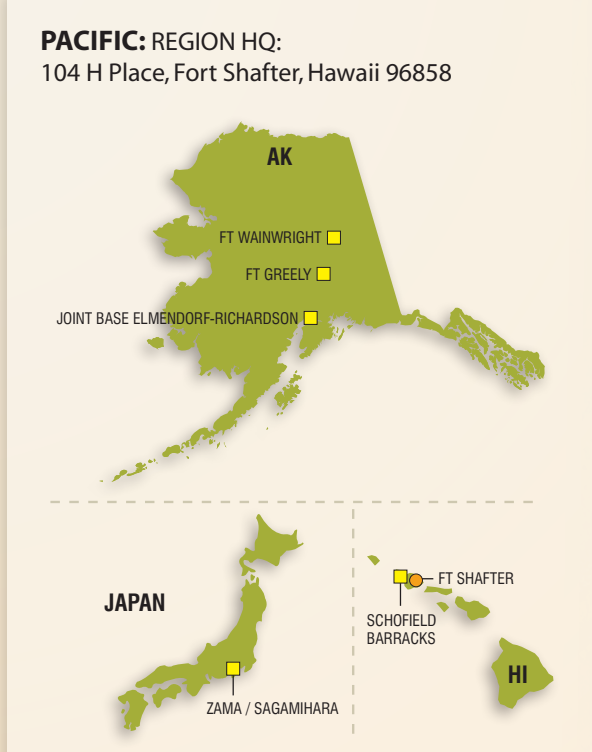
BG David G. Fox is the Commanding General for Installation Management Command-Korea. He began his military career as an enlisted Soldier. After completing Officer Candidate School, he was commissioned a second lieutenant in the Infantry in 1982. His military education includes the U.S. Army War College, Command and General Staff College, Combined Arms Services Staff School, and Infantry Officer Basic and Advanced Courses. His civilian education includes a Bachelor of Arts from the University of Nevada at Las Vegas, and a Masters in Strategic Studies from the Army War College.



CSM David R. Abbott is the Command Sergeant Major of Installation Management Command-Korea. He has held every noncommissioned leadership position from squad leader to Brigade Command Sergeant Major. He holds associate's degrees in both general studies and automotive technology and service from Central Texas College and is currently pursuing a bachelor's degree in business management from Troy State University.



INSTALLATION MANAGEMENT COMMAND



MAP LEGEND

- IMCOM HQ
- REGION HQ
- INSTALLATIONS

IMCOM HEADQUARTERS
Joint Base San Antonio (Fort Sam Houston)

IMCOM REGIONS
NE: Fort Monroe
SE: Fort McPherson
W: Joint Base San Antonio (Fort Sam Houston)
EUROPE: USAG Baden-Wuerttemberg
PACIFIC: Fort Shafter
KOREA: USAG Yongsan



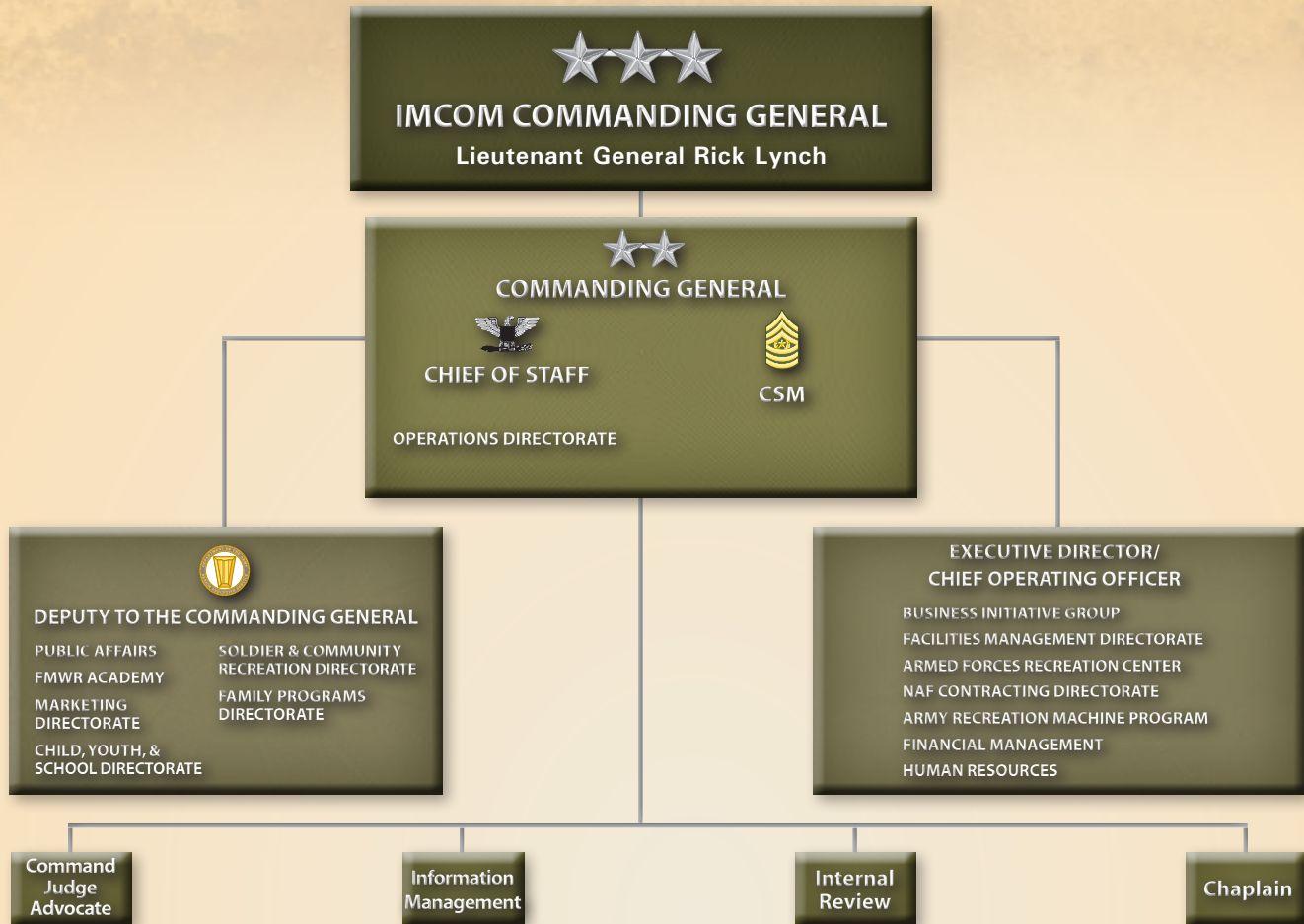
IMCOM Command Structure



OACSIM Structure



Family and MWR Command Structure



U.S. Army Environmental Command Structure



ASA I&E



HON Katherine Hammack
Assistant Secretary of the Army (I&E)



Mr. L. Jerry Hansen
Principal Deputy Assistant Secretary
of the Army (DASA)



Mr. Joseph F. Calcara
Deputy Assistant Secretary of the
Army for Installations and Housing



Dr. Kevin T. Geiss
Program Director
Energy Security



Mr. Hershell E. Wolfe
(Acting) Deputy Assistant Secretary of the Army
for Environment, Safety and Occupational Health

OACSIM



LTG Rick Lynch
ACSIM



Dr. Craig E. College
Deputy ACSIM



SGM Tracey Anbiya
Sergeant Major



BG James Boozer
Director of Operations



Ms. Diane M. Randon
Director, Resources Directorate



Ms. Kathleen Marin
Director, Installation Services



Mr. William Lay
Director, Information Technology

IMCOM Command Group



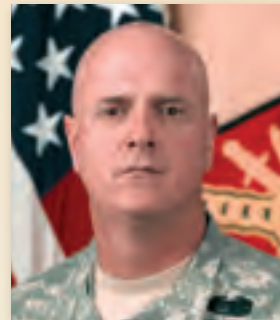
LTG Rick Lynch
Commanding General



BG Al Aycock
Deputy Commander,
Chief of Staff

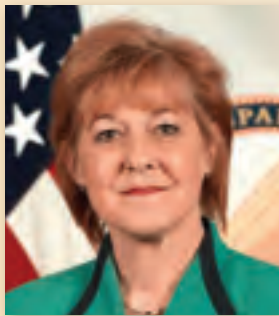


Mr. John B. Nerger
Executive Director



CSM Neil Ciotola
Command Sergeant Major

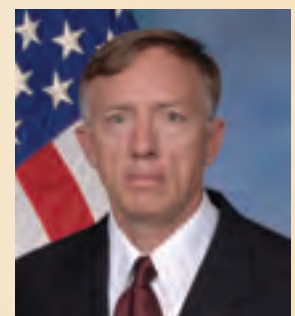
IMCOM Principal Staff



Ms. Karen Perkins
Director of Personnel - G1



BG Arnold Gordon-Bray
Director of Operations - G3/5/7



Mr. Greg Kuhr
(Acting) Director of Logistics - G4



BG Thomas Horlander
Director of Resource Management - G8



Mr. William Lay
Chief Information Officer - G6

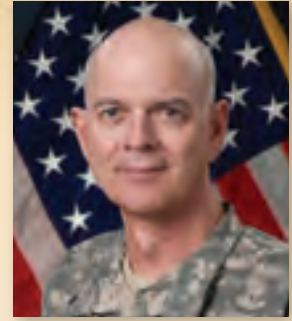
IMCOM Special Staff



COL Gregory Baldwin
Staff Judge Advocate



COL John Holwick
Inspector General



CH (COL) Charles Howell
Chaplain



Mr. Michael Thiem
Director, Public Affairs & Strategic Communications



Mr. Rufus Carruthers
(Acting) Director, Equal Employment Opportunity



Ms. Thomasin Converse
Director, Internal Review



Mr. Mario Owens
Director, Safety



Mr. John Anderson
Headquarters Commandant

FMWRC



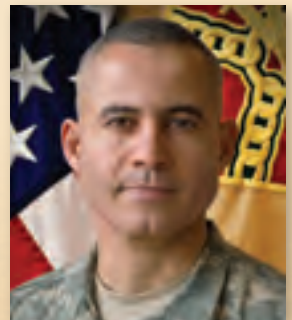
MG Reuben Jones
Commanding General



Mr. James C. Abney
Deputy to the Commanding General



Mr. Rich Gorman
Executive Director / Chief Operating Officer



CSM Abe Vega
Command Sergeant Major

AEC

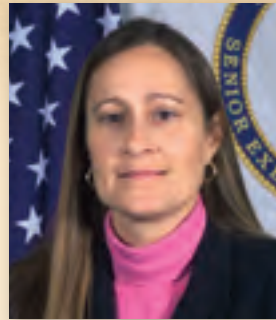


COL Scott D. Kimmell
Commander, AEC



CSM Earlene Lavender
Command Sergeant Major, AEC

IMCOM Europe



Ms. Diane Devens
Director



CSM Barry E. Maieritsch
Command Sergeant Major

IMCOM Northeast



Mr. Russell Hall
Director



CSM Daniel Chavez
Command Sergeant Major

IMCOM West



Mr. J. Randall Robinson
Director



CSM Terry Braddock
Command Sergeant Major

IMCOM Southeast



Mr. Dave Tindoll
Director



CSM Charles Durr
Command Sergeant Major

IMCOM Pacific



Ms. Debra Zedalis
Director



CSM Bruce Roberts
Command Sergeant Major

IMCOM Korea



BG David Fox
Commanding General



CSM David Abbot
Command Sergeant Major

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

IMCOM NORTHEAST

Aberdeen Proving Ground

Senior Commander: MG Nick Justice
Garrison Commander: COL Orlando W. Ortiz
CSM Rodney Rhoades
2201 Aberdeen Blvd., Bldg. 305
Aberdeen Proving Ground, MD 21005
410-298-1511
<http://www.apg.army.mil/apghome/sites/local/>

Adelphi Laboratory Center

Senior Commander: MG Nick Justice
Garrison Manager: Ronald E. Schmidt
2800 Powder Mill Road
Adelphi, MD 20783
301-394-1385
<http://alc.army.mil/ima/sites/local/>

Carlisle Barracks

Senior Commander: MG Gregg Martin
Garrison Commander: LTC Janet Holliday
CSM Robert Blakey
22 Ashburn Drive
Carlisle, PA 17013
717-245-3232
<http://carlislebarracks.carlisle.army.mil/default.cfm>

Fort A.P. Hill

Senior Commander: MG Karl R. Horst
Garrison Commander: LTC John W. Haefner
CSM Mark V. Brandenburg
18436 4th St.
Fort A.P. Hill, VA 22427-3114
804-633-8205
<http://www.aphill.army.mil/sites/local/>

Fort Belvoir

Senior Commander: MG Karl R. Horst
Garrison Commander: COL John J. Strycula
CSM Gabriel Berhane
9820 Flagler Road
Fort Belvoir, VA 22060
703-805-2052
<http://www.belvoir.army.mil>

Fort Devens

Senior Commander: MG William D.R. Waff
Garrison Commander: LTC Warren F. Bacote
CSM Frank R. MacRae
31 Quebec St.
Devens, MA 01434-4424
978-796-2126
<https://www.devens.army.mil/>

Detroit Arsenal

Senior Commander: MG Kurt J. Stein
Garrison Manager: Brenda Lee McCullough
CSM Clinton Hall
6501 E. 11 Mile Road, MS 502
Warren, MI 48397-5000
586-282-5115
<http://garrison-michigan.army.mil/sites/garrison/garrison%20main.htm>

Fort Drum

Senior Commander: MG James L. Terry
Garrison Commander: COL Noel T. Nicolle
CSM John F. McNeirney
Bldg.10000, 10th Mountain Division Drive
Fort Drum, NY 13602
315-772-5501
<http://www.drum.army.mil/sites/local/>

Fort Hamilton

Senior Commander: MG Karl R. Horst
Garrison Commander: COL Michael J. Gould
CSM Sylvia P. Laughlin
113 Schum Ave.
Brooklyn, NY 11252
718-630-4706
<http://www.hamilton.army.mil>

Joint Base Langley-Eustis

Senior Commander: LTG John Sterling, Jr.
Army Support Activity Commander: COL Glenn K. Grothe
CSM Carolyn Johnson
210 Dillon Circle
Fort Eustis, VA 23604
757-878-2908
<http://www.eustis.army.mil/sites/local/>

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

Fort Lee

Senior Commander: MG James Hodge
Garrison Commander: COL Michael G. Morrow
CSM June Seay
3312 A Ave., Suite 208
Fort Lee, VA 23801
804-734-7188
<http://www.lee.army.mil/>

Fort Leonard Wood

Senior Commander: MG David Quantock
Garrison Commander: COL Charles Williams
CSM Kenneth Barteau
320 Manscen Loop, Suite 120
Fort Leonard Wood, MO 65473
573-596-4004
<http://www.wood.army.mil/GC/sites/local/>

Fort Meade

Senior Commander: MG Karl R. Horst
Garrison Commander: COL Daniel L. Thomas
CSM Mike W. Watkins
4551 Llewellyn Ave., Room 203b
Fort Meade, MD 20755-5000
301-677-4844
<http://www.ftmeade.army.mil/>

Joint Base McGuire-Dix-Lakehurst

Senior Commander: MG William D.R. Waff
Army Support Activity Commander: COL Patrick Slowey
CSM Bonita Davis
5417 Alabama Ave.
Fort Dix, NJ 08640
609-562-2458
<http://www.dix.army.mil>

Fort McCoy

Senior Commander: MG Glenn J. Lesniak
Garrison Commander: COL David E. Chesser
CSM William Bissonette, Jr.
100 E. Headquarters Road
Fort McCoy, WI 54656-5263
608-388-3001
<http://www.mccoy.army.mil/pw/sites/local/>

Fort Monmouth

Senior Commander: MG Randolph P. Strong
Garrison Manager: George E. Fitzmaier
CSM Linza Chapman
286 Sanger Ave., Russel Hall
Fort Monmouth, NJ 07703-5000
732-532-9504
<https://www2.monmouth.army.mil/usagfmima/sites/local/>

Fort Monroe

Senior Commander: LTG John E. Sterling, Jr.
Garrison Commander: COL Anthony D. Reyes
CSM Lesly McCorkle
3 Ruckman Road
Fort Monroe, VA 23651
757-788-3241
<http://www.monroe.army.mil/monroe/sites/local/>

Joint Base Myer-Henderson Hall

Senior Commander: MG Karl R. Horst
Garrison Commander: COL Carl R. Coffman
CSM Jefferson Varner III
204 Lee Ave.
Fort Myer, VA 22211
703-696-3250
<http://www.fmmc.army.mil/sites/local/>

Picatinny Arsenal

Senior Commander: BG Jonathan A. Maddux
Garrison Commander: LTC Charles "Herb" Koehler III
CSM Scott Koroll
Bldg. 151 Farley Ave.
Picatinny Arsenal, NJ 07806-5000
973-724-7010
<http://garrison.pica.army.mil/pw/sites/local/>

Rock Island Arsenal

Senior Commander: MG Yves Fontaine
Garrison Manager: Joel G. Hims
1 Rock Island Arsenal
Rock Island, IL 61299-5000
309-782-5555
<http://www.ria.army.mil/>

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List current as of publication date.

US Army Soldier Systems Center-Natick

Senior Commander: BG Harold J. Greene

Garrison Commander: LTC Kari K. Otto

CSM Earl B. Allen

10 Kansas St., Room 120

Natick, MA 01760

508-233-4205

<http://www.natick.army.mil/garrison/>

West Point

Senior Commander: LTG David H. Huntoon, Jr.

Garrison Commander: COL Michael J. Tarsa

CSM Jose M. Powell

681 Hardee Place

West Point, NY 10996

845-938-2022

<http://www.usma.edu/Garrison/sites/local/>

IMCOM SOUTHEAST

Fort Benning

Senior Commander: MG Mike Ferriter

Garrison Commander: COL Thomas Macdonald

CSM James O. Foreman

35 Ridgway Loop, Room 385

Fort Benning, GA 31905

706-545-1500

<https://www.benning.army.mil/>

Fort Bragg

Senior Commander: LTG Frank Helmick

Garrison Commander: COL Stephen Sicinski

CSM Samuel Campbell

2175 Reilly Road, Stop A

Fort Bragg, NC 28310

910-396-4011

<http://www.bragg.army.mil/Garrison>

Fort Buchanan

Senior Commander: MG Bill Gerety

Garrison Commander: COL John D. Cushman

CSM David G. Davis

390 Crane Loop, Suite 311

Fort Buchanan, PR 00934

787-707-3440

<http://www.buchanan.army.mil/sites/local/>

Fort Campbell

Senior Commander: MG John F. Campbell

Garrison Commander: COL Perry C. Clark

CSM Mark F. Herndon

39 Normandy Blvd.

Fort Campbell, KY 42223

270-798-9921

<http://www.campbell.army.mil>

Fort Gordon

Senior Commander: BG Alan R. Lynn

Garrison Commander: COL Glenn A. Kennedy

CSM Kevin S. Schehl

307 Chamberlain Ave.

Darling Hall, Bldg. 33720

Fort Gordon, GA 30905

706-791-6300

<http://www.gordon.army.mil/>

Hunter Army Airfield

Senior Commander: MG Tony Cucolo

Garrison Commander: LTC Jose Aguilar

CSM Gilbert D. Adkins

685 Horace Emmet Wilson Blvd.

Hunter Army Airfield, GA 31409

912-315-5801

<http://www.stewart.army.mil>

Fort Jackson

Senior Commander: MG James Milano

Garrison Commander: COL James J. Love

CSM Christopher Culbertson

4325 Jackson Blvd.

Fort Jackson, SC 29207-5015

803-751-7613

<http://www.jackson.army.mil>

Fort Knox

Senior Commander: LTG Benjamin C. Freakley

Garrison Commander: COL Eric C. Schwartz

CSM Steven M. Voller

127 6th Ave., Suite 202

Fort Knox, KY 40121-5719

502-624-2749

<http://www.knox.army.mil/IMA/sites/local/>

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

Fort McPherson / Fort Gillem

Senior Commander: GEN James D. Thurman,

Garrison Commander: COL Deborah B. Grays

CSM Karl A. Roberts Sr.

1386 Troop Row SW

Fort McPherson, GA 30330-1069

404-464-2206

<http://www.mcpherson.army.mil/>

USAG Miami

Senior Commander: GEN Douglas Fraser, USAF

Garrison Manager: Audy R. Snodgrass

8300 NW 33rd St., Suite 110e

Doral, FL 33122

305-437-1700

<http://www.southcom.mil/usag-miami/sites/local/default.asp>

Fort Polk

Senior Commander: BG James C. Yarbrough

Garrison Commander: COL Francis B. Burns

CSM Theodore R. Sutton

6661 Warrior Trail, Bldg. 350

Fort Polk, LA 71459-5339

337-531-1606

<http://www.jrtc-polk.army.mil/>

Redstone Arsenal

Senior Commander: MG James E. Rogers

Garrison Commander: COL John Hamilton

CSM Ricky Cooper

4488 Martin Road

Red Stone Arsenal, AL 35898

256-876-8861

<http://www.garrison.redstone.army.mil/>

Fort Rucker

Senior Commander: BG Anthony G. Crutchfield

Garrison Commander: COL James A. Muskopf

CSM Dwaine E. Walters

5700 Nobosel St.

Fort Rucker, AL

334-255-2095

<http://www-rucker.army.mil/imcom>

Fort Stewart

Senior Commander: MG Tony Cucolo

Garrison Commander: COL Kevin Milton

CSM James Ervin

954 William H. Wilson Ave., Suite 130

Fort Stewart, GA 31314

912-767-8606

<http://www.stewart.army.mil>

IMCOM WEST

Joint Base San Antonio (Fort Sam Houston)

Senior Commander: LTG Guy Swan

Garrison Commander: COL Mary Garr

CSM Shawn Barnes

1206 Stanley Road, Suite A

Fort Sam Houston, TX 78234-5004

210-221-2632

<http://www.samhouston.army.mil/sites/local/>

Fort Bliss

Senior Commander: MG Dana Pittard

Garrison Commander: COL Joseph A. Simonelli, Jr.

CSM William A. Green

1 Pershing Road

Fort Bliss, TX 79916

915-568-2833

www.bliss.army.mil/garrison

Fort Carson

Senior Commander: MG David Perkins

Garrison Commander: COL Robert McLaughlin

CSM James Kilpatrick

1626 Ellis St., Bldg. 1118

Fort Carson, CO 80913

719-526-5600

<http://www.carson.army.mil/gcima/index.html>

Dugway Proving Ground

Senior Commander: COL William King

Garrison Manager: Stephen 'Tony' Cox

CSM Stanley Morton

5450 Doolittle Ave., MS 2

Dugway, UT 84022-5002

435-831-3314

<https://www.dugway.army.mil>

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

Fort Hood

Senior Commander: LTG Robert W. Cone
Garrison Commander: COL Mark A. Freitag
CSM Donald Felt
1001 761st Tank Battalion Ave
Fort Hood, TX 76544
254-288-3451
<http://www.hood.army.mil/>

Fort Huachuca

Senior Commander: MG John M. Custer
Garrison Commander: COL Timothy L. Faulkner
CSM Mark Barbary
2837 Boyd Ave., Bldg. 41402
Fort Huachuca, AZ 85613-7027
520-533-1562
<http://www.huachuca.army.mil/>

Fort Hunter Liggett

Senior Commander: BG Jon D. Lee (Acting)
Garrison Commander: COL James Suriano
CSM Kevin Newman
Bldg. 238 California Ave.
Fort Hunter Liggett, CA 93928-7000
831-386-2505
<http://www.liggett.army.mil/>

Fort Irwin

Senior Commander: BG Robert Abrams
Garrison Commander: COL James Chevallier
CSM Mark Harvey
Bldg. 237 C St.
Fort Irwin, CA 92310
760-380-6267
<http://www.irwin.army.mil/imagarrison/sites/local>

Fort Leavenworth

Senior Commander: LTG Robert L. Caslen, Jr.
Garrison Commander: COL Wayne A. Green
CSM Peter L. Cramer
290 Grant Ave, Unit 1
Fort Leavenworth, KS 66027-1292
913-684-2993
<http://garrison.leavenworth.army.mil/sites/local/default.asp>

Joint Base Lewis-McChord

Senior Commander: MG John D. Johnson
Garrison Commander: COL Thomas Brittain
CSM Matthew Barnes
Bldg. 1010 Liggett Ave.
JB Lewis-McChord, WA 98433-9500
253-477-1005
<http://www.lewis-mcchord.army.mil/>

Presidio of Monterey

Senior Commander: LTG Robert L. Caslen, Jr.
Garrison Commander: COL Darcy A. Brewer
CSM Olga B. Martinez
1759 Lewis Rd., Suite 210
Monterey, CA 93944
831-242-6601
<http://www.monterey.army.mil/>

Camp Parks

Senior Commander BG Jon D. Lee (Acting)
Garrison Commander: LTC Michael Friend
CSM Connie Commenia-Hill
790 5th St.
Camp Parks, CA 94568
925-875-4650
www.parks.army.mil

Fort Riley

Senior Commander: MG Vincent K. Brooks
Garrison Commander: COL Kevin P. Brown
CSM Ian A. Mann
Bldg. 500 Huebner Road
Fort Riley, KS 66442
785-239-2092
<http://www.riley.army.mil>

Fort Sill

Senior Commander: MG David D. Halverson
Garrison Commander: COL Raymond P. Lacey
CSM Terry A. Hall
463 Hamilton Road, Suite 120
Fort Sill, OK 73503
580-442-3106
<http://sill-www.army.mil/usag/>

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

White Sands Missile Range

Senior Commander: BG John S. Regan
Garrison Commander: COL Chris Wicker
CSM Reginald Daniel

Bldg. 100 Headquarters Ave.
White Sands Missile Range, NM 88002-5000
575-678-2220
<http://www.wsmr.army.mil/Garrison/sites/local/>

Yakima Training Center

Senior Commander: MG John D. Johnson
Garrison Commander: LTC Michael Daniels
CSM William Tickle

970 Firing Center Road
Yakima, WA 98901
509-577-3205
www.lewis.army.mil/yakima

Yuma Proving Ground

Senior Commander: COL Thomas Payne
Garrison Manager: Richard Martin
CSM Forbes Daniels

301 C St., Bldg. 2607
Yuma, AZ 85365
928-328-3474
<http://yuma.army.mil/garrison>

IMCOM EUROPE

USAG Ansbach

Senior Commander: BG Michael A. Ryan
Garrison Commander: COL Christopher M. Hickey
CSM Lester Stephens

Unit 28614
APO AE 09177-8614
DSN 314-468-1600; Commercial 49-0981-183-1500
www.ansbach.army.mil

USAG Bamberg

Senior Commander: BG Michael A. Ryan
Garrison Commander: LTC Steven L. Morris
CSM Daniel Ocanas

Unit 27535
APO AE 09139
DSN 314-469-1600; Commercial 49-0951-300-2000
www.bamberg.army.mil

USAG Baden-Württemberg

Senior Commander: BG Jeffrey G. Smith, Jr.
Garrison Commander: COL William C. Butcher
CSM Annette Weber

Unit 29237
APO AE 09102-9237
DSN 314-373-1300; Commercial 49-06221-17-1400/1600
<http://www.bw.eur.army.mil/>

USAG Baumholder

Senior Commander: MG Patricia E. McQuiston
Garrison Commander: LTC Sam R. McAdoo
CSM Earla L. Reddock

Unit 23746
APO AE 09034-0027
DSN 314-485-7517; Commercial 49-0-6783-6-7517
www.baumholder.army.mil

USAG Benelux

Senior Commander: MG Byron S. Bagby
Garrison Commander: COL Rick Tillotson
CSM Allan K. Fairley

Unit 21419
APO AE 09708-1419
DSN 314-361-5419; Commercial 32-068-27-5419
www.usagbenelux.eur.army.mil

USAG Brussels

Senior Commander: MG Byron S. Bagby
Garrison Commander: LTC Francesca Ziemba
CSM Robert G. Lehtonen II

Unit 8100 Box 01
APO AE 09714-9998
DSN 314-368-9702; Commercial 32-02-717-9702
<http://www.usagbrussels.eur.army.mil/sites/local/>

USAG Grafenwoehr

Senior Commander: BG Steven L. Salazar
Garrison Commander: COL Avanulas R. Smiley
CSM William Berrios

Unit 28130
APO AE 09114
DSN 314-475-8103; Commercial 49-09641-83-8103
<http://www.grafenwoehr.army.mil/>

★ ★ ★ INSTALLATION MANAGEMENT COMMUNITY ★ ★ ★

List current as of publication date.

USAG Garmisch

Senior Commander: BG Steven L. Salazar

Garrison Manager: Karin Santos

Unit 24515

APO AE 09053-4515

DSN 314-440-3701; Commercial 49-08821-750-3701

<http://www.garmisch.army.mil/>

USAG Hohenfels

Senior Commander: BG Steven L. Salazar

Garrison Commander: LTC Kevin J. Quarles

CSM Brenda J. Kadet

Unit 28216

APO AE 09173

DSN 314-466-1500; Commercial 49-09472-83-1500;

www.hohenfels.army.mil

USAG Kaiserslautern

Senior Commander: MG Patricia E. McQuiston

Garrison Commander: LTC Kevin S. Hutchison

CSM Richard D. Jessup

Unit 23152

APO AE 09227

DSN 314-493-4213; Commercial 49-0631-3406-4213;

<http://www.kaiserslautern.army.mil/>

USAG Livorno

Senior Commander: MG David R. Hogg

Garrison Commander: LTC Kevin A. Bigelman

CSM Felix Rodriguez

Unit 31301

APO AE 09063

DSN 314-633-7229; Commercial 39-050-54-7229

<http://www.usag.livorno.army.mil/>

USAG Mannheim

Senior Commander: BG Jeffrey G. Smith, Jr.

Garrison Commander: LTC Elizabeth Griffin

CSM Timothy Magee

Unit 29901

APO AE 09086

DSN 314-380-1600; Commercial 49-0621-730-1600

<http://home.mannheim.army.mil/>

USAG Schinnen

Senior Commander: MG Byron S. Bagby

Garrison Commander: LTC Chad R. Arcand

CSM Alicia Castillo

Unit 21602

APO AE 09703-1602

DSN 314-360-7585; Commercial 31-046-443-7585

<http://www.usagschinnen.eur.army.mil/sites/local/>

USAG Schweinfurt

Senior Commander: BG Michael A. Ryan

Garrison Commander: LTC Everett Spain

CSM Eric K. Gordon

CMR 457

APO AE 09033

DSN 314-354-1600; Commercial 49-09721-96-1600

www.schweinfurt.army.mil

USAG Stuttgart

Senior Commander: BG Jeffrey G. Smith, Jr.

Garrison Commander: COL Carl D. Bird III

CSM Major Anthony M. Bryant

Unit 30401

APO AE 09107

DSN 314-431-1300; Commercial 49-07031-15-1300

www.stuttgart.army.mil

USAG Vicenza

Senior Commander: MG David R. Hogg

Garrison Commander: COL Erik Daiga

CSM Jeffrey S. Hartless

Unit 31401

APO AE 09630

DSN 314-634-7111; Commercial 39-0444-718020

www.usag.vicenza.army.mil

USAG Wiesbaden

Senior Commander: BG Jeffrey G. Smith, Jr.

Garrison Commander: COL Jeffrey W. Dill

CSM Hector A. Prince

Unit 29623

APO AE 09005-9623

DSN 314-337-5142; Commercial 49-0611-705-5142

www.wiesbaden.army.mil

List current as of publication date.

IMCOM PACIFIC

Joint Base Elmendorf-Richardson

Senior Commander: BG Raymond P. Palumbo
Army Support Activity Commander: COL Timothy R. Prior
CSM Thomas G. Kimball, Jr.

10480 22nd Ave., Suite 123
Joint Base Elmendorf-Richardson, AK 99506
907- 552-3846
<http://www.jber.army.mil/default.htm>

Fort Greely

Senior Commander: LTG Kevin T. Campbell
Garrison Commander: LTC Chris Chronis
CSM Carolyn Reynolds

P.O. Box 31269
Fort Greely, AK 99731
907- 873-4604
<http://www.greely.army.mil>

Fort Wainwright

Senior Commander: BG Raymond P. Palumbo
Garrison Commander: COL Timothy A. Jones
CSM Todd E. Wentland

1060 Gaffney Road, #5900
Fort Wainwright, AK 99703-5900
907-353-6701
<http://www.wainwright.army.mil/sites/local/>

USAG Japan-Camp Zama

Senior Commander: MG Francis Wiercinski
Garrison Commander: COL Perry Helton
CSM Scarlett Stabel

Unit 45006
APO AP 96343-5006
DSN 315-263-5978; Commercial 81-46-407-7060
<http://www.usagj.jp.pac.army.mil/ima/sites/local/>

USAG Hawaii-Schofield Barracks

Senior Commander: MG Michael J. Terry
Garrison Commander: COL Douglas S. Mulbury
CSM Robert Williamson III

742 Santos Dumont
Wheeler Army Airfield
Schofield Barracks, HI 96857-5000
808-656-1153
<http://www.garrison.hawaii.army.mil/>

IMCOM KOREA

USAG Humphreys

Senior Commander: LTG Joseph F. Fil
Garrison Commander: COL Joseph P. Moore
CSM Jason K. Kim

Unit 15716
APO AP 96271-5716
DSN 315-754-5108; Commercial 82-31-619-5108
<http://humphreys.korea.army.mil>

USAG Yongsan

Senior Commander: GEN Walter "Skip" Sharp
Garrison Commander: COL Bill Huber
CSM Ralph J. Rusch

Unit 15333
APO AP 96205-5333
DSN 315- 738-7453; Commercial 822-7918-7453
<http://yongsan.korea.army.mil/>

USAG Red Cloud

Senior Commander: MG Michael S. Tucker
Garrison Commander: COL Hank Dodge
CSM Nidal Saeed

Unit 15707
APO AP 96258-5707
DSN 315- 732-7845; Commercial 82-31-870-7845
<http://redcloud.korea.army.mil>

USAG Daegu

Senior Commander: BG Thomas A. Harvey
Garrison Commander: COL Terry D. Hodges
CSM Gabriel S. Arnold

Unit 15746
APO AP 96218-5746
DSN 315-768-8174; Commercial 82-53-470-8174
<http://daegu.korea.army.mil>



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